Executive Coaching
Professional Learning

Accountability, Assessment, & School Improvement Team

Dec. 19, 2024

Intentional Coaching Strategies and Coaching through Change

Elevate Your Impact
EXECUTIVE COACHING
REGION 16
Education Service Center

Welcome

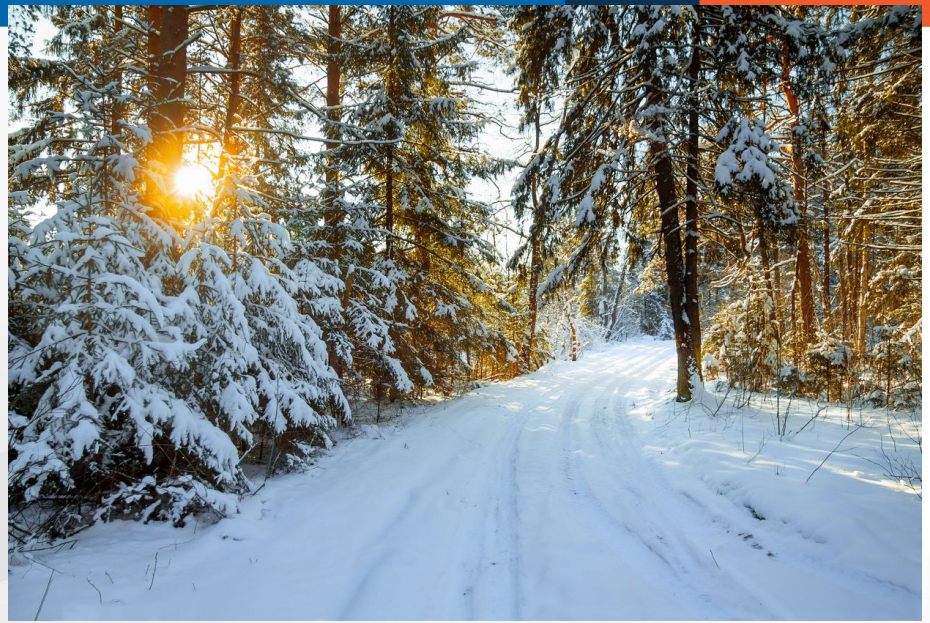
What's your favorite holiday treat or drink that you look forward to every year?

Materials Management

Training Site:

http://r16.us/ExCAASI

Our Journey



Training Dates

- Nov. 11, 2024, 9:00-11:30
- Nov. 18, 2024, 1:30-3:30
- Dec. 9, 2024, 1:30-3:30
- **Dec. 19, 2024, 9:30-11:30**
- Jan. 13, 2025, 9:00-11:00
- Jan. 24, 2025, 9:00-11:00
- Feb. 10, 2025, 9:00-11:00

Next Steps...

Values and Commitments

VALUES

- High Expectations Standard Bearers
- Avid Learners
- Servant Leaders
- Connectors and Networkers

COMMITMENTS

- We go all in. We find the third way when needed.
- We honor each other's voices and experiences.
- We celebrate our progress and support each other as we grow.
- We ask questions. We listen. We share.

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*** .

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

Portrait of an Executive Coach

Elevate Your Impact
EXECUTIVE COACHING
REGION 16

Learning Objectives

By the end of this session, I will:

- **Understand the value of intentional coaching strategies.**
  - **Gifts** to the Client/Strategies:
    - Active Listening
    - Purposeful Paraphrasing
- **Understand the value of intentionally coaching leaders through leading change.**
  - **Tools:**
    - Knoster Model
    - Change Matrix
    - Important vs Urgent Matrix and 80/20 Principle
    - Coaching Awareness: From Emotional to Strategic Responses
- **Be able to "wax on" tools and strategies discussed.**

in order to...

KNOW	DO	BE
• The qualities, characteristics, and skillset of effective Executive Coaches	• Executive Coaching at the most effective level possible	• Servant Leader • Avid Learner • High Expectations Standard Bearer • Connector and Partner

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Homework with Knoster Model - Waxing it on

The Knoster Model Complex Change Matrix

VISION	SKILLS	MOTIVATION	RESOURCES	ACTION PLAN	CHANGE
MISSING	SKILLS	MOTIVATION	RESOURCES	ACTION PLAN	CONFUSION
VISION	MISSING	MOTIVATION	RESOURCES	ACTION PLAN	ANXIETY
VISION	SKILLS	MISSING	RESOURCES	ACTION PLAN	RESISTANCE
VISION	SKILLS	MOTIVATION	MISSING	ACTION PLAN	FRUSTRATION
VISION	SKILLS	MOTIVATION	RESOURCES	MISSING	FALSE STARTS

