Applying Executive Skills to Social Enterprise

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Poll: Which of the following is your strongest skill?

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<td>2. Time Management</td>
<td>6. Flexibility</td>
<td>10. Sustained Attention</td>
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Poll: How much do you talk about or embed Executive Skills into your program?

A. All the time
B. A lot of the time
C. Occasionally
D. Never
Webinar Agenda

- Why ES matter and what they are
- How New Moms designed and refined an ES Approach
- Share ES Toolkit for use in your program/social enterprise
- Questions & Answers
Webinar Goals

1. Understand Executive Skills and their development.
2. Excited about the potential of Executive Skills in your program.
3. Confidence in taking next steps with the Executive Skills Approach.
We believe in the strength, skills, and potential of all families to pursue and achieve their goals.

New Moms partners with young moms under 24 years old, in a 2-Generation coaching approach that creates the foundation for economic mobility and family well-being.
16-week Workforce Development Program Pathway

NEW MOMS

ENROLLMENT + ONBOARDING

PRODUCTION TRAINING + CAREER READINESS

PARENTAL SUPPORT

FINANCIAL CAPABILITIES

JOB SEARCH

ONGOING SUPPORT

ORIENTATION

BRIGHT ENDEAVORS

MILESTONE CELEBRATION
What are Executive Skills?

How do Executive Skills develop?

Why do Executive Skills matter?
How we organize

- Organization
- Time Management
- Planning/Prioritization

How we react

- Response Inhibition
- Flexibility
- Emotional Control
- Stress Tolerance
- Metacognition

How we get things done

- Task Initiation
- Sustained Attention
- Goal-Directed Persistence
- Working Memory
Brain Architecture and Air Traffic Control

https://developingchild.harvard.edu/science/key-concepts/brain-architecture/
Executive Skills → Behaviors
Back in 2016 we struggled with...

- Low enrollment numbers and high 1st week attrition
- Inconsistent attendance
- “Wild West”-style case & crisis management
- High waste numbers in production at Bright Endeavors
Executive Skills Pilot

Decreased enrollment and intake barriers
- Increased enrollment
- Lower attrition

Created SMART Goal Tool
- Consistent coaching approach & language
- Participant and production goal achievement

Took “Present bias” perspective
- Improved written materials$ and schedule upfront!
- $ and schedule upfront!
- Incentives

$ and schedule upfront!
An Executive Skills Approach
Executive Skills Knowledge

- Basic understanding of how ES develop in the brain and how experiences may shape ES development
- Knowledge of our own ES strengths and struggles
- Awareness of the resulting behaviors from ES strengths and struggles
ES-Based Coaching

• Uses Motivational Interviewing
• Help participant ensure her SMART Goals are a “good fit” with her ES strengths and environmental context
• Check in to “nudge” goal progression
• Support goal “scaffolding” over time
• Celebrate success immediately
Environmental Modifications

Modifying:

• Policies and procedures
• Written materials/documents
• Physical environment
• Technology
• Tasks themselves

...to decrease barriers to goal progression.
“SMART” Goal Tracking

• Short-term SMART Goals that are a “good fit” for ES Strengths
• Achievable within context of the environment and available resources in order to build success and reinforce motivation
• Coach helps identify motivation, modify environment, and build incentives
• “Scaffold” over time to more complex goals
Incentives

- Remove barriers to goal achievement and create slack (bus cards)
- Incentivize goal progression to nudge and overcome obstacles or change in context (encouragement, cash)
- Reward and celebrate goal achievement success (parties, public acknowledgement)
Outcomes of an Executive Skills Approach
Participant Outcomes

- Normalize strengths and struggles & talking about them
- Increased goal setting muscle & goal progression
- Record enrollment & attendance
- Improved numeracy & literacy
- Increased job retention rates
Coach Outcomes

- Shift power dynamic and center on the participant
- Consistent messaging
- Clear, standard tools and guidelines
Social Enterprise Outcomes

Modified environment improves overall throughput

Incentives reduce waste

Goal-oriented, Executive Skills-based tasks improve individual performance
Case Study & Toolkit now available!

https://newmoms.org/executive-skills-implementation-case-study/
Using the Executive Skills Toolkit

TOOLKIT TABLE OF CONTENTS
An overview of each tool is listed below. Each tool is color coded for ease of maneuvering through the toolkit.

- TOOL #1
  Readiness Checklist
  Understand your organization’s or Workforce Development program’s readiness to move towards adopting an Executive Skills Approach or any of its components.

