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**The Seven Phase Sequence:**  
**A road map to Natural Supports**  
**for job coaches**

A presentation by  
**Michael Callahan**  
Iowa APSE, September 28, 2016

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**The Need for Balance**

Traditionally employment supports have either been analogous to a relay race or a solo race. In other words job coaches have either handed off support responsibility to employers or one party or the other does it all.

These approaches have been less than effective in assuring success for supported employment.

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**The Seven Phase Sequence**

The Seven Phase Sequence, first developed by Marc Gold in the 1970s, offers an additional option: a bike race analogy. This approach allows job supporters and employers to "ride together" throughout the time that supports are needed with the culture of the workplace as the default position.

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**Systematic Instruction:  
The Road Map to Success**

The provision systematic instruction within community work places requires the maintenance of a carefully balanced equation in which powerful forces must be acknowledged and finessed:

- Natural Features of the Work Setting and,
- Individual Learner Needs

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**Opposing forces of workplace supports**

**Features of Naturalness**                      **Individual Employee Needs**

Where are most employees expected to strike a balance early in employment: at *Features of Naturalness* or at *Individual Needs*?

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**Features of Naturalness**                      **Individual Employee Needs**

During the first days of work, most employers expect employees to strike a balance in favor of naturalness – consistent with the company's culture.

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**MG&A** **Opposing forces of workplace supports**  
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**Features of Naturalness**                      **Individual Employee Needs**

Soon, however, most employees begin to customize their jobs in order to meet their *individual needs*.

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**MG&A** **Marc Gold's original 7 Phase Sequence**  
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Marc Gold proposed a way to guide trainers through the process and to not give up:

1. Determine the Method
2. Develop Content Steps
3. Consider Training Strategies
4. Train
5. Re-consider Training Strategies
6. Re-think Content Steps
7. Modify or Adapt the Method

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**MG&A** **The 7 Phase Sequence as a "closed loop" model**  
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7. **Adapt/Modify** the Method of the Task

1. Determine the **Method** of the Task

2. Write a **Content Task Analysis**

3. Develop strategies to **Train** the Task

4. **Train** the task to Criterion

5. **Rethink/Redo** training strategies

6. **Break down** the content steps into more teachable steps

Yes? Proceed to new task(s)

No?

No?

No?

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### Finding your way through training and support

A solution to solving this balance equation is found in the *seven phase sequence*. This strategy suggests that all training decisions be referenced in relation to the natural features of each work place: the natural *ways*, natural *means* and natural *people* which comprise the culture of the setting.

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### A cultural perspective

This approach embraces the discrete, unique cultures of community work places as the best starting point for all support and training decisions. In this perspective, *natural supports* are truly natural, not merely what we might wish them to be.

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### Resolving the Paradox of the Seven Phase Sequence

The Seven Phase Sequence uses "naturalness as the starting point of employment supports. This requires the acceptance of some risk by the job supporter.  
When things natural are not sufficient for success, the trainer provides additional support in the back-up phases. To do this job support staff must know how to teach.

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## The Seven Phase Sequence The Natural Phases: Phase 1

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**1. Determine Natural Ways**  
(Business Culture, Methods, Procedures, Interaction and Supervision Styles)

**Phase 1** references the **natural ways** in which jobs are performed in work settings. Natural ways include methods of performance for targeted job tasks, step-by-step procedures, the culture of workplace, the manner in which workers interact, the managerial style of the setting, and all other natural features which describe the unique characteristics of performance and behavior desired by the employer.

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## The Seven Phase Sequence The Natural Phases: Phase 2

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**1. Determine Natural Ways**

**2. Determine Natural Means**  
(Training Approaches, Content Steps, Motivating Strategies, Rules)

**Phase 2** requires facilitators to examine the **natural means** used by employers to communicate the natural ways desired for employee performance and behavior. This concept concentrates primarily on the teaching strategies, if any, used by employers to introduce new employees to their jobs and to support them when they need assistance and upgrading.

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## The Seven Phase Sequence The Natural Phases: Phase 3

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**1. Determine Natural Ways**

**2. Determine Natural Means**

**3. Identify Natural People**  
(Owner/Boss, Supervisors, Co-Workers, Regular Customers)

**Phase 3** asks facilitators to identify and enlist the **natural people** who typically support new employees to perform their jobs. This activity is possibly the most important aspect of natural supports for providers of employment services.