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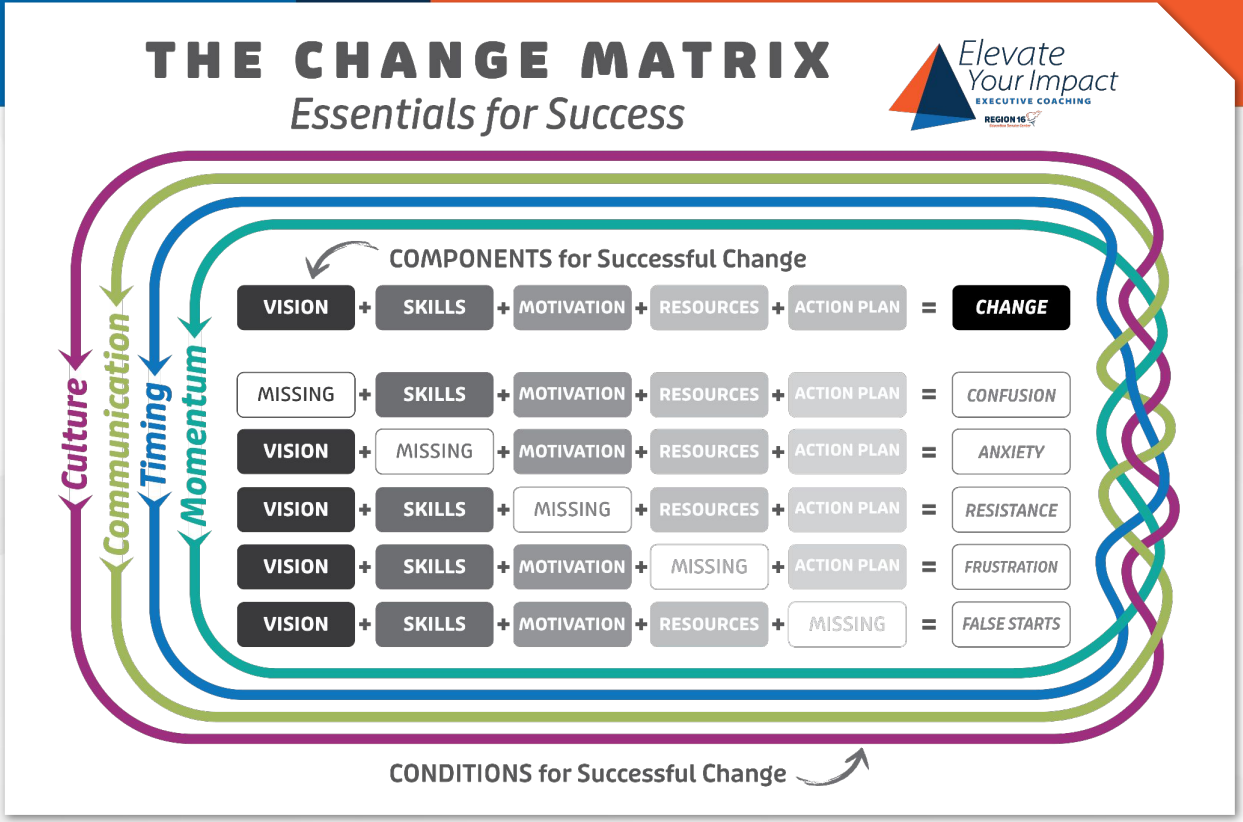
The Change Matrix *Essentials for Success*



Consider:

How might the inclusion of the **CONDITIONS** impact your coaching as **you** coach leaders leading others through change?

Copyright Region 16 ESC @2024
(Adapted from the Knoster Model)

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Committed Listening

ECF Lever 3: Leveraging the Art of Coaching

Essential Actions

3.1 Communicates Effectively
3.2 Identifies the Type of Coaching
3.3 Uses Effective Coaching Language, Tools and Techniques
3.4 Uses the Power of Silence Effectively
3.5 Coaches Client through Systems Level Thinking to Impact Outcomes

Committed Listening

ECF Lever 3: Leveraging the Art of Coaching

Essential Actions

3.1: Communicates Effectively

Key Concepts

- Committed Listening
- Considers Context
- Paraphrases for Synthesis
- Integrates Aligned Body Language
- Discerns Themes and Patterns

YEAH
SURE
OK

Committed Listening

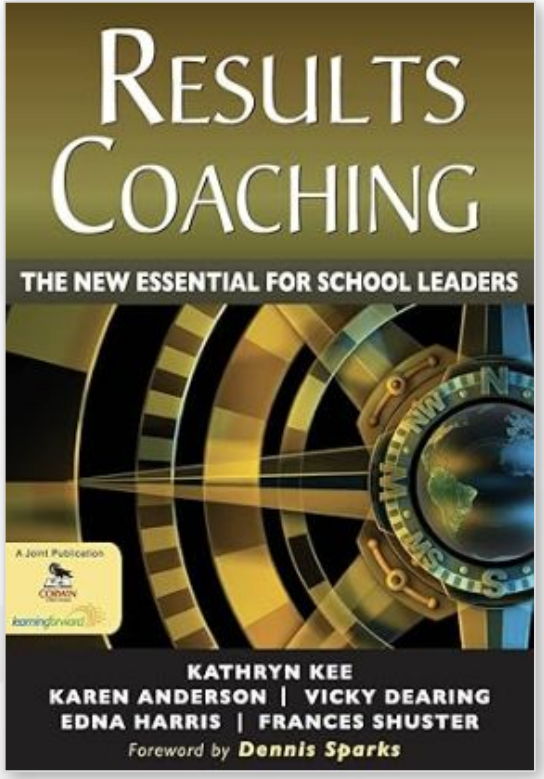
The problem with communication is the illusion that it has been accomplished.

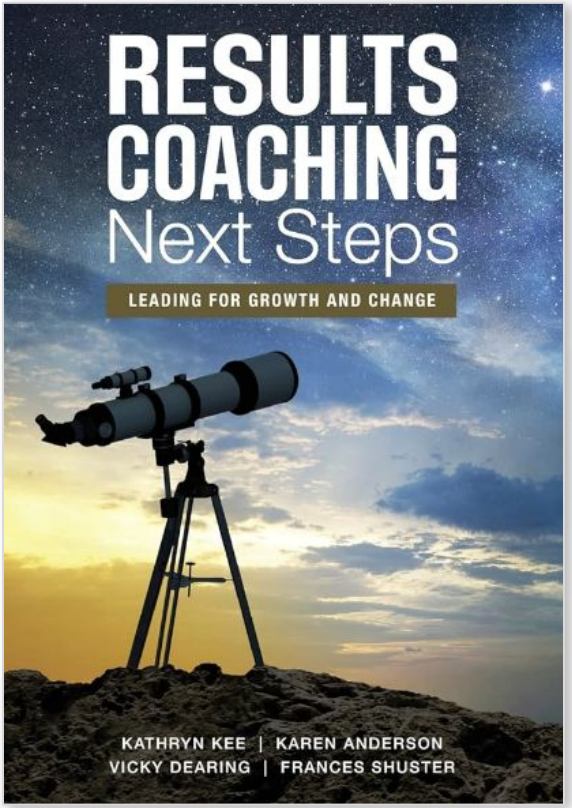
- George Bernard Shaw

I will

Know the impact of “Committed Listening”

by first exploring ***Unproductive Patterns of Listening.***


RESULTS COACHING
THE NEW ESSENTIAL FOR SCHOOL LEADERS
A Joint Publication
KATHRYN KEE
KAREN ANDERSON | VICKY DEARING
EDNA HARRIS | FRANCES SHUSTER
Foreword by Dennis Sparks


RESULTS COACHING
Next Steps
LEADING FOR GROWTH AND CHANGE
KATHRYN KEE | KAREN ANDERSON
VICKY DEARING | FRANCES SHUSTER

Committed Listening:

Unproductive Patterns of Listening

Articles:

1. Judgement and Criticism
2. Autobiographical Listening
3. Solution Listening

Task:

1. 3 min to READ and make NOTES
2. 7 min to DISCUSS, SUMMARIZE, & CREATE a VISUAL REPRESENTATION

   (Be prepared to share out.)

