

Executive Coaching Professional Learning

Texas Strategic Leadership
June 18, 2024

Executive Coaching through Performance Management

Part 2

Statewide Kickoff, Year 2 TSL ESC Teams



Materials Site: r16.us/TSLEC

Dropdown: June 18, 2024 - Executive Coaching through Performance Management

Region 16 ESC Executive Coaching Team



Tanya Larkin, Ed.D.
Executive Director



Nathan Maxwell, Ed.D.
Associate Executive Director



Syd Sexton
Executive Coach
and TSL Lead



Lawana Pulliam
Executive Coach
and TSL Lead



Rene Cano
Executive Coach
and TIL Lead



Cassie Swan
Performance Management
& Data Analyst



Christine Scroggs
Assistant Director
of Executive Coaching



Stephanie Phillips, Ed.D.
Executive Coach

In Partnership With
Pathfinder Leadership Coaching

Gridiron Teams to the Field!

Number off
on your team: 1-#

Quickly practice
your TEAM TAGLINE
or CHEER!



Executive Coaching through **Performance Management**



TEXAS
STRATEGIC
LEADERSHIP

TSL delivers customized supports for districts to **execute and performance** manage 1-2 high-impact initiatives within the strategic plan

Superintendents and their leadership teams will leave the process with tailored...



- **Measurement Plan** aligned to district-level metrics for performance managing key strategic priorities and aligned initiatives



- **Performance Management Routine Tools and Templates** including coaching on facilitating through key performance routines



- Support in **designing and building necessary data infrastructures** to collect, analyze, and visualize data for performance management



- Continued **support on change management** and executive coaching

...aligned to research-based strategies from Level 1 of the Effective District Framework

1.1: Vision, Mission, Guiding Principles

1.2: Strategic Plan

1.3: Implementing Planning and Performance Management

1.4: Performance Management

1.5: Organizational Foundations for Continuous Improvement



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By the end of this session, I will:

- **Know** the impact of “data”.
- **Understand** the value of leveraging key concepts within the “art” of coaching.
- **Be able to** discern emotional versus strategic stages of clients and pivot accordingly.

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



Scouting





Important vs. Urgent

Important vs. Urgent

	Urgent	Not Urgent								
Important	 Quad I	 Quad II								
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Performance Management is...



Performance Management is
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.

What data, information, and evidence might be important in TSL Performance Management and why does it matter?

Visiting Teams

#2s – Go Visit

You may want to take a playbook to take notes.

Be prepared to return to your table to share.





When you hear the word DATA, what do you FEEL? What might others feel?

#2s

Return to your Gridiron Team and share insights gained.

Team, share back.

Be ready to share out.



DATA makes IMPACT



To the Field


TWO Gridiron Teams form a Circle:

- Choose a **DATA/STATs Keeper**.
- Can **CATCH** with both hands.
- **MUST PASS** with your **NONDOMINANT** hand.
- **DATA/STATs Keeper** – Share the **Brutally Honest Results of PASSING and CATCHING**.



Learning Objectives

By the end of this session, I will:

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Executive Coaching **Framework**



ECF Level 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 Level 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 Level 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 Level 4: Exiting the Conversation

Essential Actions

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

ECF Level 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 Level 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

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

5 Stages of Grief



“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.”

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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Actions:



What
connections
can you
make with
experiences
you have
had?

Running Plays



Visiting Teams

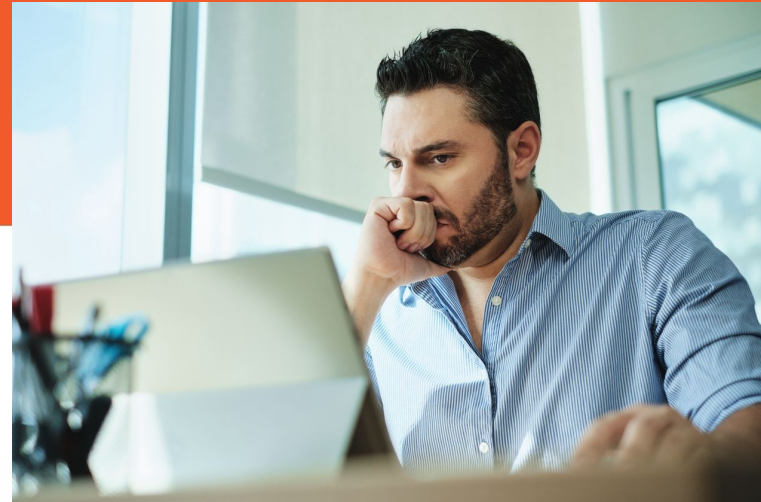
#3s – Go Visit

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Scenario 1

Formative student outcome data aligned to strategic plan initiatives 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” tool, discuss possible next steps as an executive coach.

Consideration: *Be sure to keep them at the Strategic Plan Implementation/PM Systems-Development level of thinking.*

Visiting Teams

**#3s – Go visit
another team**
(Rotate)

You may want to take your tool and
a playbook to take notes.



Scenario 2

A superintendent calls very concerned over the latest initiative data that is to be reported to the board this coming Thursday. She shares her concern that the data will likely move the board to fire her. As the conversation progresses, you hear her take a deep breath and sigh noticeably.



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Scenario 3

PUNT

Visiting #3s:

You describe the scenario!



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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.

In Closing

**“Adversity is a
terrible thing to waste.”**

- Will Guidara in CRAIG GROESCHEL's Leadership Podcast

Executive Coaching

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



Who seeks out a coach?

Who seeks out a coach?

WINNERS DO!

Be the one they seek out!



Go Team!



TEXAS
STRATEGIC
LEADERSHIP



*Elevate
Your Impact*
EXECUTIVE COACHING

REGION 16
Education Service Center

Thank you!

In Your Stadium and On Your Field



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