

## Categories of Coaching Dilemmas

These categories of coaching dilemmas emerged from analyses of interviews with seventeen improvement coaches discussing their work supporting improvement activity and the challenges that they encountered. In each category, a set of more specific challenges are described to illustrate the dilemma.

<b>Category #1: Improvement Science Capability</b>	Developing the improvement science capability (e.g., skills to design and execute cycles of inquiry) of individuals and teams.
<b>1A Supporting deployment of improvement tools and methods in coordinated ways</b>	Coaching challenges related to supporting appropriate application of tools and methods to advance in the journey toward identified improvement goals.
<b>1B Developing inquiry capability</b>	Coaching challenges related to supporting individuals and teams to learn from PDSA cycles, including the processes of designing, executing, documenting, and reflecting on those cycles.
<b>1C Developing an analytic orientation and capabilities</b>	Coaching challenges related to supporting individuals and teams to see the importance of data in improvement, and to build analytic capability to effectively drive the improvement effort.

<b>Category #2: Improvement as Continuous Learning</b>	Supporting the learning journey of improvers in ways that shift current practices and ways of thinking that promote ownership of the work
<b>2A Fostering agency for improvement initiatives</b>	Coaching challenges related to empowering individuals and teams to set the direction and cadence of improvement work.
<b>2B Managing improvement and maintaining momentum</b>	Coaching challenges related to supporting productive processes, routines, and habits to maintain momentum in the improvement work.
<b>2C Supporting facilitation skill development</b>	Coaching challenges related to supporting individuals who facilitate local improvement teams.

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Categories of Coaching Dilemmas (continued)

<b>Category #3: Coach and Team Relational Dynamics</b>	Supporting the development of the coaching relationship with individuals and teams.
3A Establishing and sustaining relationships	Coaching challenges related to establishing and sustaining a relationship with an improvement team and the connections among team members.
3B Enabling equity of participation	Coaching challenges related to encouraging diverse perspectives and enabling equitable participation.
3C Addressing unproductive interpersonal dynamics	Coaching challenges related to addressing unproductive interpersonal dynamics between coach and improvers and among improvers.

<b>Category #4: Environmental Conditions</b>	Fostering the enabling conditions necessary to execute and sustain the improvement work.
4A Addressing individual beliefs	Coaching challenges related to addressing individuals' beliefs that may limit a willingness to act and undertake improvement efforts.
4B Navigating existing organizational culture	Coaching challenges related to navigating and shifting existing organizational culture that may impede improvement work.
4C Navigating system constraints	Coaching challenges related to the organizational structures and constraints that shape how the improvement work is done.