Committed Listening:

Unproductive Patterns of Listening

Share Out:

1. Judgement and Criticism
2. Autobiographical Listening
3. Solution Listening

Committed Listening – What it IS

Article:

1. Committed Listening – What It IS

Task:

1. READ and make NOTES
2. DISCUSS, SUMMARIZE, & CREATE a VISUAL REPRESENTATION

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Committed Listening – What it IS

Share Out

Article:

1. Committed Listening – What It IS

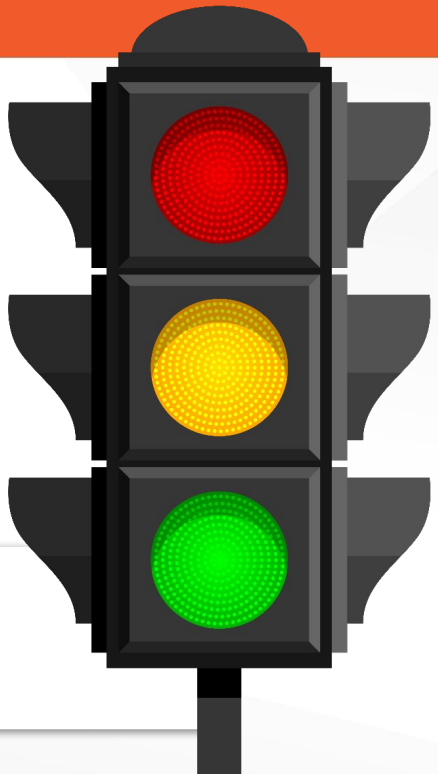
Personal Reflection – Committed Listening

One thing I am going to strive to **STOP**

One thing I am going to strive to **CONTINUE**

One thing I am going to strive to **START**

One thing I am going to seek to **LEARN** in order to STRENGTHEN my coaching approach



Committed Listening

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You Can't Have One without the Other

PARAPHRASE

Paraphrase

NOT

Powerful Paraphrasing

- ***Essential coaching skill***, but one of the least used
- ***Offered in response*** to the words spoken and the emotions observed, as well as those hidden or not yet revealed or realized by the speaker
- ***Intended to align*** the people in a conversation and create a safe environment for thinking
- Has the potential to ***serve as a gift*** to the speaker, while at the same time creating permission to ***move forward*** with more details and elaboration of thought

Powerful Paraphrasing

A paraphrase sends three messages:

I am listening.

I am interested and I care.

I understand you, or I am trying to understand you.

Powerful Paraphrasing

Moving from I to YOU

from

"What I hear you saying is..."

to

"You are..."

"You wonder..."

"You seem..."

"You..."

Powerful Paraphrasing

Principles:

1. Fully attend.
2. Listen with the intent to understand.
3. Capture the essence of the message in a paraphrase that is shorter than the original statement.
4. Reflect the essence of voice tone and gestures.
5. Paraphrase before asking a question.

Three Types of Paraphrasing:

1 Acknowledging & Clarifying

2 Summarizing & Organizing

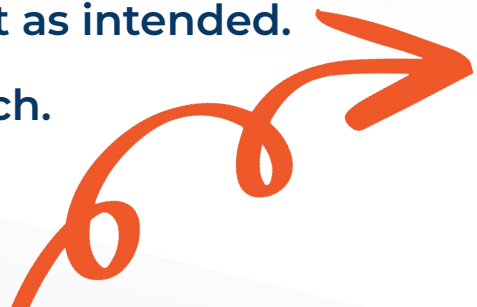
3 Shifting Conceptual Focus

LEVEL 1: Acknowledge & Clarify

Restating the essence of someone's statement by identifying and calibrating content and emotions

Examples:

- ➔ You are feeling overwhelmed by the amount of data in front of you.
- ➔ You are noticing that some campuses are proactively involved in this work and some are not.
- ➔ You are frustrated because your plan is not working out as intended.
- ➔ You are excited about the possibilities of a new approach.



LEVEL 2: Summarize and Organize

Offering themes and “containers” that shape the initiating statement or separate jumbled issues

Examples:

- ➔ So, there seems to be two key areas of concern for you. First,… Second,…
- ➔ You are describing the work as three big tasks. First, you want… Second, you want… Third, you want…
- ➔ One one hand, you want…, and on the other hand, you are…

LEVEL 3: Shifting Conceptual Focus

Surfacing assumptions, beliefs, core values, and mental models

Helps move thinking to a higher, more conceptual level, or to a lower, more local level, based on observed need

Examples:

- ➔ So, a goal that seems to be forming for you is to focus on…
- ➔ You are realizing that one of your strongest beliefs about ___ is…
- ➔ Your view of the situation is…

Powerful Paraphrasing Practice

Make a copy and include your names in the title.

Paraphrasing Practice	
Skill: Shift Conceptual Focus and/or Mental Model	
Comment	**Your Paraphrase**

LINK to Template

Powerful Paraphrasing

When you're RIGHT, you're RIGHT.

When you're WRONG, you're RIGHT.

