

Establishing a coaching relationship within the Marshall Ganz organizing framework involves **building trust through one-on-one meetings based on shared values, mutual commitment, and purposeful action**. It focuses on empowering the coachee, active listening, and connecting personal narratives to common goals, rather than simply giving advice or managing tasks.

Key Steps to Establishing a Coaching Relationship

- **Conduct One-on-One Meetings:** Initiate the relationship with purposeful 1:1 conversations, aiming to connect, share stories, and explore shared interests.
- **Use Public Narrative:** Share a "story of self" to explain your calling, listen to theirs, and identify shared values (story of us) to build trust.
- **Identify Mutual Commitments:** Move beyond just exchanging information to establishing a commitment to work together toward a shared goal or change.
- **Active Coaching Practices:**
 - **Listen Actively:** Focus on understanding the person's motivations and challenges rather than jumping to solutions.
 - **Ask, Don't Tell:** Ask powerful, open-ended questions to help the coachee find their own solutions.
 - **Debrief and Support:** Regularly review actions taken, share feedback, and provide support to foster growth.
- **Establish Structure:** Set up regular, proactive meetings (e.g., every two weeks) to ensure consistent communication and accountability, rather than only meeting during crises.