

# Executive Coaching Professional Learning

**Texas Strategic Leadership  
October 11, 2024**

**Coaching through Learning Lab Experiences**

*Cross Cohort Collaboration – SP Pathway*



**Materials Site:**

[r16.us/TSLEC](https://r16.us/TSLEC)

**Dropdown:**

Oct 11, 2024 - Executive Coaching:  
CCC SP - Coaching through  
Learning Lab Experiences

# 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 these portions, I will:***

TEA

**Know & Understand** the purpose of Learning Lab attendance.

- **Be able to** coach superintendents and leadership teams through Pre- and Post-Learning Lab Conversations to guide them in making intentional decisions related to the development (and/or implementation) of their Strategic Plan.

*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

# WHY Learning Labs



**Write First.  
Talk/Chat Second.**

How might **you** articulate  
the **PURPOSE**  
of leadership attendance  
at Learning Labs?

# Learning Objectives

***By the end of these portions, I will:***

- **Know & Understand** the purpose of Learning Lab attendance.

R16

**Be able to** coach superintendents and leadership teams through Pre- and Post-Learning Lab Conversations to guide them in making intentional decisions related to the development (and/or implementation) of their Strategic Plan.

*in order to...*

## KNOW

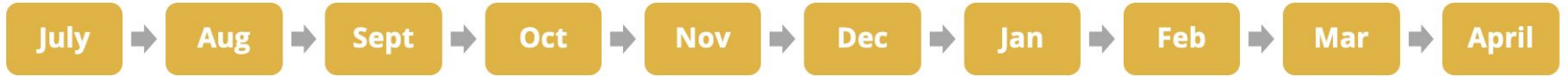
- The qualities, characteristics, and skillset of effective Executive Coaches

## DO

- Executive Coaching at the most effective level possible

## BE

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



← Stakeholder Engagement + Change Management occurs throughout →



"Let's gather stakeholder input"

"Let's walk classrooms and campuses"

"Let's utilize insights to determine envisioned student experience"

"Let's gather stakeholder feedback on the plan"

"What are key milestones and benchmarks along the way"

"Tell me about your district"

"What does the landscape analysis data show"

"Let's see other districts together"

"Let's set our student outcomes goals, strategic priorities, aligned initiatives"

"What are leading metrics and indicators to measure progress"

"Let's bridge to capacity builder supports to begin implementation"

← Who We are to BE: An Executive Coach →

# Coaching through Learning Lab Experiences

## Pre-Visit



## Post-Visit



# **NOT** Coaching through Learning Lab Experiences



What might occur if we **DON'T** coach through the Learning Lab Experiences?



# Coaching through Learning Lab Experiences

## Pre-Visit Coaching Practice Activities:

1. Review drafted **coaching questions**.
2. Independently, draw additional questions from the **ECF Conversation Guide** as well as **your own insights and reflections**.
3. **Discuss** your thoughts on the **Pre-Visit Coaching Conversation** with a small group in a Breakout Room.
4. **Debrief** whole group.



# Coaching through Learning Lab Experiences

## Pre-Visit Considerations:

- Understanding the WHY
- Understanding highest hopes and key expectations
- Entering with a growth versus a fixed mindset
- Envisioning possibilities despite differences
- Planning for differences for year 1 and year 2 TSL districts

1. Review drafted coaching questions.



## Possible Pre-Visit Coaching Questions:

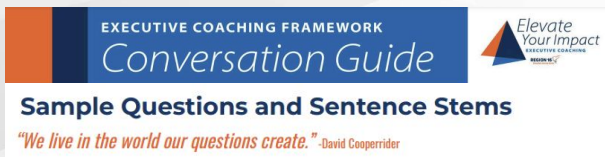
- Based on what we have shared with you about the Learning Labs, how might you put the **purpose** of the visit into your own words?
- How might you effectively **communicate** the purpose to team members and all other stakeholders?
- Considering you'll be observing \_\_\_\_, what are your **highest hopes and key expectations** for this visit?
- Given that the districts **may differ significantly** in size, leadership structure, demographics, and other factors, what actions will you take to ensure that each team member **gains valuable and relevant insights** from the experience?
- Upon completion of the visit, how do you envision this learning **impacting your next steps** in the development (or implementation) of your strategic plan?

# Coaching through Learning Lab Experiences

## Pre-Visit Considerations:

- Understanding the WHY
- Understanding highest hopes and key expectations
- Entering with a growth versus a fixed mindset
- Envisioning possibilities despite differences
- Planning for differences for year 1 and year 2 TSL districts

2. Independently, draw additional questions from the **ECF Conversation Guide** as well as **your own insights and reflections**.