Committed Listening AND Powerful Paraphrasing

Personal Reflection – Powerful Paraphrasing

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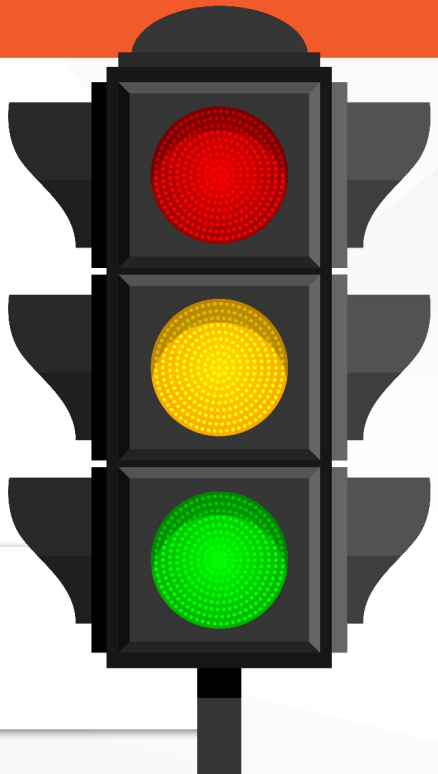

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Important vs. Urgent

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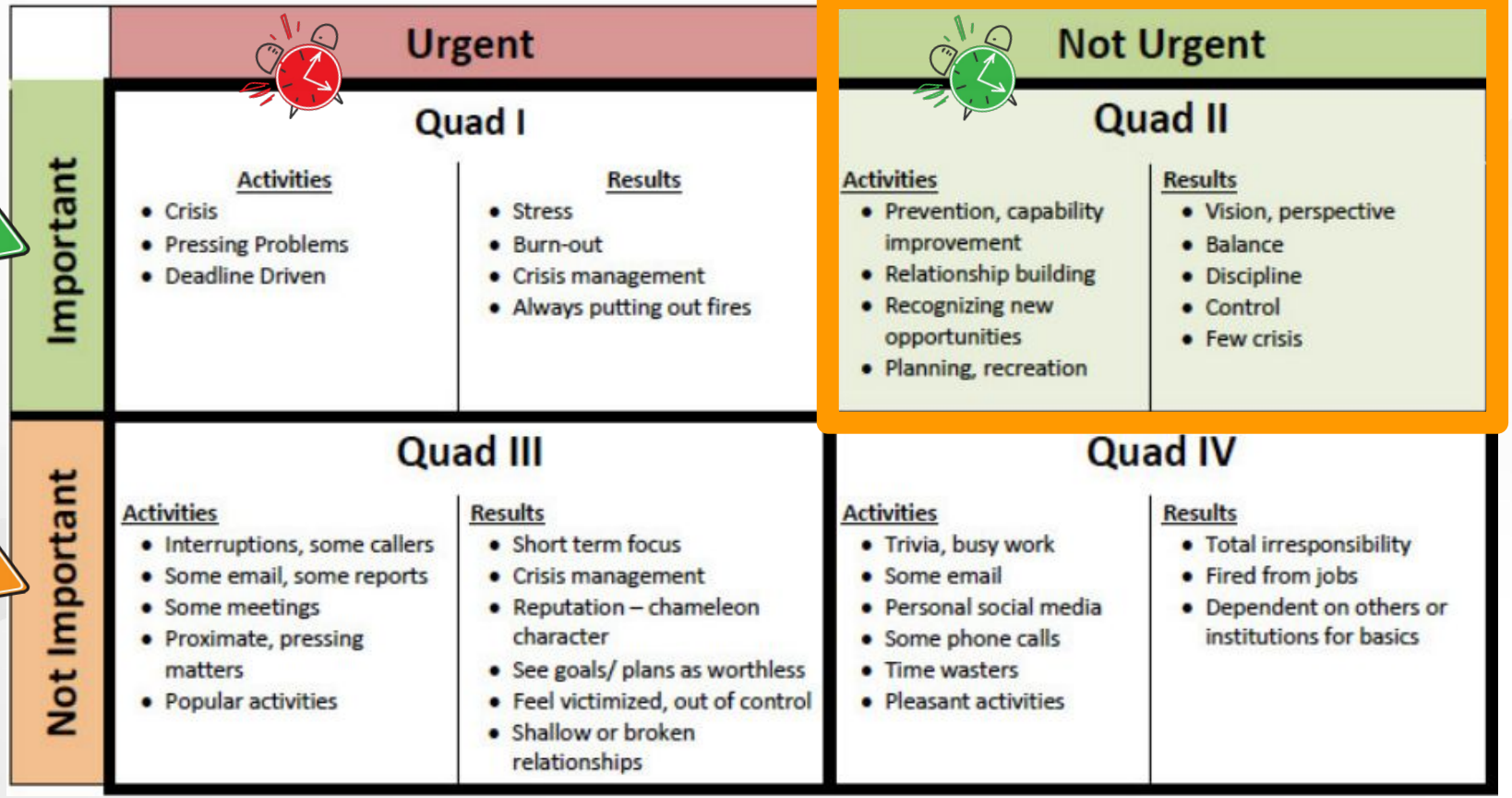
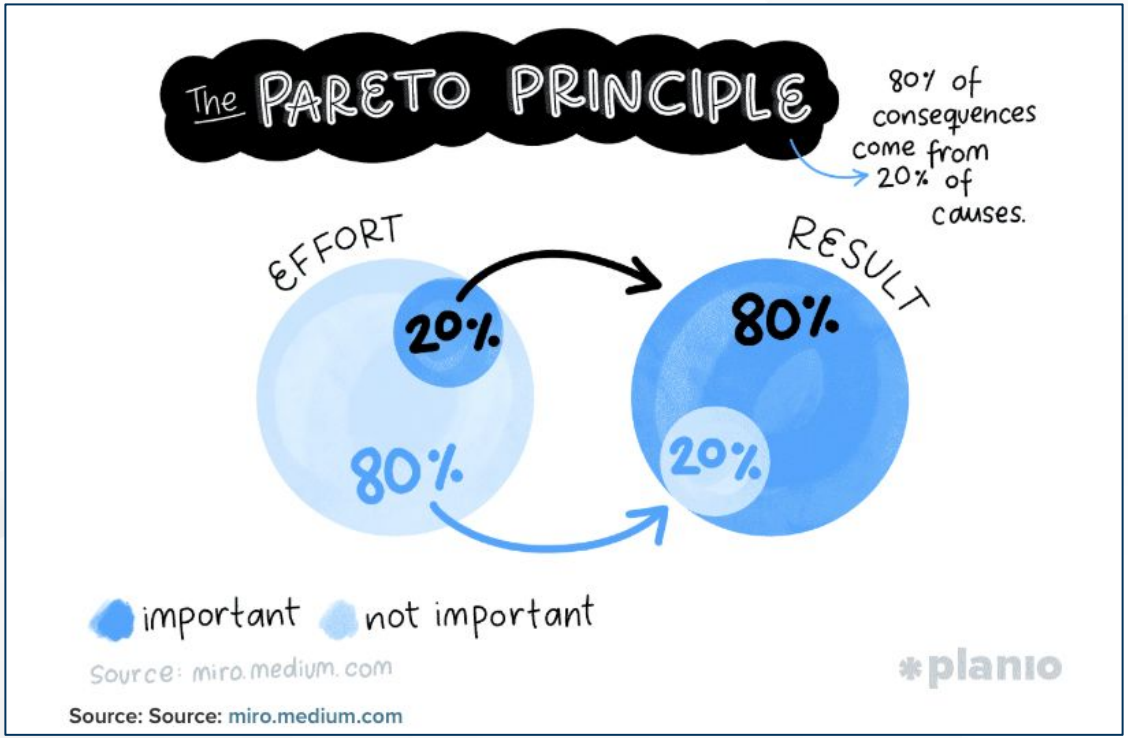
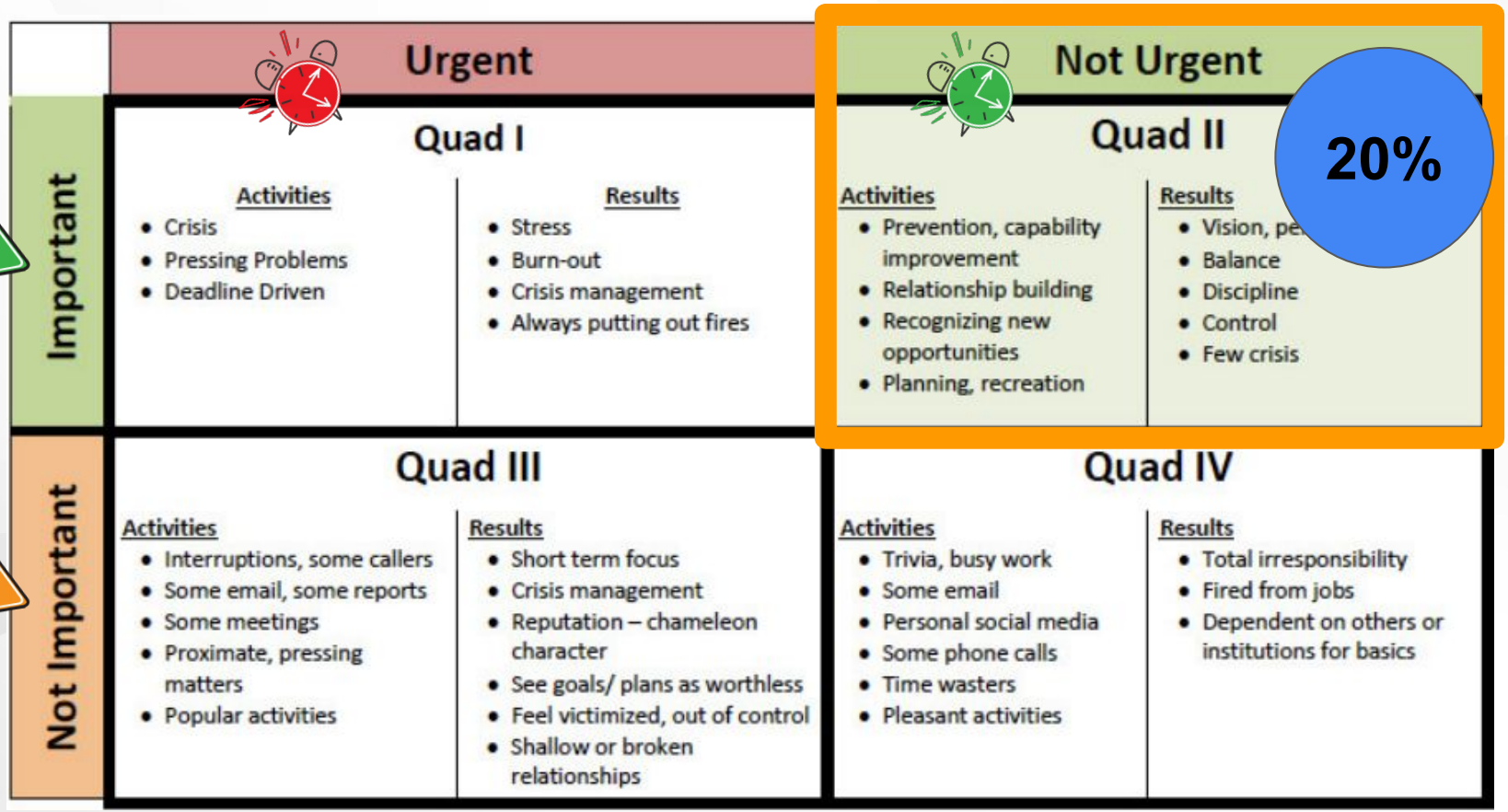