- TOOL #2
  Environmental Modifications
  Learn how to survey and modify your program environment—the physical space, materials, tasks, and processes and procedures—to alleviate barriers and support participant goal achievement.

- TOOL #3
  Executive Skills Knowledge
  Learn how Executive Skills develop and manifest as behaviors in a workforce development setting, and how to administer and guide a conversation with colleagues and participants about their Executive Skills Profiles.

- TOOL #4
  SMART Goals
  Learn how to set shorter-term SMART Goals that are a good fit with Executive Skills, in order to support increased goal achievement rates. Learn how to scaffold SMART Goals over time towards more complex long-term goals.

- TOOL #5
  Coaching for Executive Skills Struggles
  Learn how to support and mitigate common Executive Skills struggles with specific, concrete strategies devised for each Executive Skill.

- TOOL #6
  Incentives
  Learn about intrinsic and extrinsic motivations and how to align them with incentives that remove barriers, nudge progression to overcome obstacles, and reward success.

- TOOL #7
  Matching Executive Skills with Job Development
  Learn how to align Executive Skills strengths and struggles with tasks and behaviors required on the job. Find a good fit between employer partners and participants, reducing employee turnover and improving job retention.

Note to practitioners: An Executive Skills Approach also requires familiarity and practical application of Motivational Interviewing (MI) techniques. While not a tool in this toolkit, we refer to MI frequently and include resources for bolstering MI in your program. See this Appendix in Tool #1 - Readiness Checklist for more info on MI.

EXECUTIVE SKILLS IMPLEMENTATION TOOL #6
Creating Executive Skills-informed Incentives

SUMMARY
Executive Skills-informed incentives are intrinsic or extrinsic motivators that help people overcome obstacles to goal progression, change in readiness to initiate or pursue a goal, or shift in the environment. This tool will help you think about the differences between incentives that remove barriers, nudge progression, and reward success. In order to design your own Executive Skills-informed incentives, in your Workforce Development program or social enterprise, you may already have monetary (i.e., gift card), tangible (i.e., transit assistance) and intangible (i.e., public recognition) incentives built into the program. Effective incentives change over time to keep participants engaged, and they are most effective when tailored to the readiness, values, and interests of individuals and groups.

It’s important to note that while we use the word “motivation” in this tool, we also recognize that motivation is a result of a complex set of factors. We believe jobs seekers are intrinsically motivated by their personal and professional goals. What might appear to be a lack of or decrease in participant motivation could be related to institutional barriers and structural racism that make it difficult or impossible to initiate or pursue a goal. Workforce development programs must therefore take into consideration the environmental landscape, and support participant goal progression by working to modify the environment to be more just and inclusive, and to design and provide incentives.

HOW TO USE THIS TOOL
This tool outlines a steps towards aligning incentives between your Workforce Development program goals, participant goals, the environment they both operate in, and the readiness and motivation of your participants. Follow the steps and tasks in order, or simply review the questions to consider as you devise or improve your Executive Skills-informed incentives.

You can also see an example of applying incentives into a Workforce Development program by reviewing “How Moms Learn and Gain Example” to see how participant and program goals align, and a simple system of incentives is linked to clear milestones and goals.

Congratulations on your Workforce Development Program implementation! You have now taken the first step to implementing Executive Skills in your program. For more information about how you can expand opportunities for your participants, please refer to “Executive Skills Implementation: Case Study.”

Incentives can be applied at any point in your Workforce Development program’s services delivery. You can consider the changing institutional barriers, motivations, and successes participants have throughout their engagement with your program. An example of where you can apply the three types of incentives in your Workforce Development Program is below, starting as participant leave their first touch point with your program.

For more information about how WorkMoms applies incentives in its Workforce Development program please refer to “Executive Skills Implementation: Case Study.”
Your Executive Skills Implementation
SMART Goal

Identify one component of the Executive Skills Approach you think could improve your program. How motivated are you to learn more about it?

My SMART Goal for Executive Skills learning is:
By _________________________ [date/time], I will navigate to https://newmoms.org/executive-skills-implementation-case-study/ and review the section on _______________________ [Topic].
What questions do you have?
Thank you!

If you haven’t already, please create your account on REDFworkshop.org to keep informed and access all of our materials and tools.

Today’s slides and recording will be posted on REDFworkshop.org/webinars by the end of the day today.

To continue the discussion and post additional questions, please head over to ShopTalk where NEW MOMS will continue to share their learnings.

And, finally, please take our survey following the end of this webinar!