## Possible Pre-Visit Coaching Questions:

- Based on what we have shared with you about the Learning Labs, how might you put the **purpose** of the visit into your own words?
- How might you effectively **communicate** the purpose to team members and all other stakeholders?
- Considering you'll be observing \_\_\_\_, what are your **highest hopes and key expectations** for this visit?
- Given that the districts **may differ significantly** in size, leadership structure, demographics, and other factors, what actions will you take to ensure that each team member **gains valuable and relevant insights** from the experience?
- Upon completion of the visit, how do you envision this learning **impacting your next steps** in the development (or implementation) of your strategic plan?

3 minutes – Silent, Solo

# Coaching through Learning Lab Experiences

## Pre-Visit Considerations:

- Understanding the WHY
- Understanding highest hopes and key expectations
- Entering with a growth versus a fixed mindset
- Envisioning possibilities despite differences
- Planning for differences for year 1 and year 2 TSL districts

3. Discuss your thoughts on the **Pre-Visit Coaching Conversation** with a **small group** in a **Breakout Room**.

EXECUTIVE COACHING FRAMEWORK

*Conversation Guide*



**Sample Questions and Sentence Stems**

*"We live in the world our questions create." -David Cooperrider*

## Possible Pre-Visit Coaching Questions:

- Based on what we have shared with you about the Learning Labs, how might you put the **purpose** of the visit into your own words?
- How might you effectively **communicate** the purpose to team members and all other stakeholders?
- Considering you'll be observing \_\_\_\_, what are your **highest hopes and key expectations** for this visit?
- Given that the districts **may differ significantly** in size, leadership structure, demographics, and other factors, what actions will you take to ensure that each team member **gains valuable and relevant insights** from the experience?
- Upon completion of the visit, how do you envision this learning **impacting your next steps** in the development (or implementation) of your strategic plan?

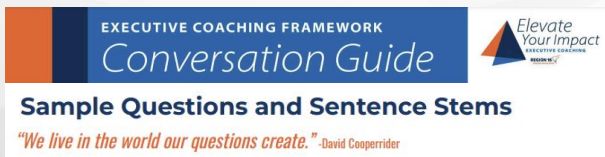
**5 minutes – Breakout Room of 5**

# Coaching through Learning Lab Experiences

## Pre-Visit Considerations:

- Understanding the WHY
- Understanding highest hopes and key expectations
- Entering with a growth versus a fixed mindset
- Envisioning possibilities despite differences
- Planning for differences for year 1 and year 2 TSL districts

### 4. Debrief whole group.



## Possible Pre-Visit Coaching Questions:

- Based on what we have shared with you about the Learning Labs, how might you put the **purpose** of the visit into your own words?
- How might you effectively **communicate** the purpose to team members and all other stakeholders?
- Considering you'll be observing \_\_\_\_, what are your **highest hopes and key expectations** for this visit?
- Given that the districts **may differ significantly** in size, leadership structure, demographics, and other factors, what actions will you take to ensure that each team member **gains valuable and relevant insights** from the experience?
- Upon completion of the visit, how do you envision this learning **impacting your next steps** in the development (or implementation) of your strategic plan?

Debrief Whole Group

# Learning Objectives

***By the end of these portions, I will:***

- **Know & Understand** the purpose of Learning Lab attendance.
- **Be able to** coach superintendents and leadership teams through Pre- and Post-Learning Lab Conversations to guide them in making intentional decisions related to the development (and/or implementation) of their Strategic Plan.



***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

# Coaching through Learning Lab Experiences

## Post-Visit Coaching Practice Activities:

1. Review drafted **coaching questions**.
2. Independently, draw additional questions from the **ECF Conversation Guide** as well as **your own insights and reflections**.
3. **Discuss and/or Practice** the **Post-Visit Coaching Conversation** with a small group in a Breakout Room.
4. **Debrief** whole group.



# Coaching through Learning Lab Experiences

## Post-Visit Considerations:

- Planning for differences for year 1 and year 2 districts
- Reflecting on learning
- Focusing on possibilities, rather than the differences noted
- Focusing on the strategic plan development (year 1) or implementation (year 2) processes, rather than “fixing everything now”
- Application for next steps

### 1. Review drafted coaching questions.



## Possible Post-Visit Coaching Questions:

- What were the **most significant insights or takeaways** from the event/observation for you and your team?
- How did the event **align with or differ from your expectations**, and what **surprised** you the most?
- What specific **strategies, practices, or ideas** did you observe that may be applicable or adapted to your organization?
- How do these **new insights challenge or validate** your current organizational practices or strategies?
- What **potential obstacles or challenges** do you foresee in implementing any of the ideas you gathered?
- How might we **prioritize which insights or practices to pursue**, and what criteria will guide those decisions? *(possible connection to Landscape Analysis results)*
- How might you **engage your team in translating the insights into actionable next steps** within the TSL process?