80/20 Principle



Source: Source: miro.medium.com

Important vs. Urgent



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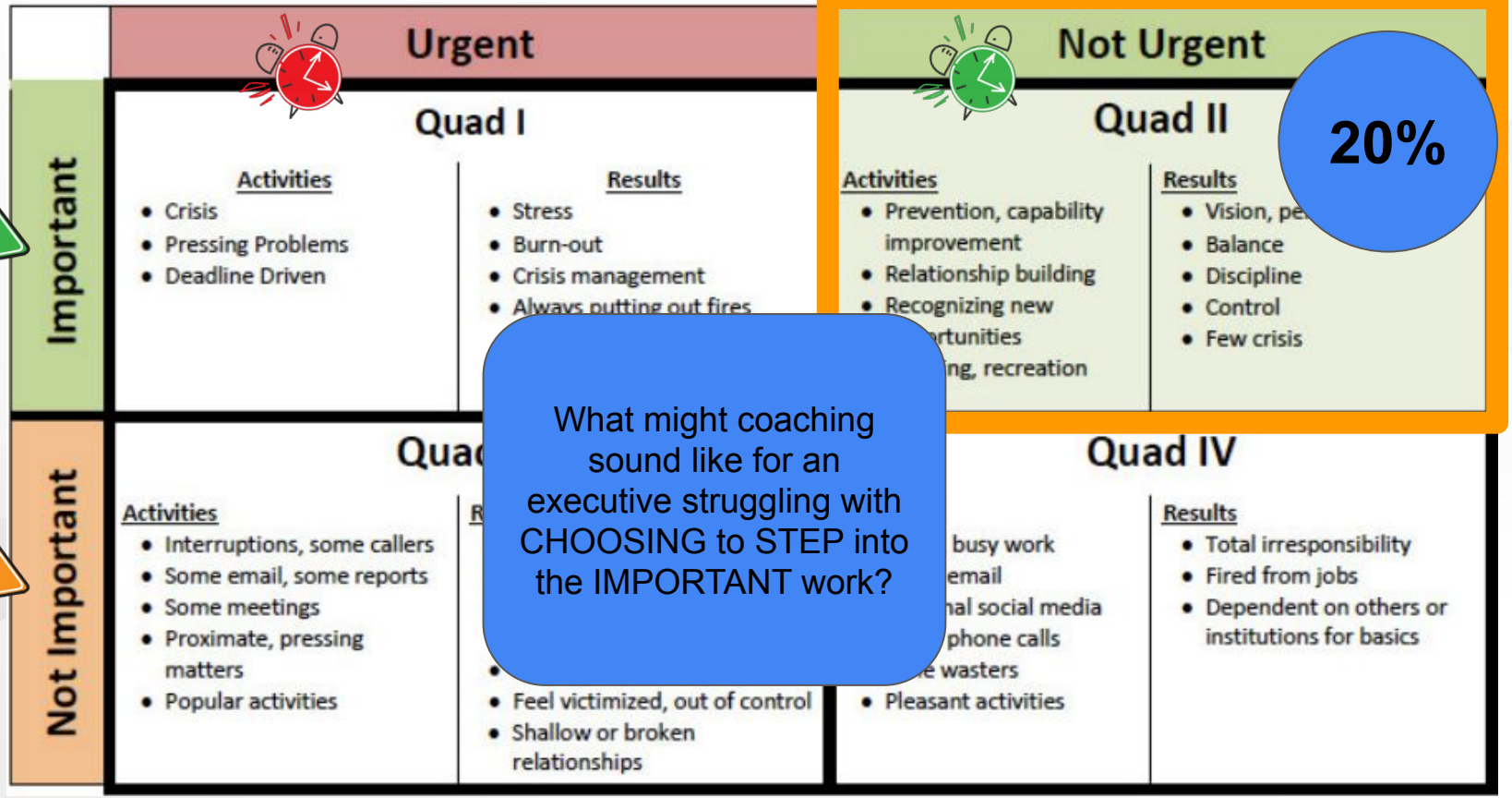

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Executive Coaching Framework

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REGION 16

ECF Lever 1: Foundational/Relational/Preparation

Essential Actions

1.1 Demonstrates Ethical Practice
1.2 Cultivates Trust
1.3 Embodies a Coaching Mindset
1.4 Leverages the "SCARF model" to Increase Effectiveness
1.5 Leverages the Commitment/Capacity Coaching Quadrant Model
1.6 Defines the Relationship through a Partnership Agreement

ECF Lever 2: Entering the Conversation

Essential Actions

2.1 Understands Life as a Series of Conversations
2.2 Enters the Conversation with Intentionality and Purpose

ECF Lever 3: Leveraging the Art of Coaching

Essential Actions

3.1 Communicates Effectively
3.2 Identifies the Type of Coaching
3.3 Uses Effective Coaching Language, Tools and Techniques
3.4 Uses the Power of Silence Effectively
3.5 Coaches Client through Systems Level Thinking to Impact Outcomes

ECF Lever 4: Exiting the Conversation

Essential Actions

4.1 Summarizes the Conversation
4.2 Articulates Next Steps and Seeks Clarity
4.3 Seeks Feedback

ECF Lever 5: Measuring Outcomes (Performance Management)

Essential Actions

5.1 Coaches Client through Change Leadership
5.2 Coaches Client through the Realization of Potential Impact, Results and Applicable Adjustments
5.3 Coaches Client through the Design of a System of Ongoing Communication to Various Stakeholders
5.4 Coaches Client through a Cadence of Celebrations Based on Identified "Wins"

ECF Lever 6: Cultivating Growth and Adding Value

Essential Actions

6.1 Coaches Client through the Integration of New Awareness into Actionable Behaviors
6.2 Celebrates Client's Progress and Success

Executive Coaching Framework

Elevate Your Impact
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3.3: Uses Effective Coaching Language, Tools, and Techniques

Key Concepts

- Considers Client Experience, Context, Situation in Determining Approach
- Presumes Positive Intent
- Maintains Presence
- Demonstrates Authenticity
- Asks Powerful Questions
- Invites the Client to Explore Possibilities
- Asks Reflective Questions
- Challenges the Client as a Way to Evoke Awareness or Insight
- Remains Inspirational
- Uses We/Us rather than I
- Guides the Client to Explore beyond Current Thinking and in Reframing Perspectives
- Maintains an Awareness of Emotional versus Strategic Stages of Client
- Maintains Reflection in Order to Identify What is Enhancing Client Progress

Data Makes Impact

"The failure to **identify and get ready for endings and losses** is the largest difficulty for people in transition. And the failure to **provide help with endings and losses** leads to more problems for organizations in transition than anything else."

