

Executive Coaching Professional Learning

Texas Strategic Leadership
October 17, 2024

Coaching through Performance Management

Advanced Coaching Techniques



Materials Site:

r16.us/TSLEC

Dropdown:

Oct 17, 2024 - Executive Coaching:
PMDS Training - Coaching through
Performance Management

Executive Coaching is...

the manifestation of ***servant leadership*** as one seeks to draw out, inspire, and develop the best and highest within people from the ***inside out*** .



The purposes of a person's heart are deep waters, but one who has insight draws them out.

Learning Objectives

By the end of this portion, I will:

- **Be able to** leverage advanced coaching techniques to support leaders in navigating the implementation of Performance Management systems.
 - Painting the Picture
 - We Can, If

in order to...

KNOW

- The qualities, characteristics, and skillset of effective Executive Coaches

DO

- Executive Coaching at the most effective level possible

BE

- Servant Leader
- Avid Learner
- High Expectations Standard Bearer
- Connector and Partner



Establish Performance Management Vision and Culture

Launch the Executive Performance Management Team

Establish a vision for performance management

Understand the current state of the district's data infrastructure and data culture

Build Continuous Improvement Systems

Prepare metrics, data tools, and data systems for a prioritized Curriculum and Instruction initiative's performance routines

Collect initial baseline data to prep for Fall Cycle Stepback

Conduct, Scale and Sustain Performance Management Routines

Conduct the Fall Cycle Stepback and Improvement Review

Conduct the Spring Cycle Stepback and Improvement Review

Continuously improve, scale and sustain performance management routines



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Coaching through Performance Management

Coaching Practice Activities:

1. Review coaching technique information.
2. **Observe** and **reflect** on a **brief model coaching** session using the technique.
3. **Discuss** and **practice** with a small group in a breakout room.
4. **Debrief** whole group.
5. Repeat 1-4.



Advanced Coaching Techniques

Painting the Picture

“Painting the picture is about putting your client literally into a situation in their mind as though it is occurring right now rather than imagining it at a later time.”

-The Heart of Laser-Focused Coaching, Marion Franklin

Considerations:

- Being clear, yet concise
- Choosing your words wisely
- Describing distinct and realistic details
- Posing either upside or downside scenarios



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Discuss and then **practice** with a small group in a breakout room.

7 Minutes

Coach, Client(s),
Observer(s)

Possibilities:

Describe a “downside scenario”.
“Let’s suppose...”



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Debrief the
whole group.

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Advanced Coaching Techniques

We Can, If

“When possible solutions lie outside of our experiences and comfort zones, a unique combination of **optimism**, **perseverance**, and **persistent inquisitiveness** is needed to confront challenges within constraints.”

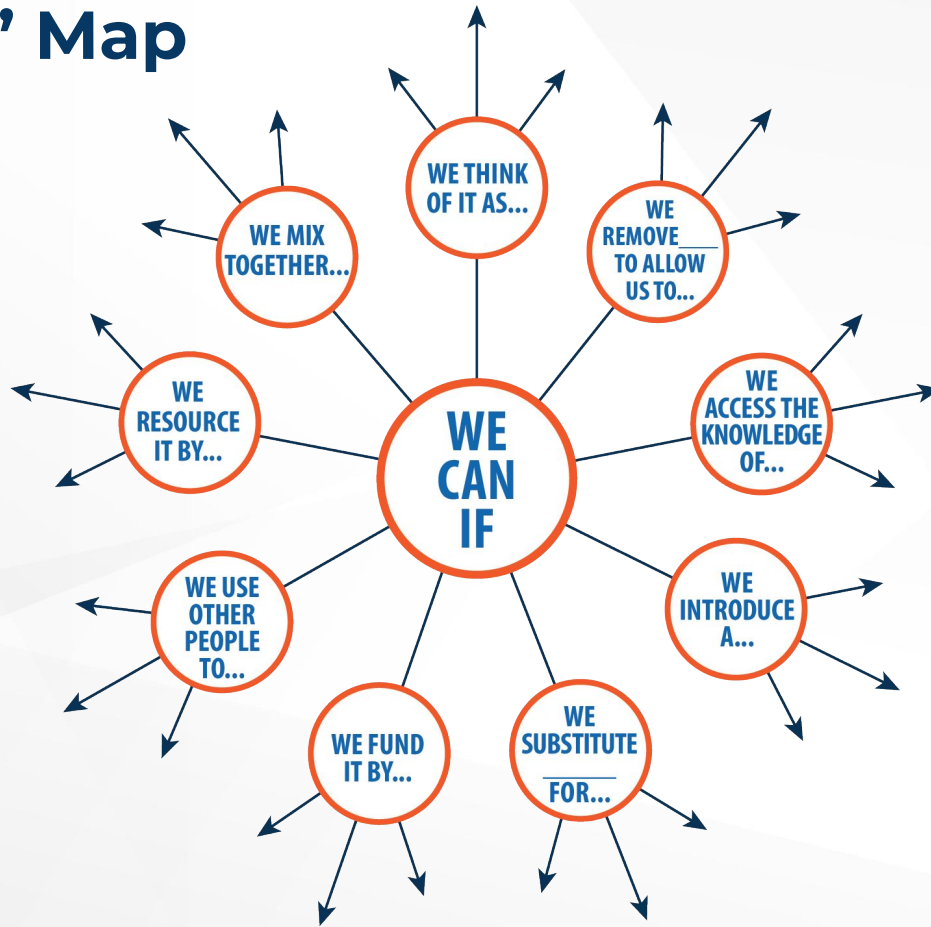
-A Beautiful Constraint, Adam Morgan & Mark Barden

Considerations:

- Keeping the conversation on the right question, focusing on possibilities.
- Keeping the oxygen of optimism continually in the process.
- Encouraging solution-driven thinking, rather than focusing on barriers or constraints.
- Beginning to identify groups as those who look for and find solutions.



“We Can, If” Map



Advanced Coaching Techniques



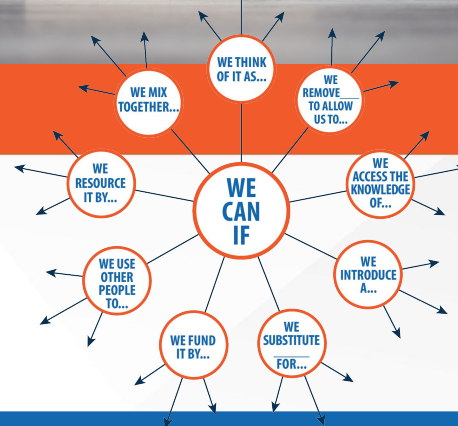
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Discuss and then **practice** with a small group in a breakout room.

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Coach, Client(s), Observer(s)

Possibilities:

“You shared that ___ seems to be a barrier. How might your perception shift if we start with ‘We can, if...?’”

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**Accountability
breeds
response-ability.**

- Franklin Covey, The 4th Discipline:
Create a Cadence of Accountability



Creating a Cadence of Coaching



*“Intent
is more important than
technique.”*

- Mahan Khalsa

Executive Coaching

*A good coach can change a moment.
A great coach can change a life.*





Thank you!