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## The Seven Phase Sequence The Facilitation Phase: Phase 4

**1. Determine Natural Ways**

**2. Determine Natural Means**

**3. Identify Natural People**

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**4. Facilitate Successful Performance**

**Phase 4** involves the provision of initial and on-going assistance to the supported employee. All the information gained during the first three phases, and in the backup phases, is considered in the implementation of this phase. The question marks indicate that facilitators must now decide the degree of naturalness which will be used for initial training.

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## The Seven Phase Sequence The Facilitation Phase: Phase 4 Decisions

**1. Determine Natural Ways**

**2. Determine Natural Means**

**3. Identify Natural People**

??

**4. Facilitate Successful Performance**

No? Proceed to Back-up Phases

Yes? Proceed to new task(s)

The facilitator must determine whether natural processes have resulted in success or whether additional individualization, support and training power is needed for success. *The only way out of the sequence is successful performance by the learner.*

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## The Seven Phase Sequence The Facilitation Phase: Phase 4 Decisions

**1. Determine Natural Ways**

**2. Determine Natural Means**

**3. Identify Natural People**

??

**4. Facilitate Successful Performance**

No?

Yes? Proceed to new task(s)

**Phase 5** involves supporting, or possibly substituting for, the natural people who are responsible for teaching job tasks. The facilitator must be present on the job site to successfully make this and many other back-up decisions.

**5. Support/Substitute for Natural People**

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### The Seven Phase Sequence The Back-up Phases: Phase 6

The decisions made during **Phase 6** involve a reconsideration of the natural means used by employers to teach and motivate employees to perform their jobs. The first consideration is typically to break the steps of the task into *smaller pieces of learning*, so that less information needs to be digested by the learner.

It is recommended that facilitators offer suggestions to both the natural trainer as well as to the employee. In this way both parties take responsibility for successful performance. Facilitators must also look at suggestions to increase *training power* in this phase, whether assisting natural trainers or providing direct instruction in substitution for natural trainers

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### The Seven Phase Sequence The Back-up Phases: Phase 7



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### The Seven Phase Sequence The Back-up Phases: Phase 7

**Phase 7** decisions involve adapting, modifying or negotiating for flexibility in the natural ways that work places operate. Natural ways include task methods, step-by step procedures, rules, customs and the overall culture of the work setting.

These decisions are logically considered last because they are often the most consistent and unchanging features of work places. It is necessary, in some instances, however, to negotiate for changes in this area even before the employee begins employment.

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### The Seven Phase Sequence The Back-up Phases: Phase 7

**Modification:** A change in the *method* of a task without adding anything to the task.

**Adaptation:** Adding an informational or assistive aspect to the *method* of a task. Adaptations may change the method of the task, and if so, their use must be taught as a part of a new method.

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### The Seven Phase Sequence The Complete "Roadmap"

1. Determine Natural Ways

2. Determine Natural Means

3. Identify Natural People

4. Facilitate Successful Performance

5. Support/Substitute for Natural People

6. Suggest more effective Natural Means

7. Adapt/Modify Natural Ways

No? No? No? No? No?

Yes? Proceed to new task(s)

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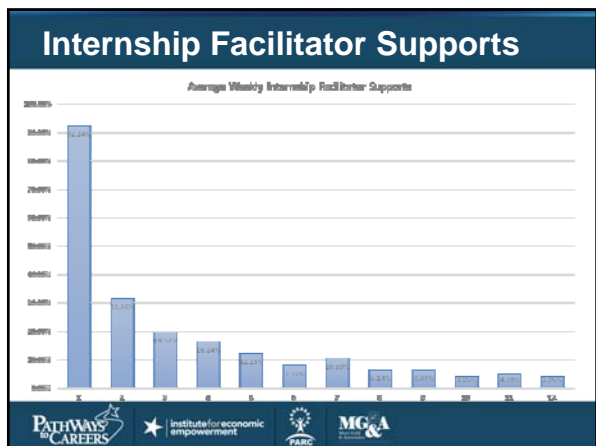
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## Implications

What are the implications of the Seven Phase Sequence?

- For Job Developers
- For Job Coaches
- For Employers
- For Funders

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