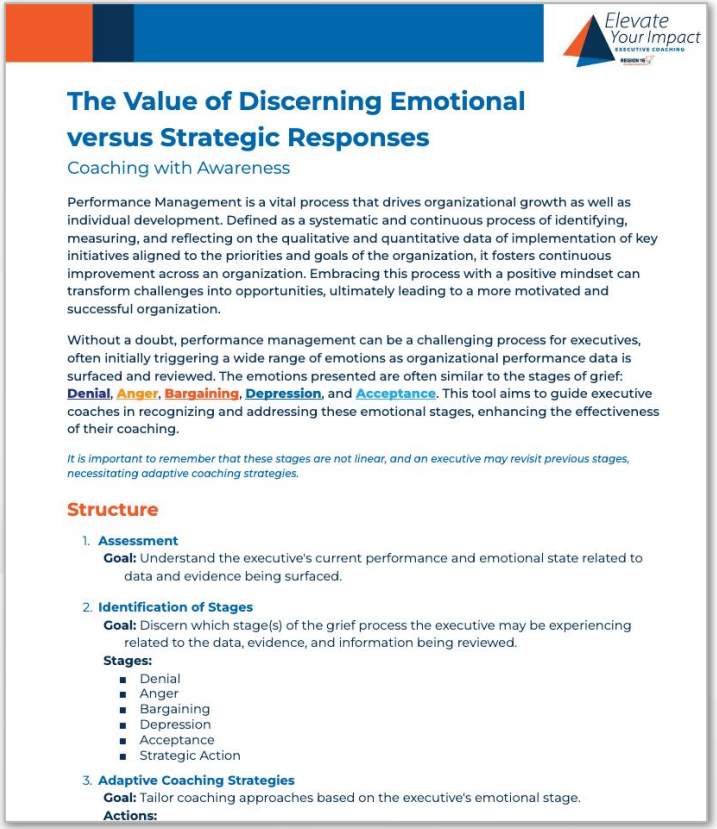
Bridges, William, and Susan M. Bridges. *Managing Transitions: Making the Most of Change*, 2016.

Data Makes Impact

What We Expect

What We Get

Coaching Support



The Value of Discerning Emotional versus Strategic Responses

Coaching with Awareness

Performance Management is a vital process that drives organizational growth as well as individual development. Defined as a systematic and continuous process of identifying, measuring, and reflecting on the qualitative and quantitative data of implementation of key initiatives aligned to the priorities and goals of the organization, it fosters continuous improvement across an organization. Embracing this process with a positive mindset can transform challenges into opportunities, ultimately leading to a more motivated and successful organization.

Without a doubt, performance management can be a challenging process for executives, often initially triggering a wide range of emotions as organizational performance data is surfaced and reviewed. The emotions presented are often similar to the stages of grief: **Denial**, **Anger**, **Bargaining**, **Depression**, and **Acceptance**. This tool aims to guide executive coaches in recognizing and addressing these emotional stages, enhancing the effectiveness of their coaching.

It is important to remember that these stages are not linear, and an executive may revisit previous stages, necessitating adaptive coaching strategies.

Structure

1. **Assessment**
   Goal: Understand the executive's current performance and emotional state related to data and evidence being surfaced.
2. **Identification of Stages**
   Goal: Discern which stage(s) of the grief process the executive may be experiencing related to the data, evidence, and information being reviewed.
   Stages:
   - Denial
   - Anger
   - Bargaining
   - Depression
   - Acceptance
   - Strategic Action
3. **Adaptive Coaching Strategies**
   Goal: Tailor coaching approaches based on the executive's emotional stage.
   Actions:

Stages of Grief

Denial

Anger

Bargaining

Depression

Acceptance

Guiding Coaching Questions

The following sample questions serve as a resource to support clients through emotional stages and transition them to a strategic, actionable stage, thereby adding value to the subsequent steps of the performance management process. The executive coach must exercise discernment to identify transitions between and within stages.

Denial Stage

- What specific feedback or data are you finding difficult to accept, and why?
- How do you think this situation is affecting your team and the overall organization?
- What would be the first step you could take to address this issue if you were to acknowledge it fully?
- Can you identify any potential benefits or opportunities that might come from facing this challenge head-on?

Anger Stage

- What specific aspects of the situation are causing you the most frustration or anger?
- How is your frustration or anger impacting your decision-making and interactions with your team?
- What underlying concerns or fears related to this data might be contributing to your feelings of anger?
- How might you channel this energy into constructive actions that address the root causes of your frustration?
  - What next step might you take?
- How might waiting until tomorrow (or another date) to further consider next steps impact your vision for the process?

Bargaining Stage

- What compromises or deals are you considering, and how realistic are they in addressing the core issues?
- How might these potential bargains impact your long-term goals and the organization's success?
- What are the underlying concerns or fears driving your desire to make these bargains?
- How might we develop strategic actions that address your concerns while moving the organization forward?

Depression Stage

- What specific aspects of the data are weighing most heavily on you right now?
- Can you recall a time when you successfully overcame a similar challenge? What steps did you take?
- What small, manageable actions might you take to start feeling more in control and positive about the situation?
- Who in your support network can you lean on for encouragement and assistance during this time?
- How might I best support you through this challenging information?

