

CASE STUDY:

InsideTrack

[InsideTrack](#) is a mission-driven nonprofit that fuels equitable social mobility by empowering and advancing all learners, helping them achieve their educational and career goals through the transformative power of coaching. Since 2001, InsideTrack has served over 3.5 million learners, partnering with more than 380 organizations to directly improve learner enrollment, retention, completion and career advancement. As InsideTrack President Ruth Bauer White explains, “The coaching methodology we’ve developed and evolved over the years is designed to support all types of learners at every stage of their journey — especially those who face systemic barriers to postsecondary success.”

In 2015, InsideTrack began to widen its ability to positively impact more learners, as they expanded their services beyond direct coaching. InsideTrack began to share their evidence-based coaching methodology with frontline support staff and other organizational leaders and employees, so staff could become certified in their proven coaching techniques — with the goal of helping organizations improve their support outcomes. Using coach certification and a train-the-trainer model, these additional [coaching development and training services](#) offer organizations a sustainable way to deliver better impact to their learners — all designed to help them build capacity and provide in-house coaching to more learners.

In the early days of implementing coaching development and training services, InsideTrack committed to creating a mindset shift for its staff, promoting a philosophy around sharing information and best practices — including resources previously protected as intellectual property. As the organization developed this new strategy, they focused their attention on the internal change management needed to support the work, preparing staff members to embark on this widespread impact while they guided partners through change management practices of their own.

Ultimately, making this shift emphasized widespread sharing as a critical form of impact that indirectly benefits learners in a sustainable way — with the institutional staff members becoming the “learners.” To address fidelity of implementation, InsideTrack has defined non-negotiables and intentionally leaves room for customization and innovation. As an



example, demonstration of skill mastery is a required part of InsideTrack's certification programs, but participants have a customized development plan based on their strengths and role.

Coaching for change: A proven approach

To create widespread impact, InsideTrack uses its coaching methodology and expertise to help organizations build long-term, scalable capacity, starting with effective assessment. [To build a sustainable in-house support program](#), InsideTrack assesses an organization's goals, current internal gaps and readiness for change. Just as it was necessary for InsideTrack's own staff, a change management model has become a requisite for helping leaders and staff embrace these necessary shifts in behavior, knowledge and skill development.

Based on years of implementing [Prosci's](#) change management methodology, InsideTrack employs a consistent change management strategy alongside the implementation of any new initiatives — an approach they believe is key to the effectiveness of its programs. “The most successful capacity building pillars are strong executive level sponsorship and commitment to organizational change,” says Megan Breiseth, associate vice president of learning and development at InsideTrack. These often overlooked components help ensure a training initiative can take root and blossom into the internal capacity an organization needs to sustain change.

Today, nearly a decade after InsideTrack began expanding their reach through training and development, they have worked with over 140 partners to build coaching capacity as part of their widespread impact model. To date, nearly 3,200 InsideTrack certifications of all types have been awarded — including 930 coaching certifications and 156 trainer certifications to staff members and leaders at partner organizations. By training partners using their coaching methodology, InsideTrack's model is indirectly reaching hundreds of thousands of learners, all while coaches continue to work one-on-one with individuals through other direct coaching partnerships.

When InsideTrack and a partner organization embark on an in-house coaching program, the coaching training and development is a true partnership from start to finish — one designed to create immediate results and lasting improvements. Take the case of one of the largest community colleges in the nation, located in Texas. Beginning in 2017, InsideTrack first coached 125 students from the college to show the immediate impact of coaching, while also performing an in-depth assessment to better understand the college's support strengths and opportunities for improvement. At the same time, staff began to receive training to embed coaching techniques into their advising practices. During that initial work, InsideTrack trained 93 staff members and certified nearly 70 coaches, while also offering advanced training to select staff members, so they could observe and train new coaches. Since then, InsideTrack-certified trainers at the college have certified 110 new coaches — demonstrating the long-lasting, sustainable impact of InsideTrack's capacity building programs. Not only is



the school's in-house coaching program thriving — it's growing, able to support more of its students through coaching than ever before.

A commitment to fueling systemic change

InsideTrack funds its widespread impact work through both philanthropic funding and fee-for-service. Often, a funder might initially support InsideTrack's direct services with an organization. Then, over time, as they see the impact, they will fund an initiative to support InsideTrack in delivering its widespread impact model to build the capacity of the partner organization — giving them the coaching methodology, resources and tools they need to implement the coaching program themselves. While the various stages of training can often take significant time, the end result is a highly trained staff ready to support learners for years after the partnership has ended, yielding long-term results for coached individuals and the organization.

As evidenced by [InsideTrack's impact framework](#), the organization pursues a mix of direct, widespread and systemic impact, all designed to help them achieve a goal of greater empowerment and equity for all individuals. Through their systemic change work, they hope to use data shared through case studies, reports and research to promote widespread adoption of success coaching as a proven intervention. Their vision is for every individual to have coaching support. InsideTrack's impact at the systems level will remain the next frontier of opportunity — to ultimately further their mission of fueling equitable social mobility.

