Coaching from a Position of Privilege

The Human Tapestry

Challenge
Illuminate
Celebrate

Lee N. Coffee, Jr.
Objectives

• Discuss dimensions of privilege to consider during Coach-Trainee interactions
• Discuss how privilege can influence coaching presence
• Examine strategies to alleviate privilege during coach training sessions
Ground Rules

• Listen to each other for understanding…not agreement
• Share the “air time” with others
• Speak for self – use “I” messages
• Use open and honest dialogue
• Expect unfinished business
• Have fun
“Not everything that is faced can be changed; but nothing can be changed until it is faced”

~James Baldwin~
The Talk

Parental Advice

Source: Steve Sack Star Tribune, July 16, 2013

Source: Rob Rogers, 2013 Pittsburg Post Gazette
Privilege

• Privilege = A special advantage or authority possessed by a particular group

• Power – The capacity or ability to direct or influence the behavior of others.

• Prestige – Respect or regard in the eyes of others

Source: Sociology: A down-to-earth-approach 7th Ed
A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it struck.

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)
Cultural Humility

➢ A lifelong process of self-reflection and self-critique.

➢ Remove power imbalances where they should not occur

➢ Be an ally for those in need

Source: J. Murray-Garcia, PhD, & M. Tervalon, MD, Journal of Health Care for the Poor and Underserved, 1998
As A Coach Trainer…

❖ Where am I stuck in my development?
❖ What can I do to improve relationships during my coach-trainee interactions?
❖ When should I create psychological safety for underrepresented members in my programs?
❖ What privileges show up when training coachees? When should I address this?
❖ Will demonstrating “cultural humility” improve my role as a coach-trainer
❖ What is my calling at this stage of my life?
Reading Resources
# Hidden Rules Among Class

<table>
<thead>
<tr>
<th><strong>Possessions</strong></th>
<th><strong>Poverty</strong></th>
<th><strong>Middle Class</strong></th>
<th><strong>Wealth</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Things</td>
<td>One-of-a-kind objects, legacies, pedigrees.</td>
<td></td>
</tr>
<tr>
<td>Money</td>
<td>To be used, spent.</td>
<td>To be managed.</td>
<td>To be conserved, invested.</td>
</tr>
<tr>
<td>Personality</td>
<td>Is for entertainment. Sense of humor is highly valued.</td>
<td>If for acquisition and stability. Achievement is highly valued.</td>
<td>Is for connections. Financial, political, social connections are highly valued.</td>
</tr>
<tr>
<td>Social Emphasis</td>
<td>Social inclusion of people he/she likes.</td>
<td>Emphasis is on self-governance and self-sufficiency.</td>
<td>Emphasis is on social exclusion.</td>
</tr>
<tr>
<td>Food</td>
<td>Key question: Did you have enough? Quantity important.</td>
<td>Key question: Did you like it? Quality important.</td>
<td>Key question: Was it presented well? Presentation important.</td>
</tr>
<tr>
<td>Clothing</td>
<td>Clothing valued for individual style and expression of personality.</td>
<td>Clothing valued for its quality and acceptance into norm of middle class. Label important.</td>
<td>Clothing valued for its artistic sense and expression. Designer important.</td>
</tr>
<tr>
<td>Time</td>
<td>Present most important. Decisions made for moment based on feelings or survival.</td>
<td>Future most important. Decisions made against future ramifications.</td>
<td>Traditions and history most important. Decisions made partially on basis of tradition and decorum.</td>
</tr>
<tr>
<td>Education</td>
<td>Valued and revered as abstract but not as reality.</td>
<td>Crucial for climbing success ladder and making money.</td>
<td>Necessary tradition for making and maintaining connections.</td>
</tr>
<tr>
<td>Language</td>
<td>Casual register. Language is about survival.</td>
<td>Formal register. Language is about negotiation.</td>
<td>Formal register. Language is about networking.</td>
</tr>
<tr>
<td>Family Structure</td>
<td>Tends to be matriarchal.</td>
<td>Tends to be patriarchal.</td>
<td>Depends on who has money.</td>
</tr>
<tr>
<td>World View</td>
<td>Sees world in terms of local setting.</td>
<td>Sees world in terms of national setting.</td>
<td>See world in terms of international view.</td>
</tr>
<tr>
<td>Love</td>
<td>Love and acceptance conditional, based upon whether individual is liked.</td>
<td>Love and acceptance conditional and based largely upon achievement.</td>
<td>Love and acceptance conditional and related to social standing and connections.</td>
</tr>
</tbody>
</table>

Source: Ruby Payne
Cross-Cultural Communication

- People communicate with one another when they come to share the same understanding about what something means
  
  - 65% Body Language
  - 15% Symbolic
  - 20% Verbal Communication

Source: Defense Equal Opportunity Management Institute (DEOMI)
Members of influential groups are often unaware of the experiences of members of attendant groups.
Members of dominant groups are often unaware of the experiences of members of subordinate groups.
Some Things You Can Say…

- Assume Good Intent/Explain Impact
- Say “OUCH!”
- Ask a question
- Broaden to Universal Behavior
- Seek Contradictions
- Make it Individual

Source: Ouch! That Stereotype Hurts
Remember We All Have Needs…

- Personal
  - Treated with dignity and respect
  - Listened to and understood
  - Involved in a meaningful way
  - Trusted and valued
  - Supported

- Practical
  - Accomplish the task
  - Solve a problem
  - Gain commitment from team members
  - Get information or ideas
  - Act on a situation

Source: Development Dimensions International (DDI)
✓ What should I start doing?

✓ What competency might be compromised by privilege during coach-trainee sessions?

✓ What’s working well that I should continue doing?
Strategies to Address Privilege

- Self Awareness
- Be a lifelong learner
- Acknowledgement
- Empathy
- Advocate
“Not everything that is faced can be changed; but nothing can be changed until it is faced”

~James Baldwin~
Questions

Time for Questions