Organizational Coaching Associates

Leading with Integrity

Implementing Complex Change through Organization-level Coaching: *The Virginia Beach Police Department*

Overview

Organization-level problems today are extraordinarily complex. Finding ways to solve the problems takes special capabilities, including the capacity to develop problem-solving approaches that allow for new solutions.

People have incredible capacity for creativity when they work together to solve problems. Developing and using that capacity takes insight, encouragement, and practice. Our programs help participants to develop that capacity.

The programs offer an experiential learning process tied to participants' own organizational issues and challenges. Participants learn to deal with tough problems and they practice ways of solving them.

Culture of Integrity and the Virginia Beach Police Department

The Virginia Beach Police Department (VBPD), as part of a Department of Justice Culture of Integrity grant, worked with Organizational Coaching Associates to develop and enhance the capacity to tackle their tough organizational problems.

The program *"Leadership, Coaching, and Organizational Change"* was customized for VBPD and included:

- A four-month learning process of workshops, learning guides, and group projects.
- Learning new skills for coaching and leading organizational change.

Concepts and tools included:

- *A six-step individual coaching process*
- *A framework for tackling "tough" organizational problems*
- *Ten conversations to generate organizational alignment*

Outcomes for the VBPD included:

- A coaching program to support cadets entering into the police force
- New leadership skills to support both sworn and civilian staff
- A framework based on personal power, accountability, and learning to support a culture of integrity

Tough Problem Case Study
Engaging Senior Leaders in Leadership Development within the VBPD

Issues

One of the participant teams identified the following as a tough organizational problem: their senior leaders were not participating fully in the leadership development process that the leaders themselves were advocating.

This team's assessment of the consequence of the problem was that the senior leaders' initiatives were not being taken seriously by other officers. The particular issue that this team addressed was the senior officers' lack of support for the department's new employee mentoring program. The program is deemed desirable but participants actually rate it poorly.

Team's approach

The team invited key stakeholders in the mentoring program as well as senior leadership to participate in a series of organizational-level discussions. They introduced the participants to the ten conversations for aligning as a way of uncovering and addressing the weaknesses of the mentoring program.

Through those conversations the team was able to identify a set of issues that contributed to the mentoring program's shortcomings. Equipped with a framework for solving tough problems, they were able to use both team and individual coaching to generate a plan for revamping and rejuvenating the mentoring program.

Based on their learning in the program, the police department now offers new recruits both a mentor and a "coach" to assist them in dealing with the challenges they encounter in their first year.
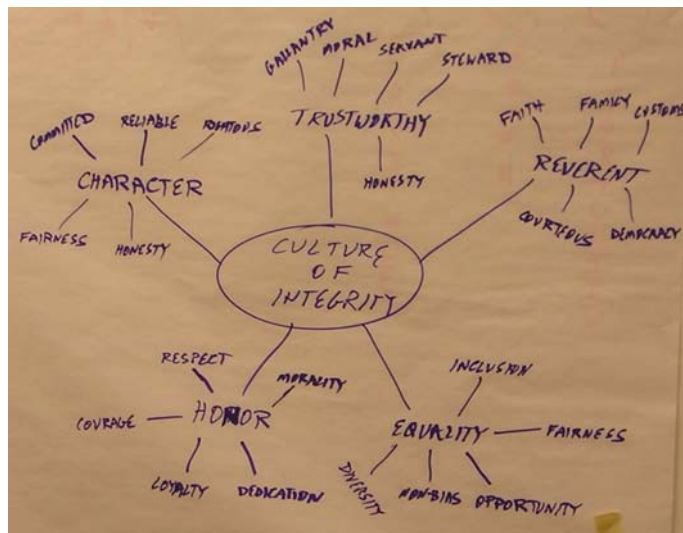
Team's visualization
of culture of integrity
as class activity