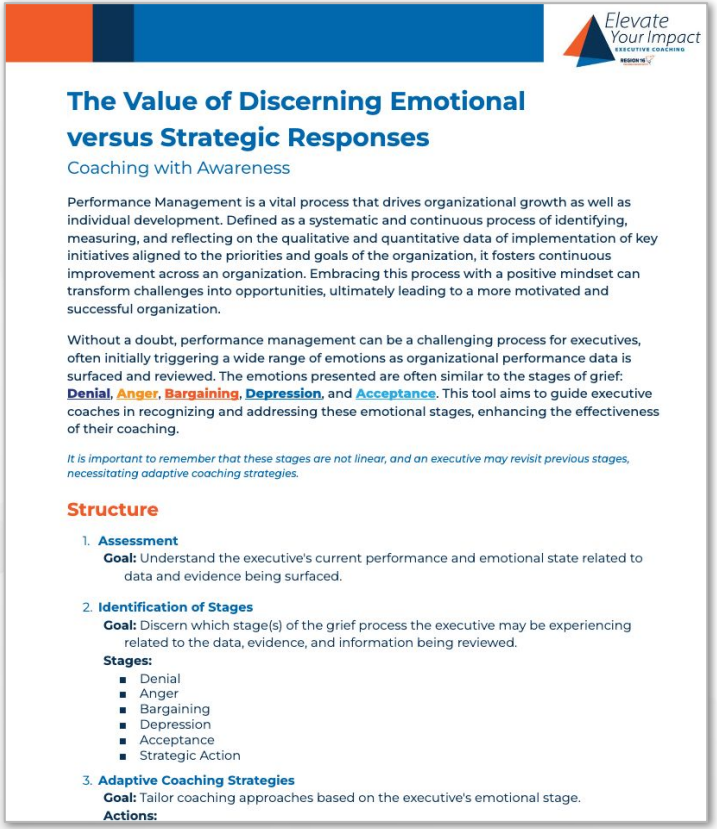
Acceptance Stage

- How might you leverage this feedback to achieve your goals?
- Now that you've reached a point of acceptance, what is the first actionable step you can take to address the current challenges?
- How can you leverage the insights gained from this experience to inform your strategic decisions moving forward?
- What specific goals do you want to set to ensure progress and accountability in this new phase?
- How might you communicate your acceptance and new strategic direction to your team to inspire and motivate them?
- What have you learned about yourself and this organization through this process?

Conclusion

Effectively coaching executives through performance management is enhanced by a nuanced awareness of the emotional stages akin to grief. By recognizing and discerning these stages within clients, and employing adaptive coaching strategies, a coach is able to provide the support needed for executives to navigate their performance challenges effectively. This tool, with its guiding questions, serves as a roadmap for executive coaches to enhance their practice and facilitate meaningful growth in their clients.

Coaching Support



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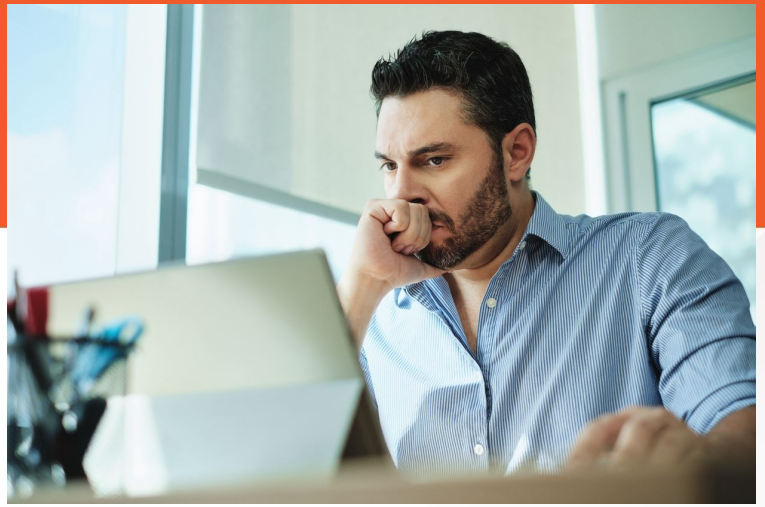
   - Acceptance
   - Strategic Action

3. **Adaptive Coaching Strategies**
   Goal: Tailor coaching approaches based on the executive's emotional stage.
   Actions:

What connections can you make with experiences you have had?

Scenario

Formative student outcome data has been received by the superintendent. He calls you and states, “This data cannot be accurate. Our instructional coaches have been in these classrooms and have stated that the teachers are doing a great job. We must have the wrong measurement. I just wanted to let you know I am throwing it out.”



Using the “Coaching with Awareness/Emotional to Strategic Responses” tool, discuss possible next steps as an executive coach.

Coaching with Awareness

“Adversity is a terrible thing to waste.”

- Will Guidara in CRAIG GROESCHEL’s Leadership Podcast

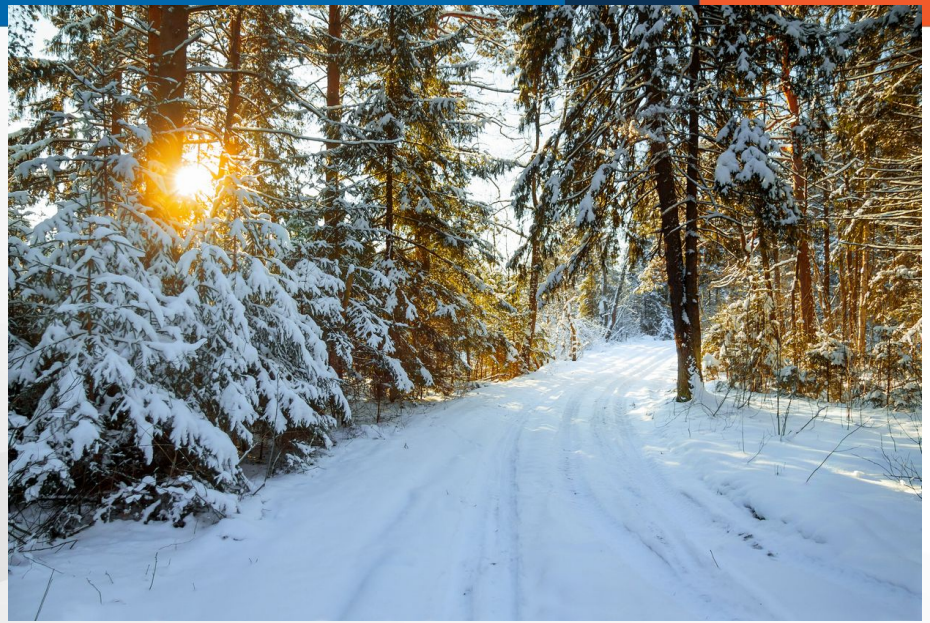
Homework

What GIFT do you want to ensure you give to others in the new year? How might you make that happen?

Choose ONE tool or strategy we discussed today.

Put that in your JAN calendar as a reminder to WAX it on in 2025.

Our Next Run



Training Dates

- Nov. 11, 2024, 9:00-11:30
- Nov. 18, 2024, 1:30-3:30
- Dec. 9, 2024, 1:30-3:30
- Dec. 19, 2024, 9:30-11:30
- **Jan. 13, 2025, 9:00-11:00**
- Jan. 24, 2025, 9:00-11:00
- Feb. 10, 2025, 9:00-11:00

Next Steps...

Elevate Your Impact
EXECUTIVE COACHING
REGION 16

Executive Coaching

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

Elevate Your Impact
EXECUTIVE COACHING
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Thank you!