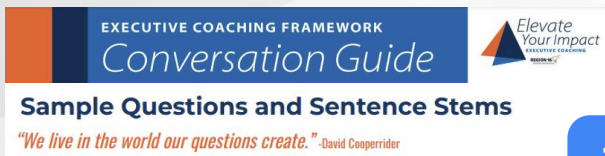


# Coaching through Learning Lab Experiences

## Post-Visit Considerations:

- Planning for differences for year 1 and year 2 districts
- Reflecting on learning
- Focusing on possibilities, rather than the differences noted
- Focusing on the strategic plan development (year 1) or implementation (year 2) processes, rather than “fixing everything now”
- Application for next steps

2. Independently, draw additional questions from the **ECF Conversation Guide** as well as **your own insights and reflections.**



EXECUTIVE COACHING FRAMEWORK  
*Conversation Guide*  
Elevate Your Impact  
EXECUTIVE COACHING  
REGION 16

**Sample Questions and Sentence Stems**  
“We live in the world our questions create.” -David Cooperrider

**3 minutes –  
Silent, Solo**

## Possible Post-Visit Coaching Questions:

- What were the **most significant insights or takeaways** from the event/observation for you and your team?
- How did the event **align with or differ from your expectations**, and what **surprised** you the most?
- What specific **strategies, practices, or ideas** did you observe that may be applicable or adapted to your organization?
- How do these **new insights challenge or validate** your current organizational practices or strategies?
- What **potential obstacles or challenges** do you foresee in implementing any of the ideas you gathered?
- How might we **prioritize which insights or practices to pursue**, and what criteria will guide those decisions? (*possible connection to Landscape Analysis results*)
- How might you **engage your team in translating the insights into actionable next steps** within the TSL process?

# Coaching through Learning Lab Experiences

## Post-Visit Considerations:

- Planning for differences for year 1 and year 2 districts
- Reflecting on learning
- Focusing on possibilities, rather than the differences noted
- Focusing on the strategic plan development (year 1) or implementation (year 2) processes, rather than “fixing everything now”
- Application for next steps

3. Discuss **and/or Practice** the Post-Visit Coaching Conversation with a small group in a Breakout Room.

7 minutes –  
Breakout  
Room of 5

EXECUTIVE COACHING FRAMEWORK  
*Conversation Guide*



Sample Questions and Sentence Stems

*“We live in the world our questions create.” -David Cooperrider*

## Possible Post-Visit Coaching Questions:

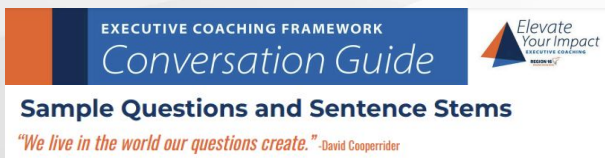
- What were the **most significant insights or takeaways** from the event/observation for you and your team?
- How did the event **align with or differ from your expectations**, and what **surprised** you the most?
- What specific **strategies, practices, or ideas** did you observe that may be applicable or adapted to your organization?
- How do these **new insights challenge or validate** your current organizational practices or strategies?
- What **potential obstacles or challenges** do you foresee in implementing any of the ideas you gathered?
- How might we **prioritize which insights or practices to pursue**, and what criteria will guide those decisions? (*possible connection to Landscape Analysis results*)
- How might you **engage your team in translating the insights into actionable next steps** within the TSL process?

# Coaching through Learning Lab Experiences

## Post-Visit Considerations:

- Planning for differences for year 1 and year 2 districts
- Reflecting on learning
- Focusing on possibilities, rather than the differences noted
- Focusing on the strategic plan development (year 1) or implementation (year 2) processes, rather than “fixing everything now”
- Application for next steps

### 4. Debrief whole group.



## Debrief Whole Group

## Possible Post-Visit Coaching Questions:

- What were the **most significant insights or takeaways** from the event/observation for you and your team?
- How did the event **align with or differ from your expectations**, and what **surprised** you the most?
- What specific **strategies, practices, or ideas** did you observe that may be applicable or adapted to your organization?
- How do these **new insights challenge or validate** your current organizational practices or strategies?
- What **potential obstacles or challenges** do you foresee in implementing any of the ideas you gathered?
- How might we **prioritize which insights or practices to pursue**, and what criteria will guide those decisions? (*possible connection to Landscape Analysis results*)
- How might you **engage your team in translating the insights into actionable next steps** within the TSL process?



*“Follow effective action  
with intentional reflection.  
From the intentional  
reflection will come even  
more effective action.”*

*- Adapted from a quote by Peter Drucker*

# Executive Coaching

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

