

# Executive Coaching Professional Learning

## Texas Strategic Leadership July 10, 2024

*Strategic Planning Pathway  
Landscape Analysis Reflection*



### **Materials Site:**

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

### **Dropdown:**

July 10, 2024 - Executive Coaching >  
Landscape Analysis Reflection

# Region 16 ESC Executive Coaching Team



**Tanya Larkin, Ed.D.**  
Executive Director



**Nathan Maxwell, Ed.D.**  
Deputy Executive Director



**Syd Sexton**  
Executive Coach  
and TSL Lead



**Lawana Pulliam**  
Executive Coach  
and TSL Lead

**In Partnership With**  
Pathfinder Leadership Coaching



**René 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

# Gridiron Teams





# Gridiron Teams





# Gridiron Teams



# WINNERS!!

Whoop!  
WINNERS  
right  
here!!!!



Check out  
THE STRUT!



Boo-Ya!





# Gridiron Teams

Drop your Gridiron TEAM NAME in chat.



# Woo!!! That's ME!



## Touchdown Dance!

With your ESC Team, you have 3 minutes to create a **Touchdown Dance** that you are willing to share with the whole group when called upon!

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***By the end of this session, I will:***

- **Know** Critical Coaching Moments in the TSL process.
- **Understand** the value of the use of the revised *Conversation Guide* in coaching superintendents and leadership teams through the Landscape Analysis Reflection.
- **Be able to** practice a Reflective Conversation using the Executive Coaching Practice Protocol.

*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

# 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.*





As you review **Who We are to BE**, we invite you to note one characteristic that you feel is a **STRENGTH** you have and one that you choose to continually **GROW** in as an executive coach.

Consider individually how you might lean into both of those today.

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# Our Game Today

## Critical Coaching Moves



TEXAS  
STRATEGIC  
LEADERSHIP

The landscape analysis and strategic planning process should feel tailored for the superintendent and leadership team



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"

TEXAS STRATEGIC LEADERSHIP



Why **is** or why **might** this step be a **"critical coaching moment"** in the strategic planning process?

Respond in chat and **wait to hit send.**



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# Executive Coaching Framework

## Executive Coaching **Framework**



***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.***

This structured framework defines the essence of Executive Coaching while also functioning as a versatile tool empowering coaches to customize their strategies. By leveraging this framework, Executive Coaches are equipped to inspire others, facilitating the realization of their utmost potential both professionally and personally.

# Executive Coaching Framework

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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

## ECF Level 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

##### Resources

- [The Art of Listening in Coaching](#)

#### 3.2: Identifies the Type of Coaching

##### Key Concepts

- Planning-Focused
- Solution-Focused
- Goal-Focused
- Reflection-Focused
- Use of Awareness and Discernment to Adjust from Coaching to Consulting, only when needed, based on Circumstances

#### 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 Reflection in Order to Identify What is Enhancing Client Progress

##### Resources

- [Assuming Positive Intent](#)
- [Asking Powerful Questions](#)
- [The Value of Requesting](#)
- *Results Coaching Next Steps: Leading for Growth and Change* by Kathy Kee & Vicky Dearing
- [Atomic Habits: Discussion Questions](#)
- [Emotions - What Do We Do with Them](#)

#### 3.4: Uses the Power of Silence Effectively

##### Key Concepts

- Models Intentionality
- Provides Space for Silence, Pause, or Reflection

##### Resources

- [Silent Coaching](#)

#### 3.5: Coaches Client through Systems Level Thinking to Impact Outcomes

##### Key Concepts

- Understanding the Value of Macro and Micro Decisions
- Systems Development: Developing, Attending To, & Maintaining Systems
- Focus: Where to Spend Disproportionate Energy. Understanding the Key is Not to Prioritize What is on Your Schedule, But to Schedule Your Priorities.

##### Resources

- [Systems Level Thinking Analogies](#)
- [The 4 Disciplines of Execution](#)
- [The 4DX Method](#)
- [Big Rock Video, Covey](#)
- [Important vs. Urgent Matrix Model Video Resource](#)
- [The Covey Time Management Matrix](#)
- [Impact/Effort Matrix](#)

## ECF Level 4: Exiting the Conversation

### Essential Actions

#### 4.1: Summarizes the Conversation

##### Key Concepts

- Paraphrases Key Points of the Conversation

#### 4.2: Articulates Next Steps and Seeks Clarity

##### Key Concepts

- Determines What Must Be Accomplished
- Provides a Summary, with Next Steps

#### 4.3: Seeks Feedback

##### Key Concepts

- Seeks Feedback on Effectiveness
  - What worked about this conversation to support your continual growth?
- Seeks Feedback on Adjustments
  - What might I adjust, as a coach, to increase my effectiveness with you and with others?





# Executive Coaching Framework **Conversation Guide**



Alignment  
Resources

Portion of the  
Conversation

Possible Questions  
for the Coach (YOU)

Possible Questions  
for the Coachee  
(the Executive)

Your Draft  
Coaching Notes

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Your Draft  
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“The **Conversation Guide** is such a great tool for understanding the **practical application** of executive coaching, with expected outcomes on the horizon. Continued practice with this tool would be great.”

# Upgrades and Additions

Executive Coaching Framework  
**Conversation Guide**



# Executive Coaching Framework

## Conversation Guide



Alignment Resources	Portion of the Conversation	Possible Questions for the Coach (YOU)	Possible Questions for the Coachee (the Executive)	Your Draft Coaching Notes
---------------------	-----------------------------	--	--	---------------------------

### Individually (2 min.):

As you review the Conversation Guide, **note key supports that connect to planning a coaching conversation to lead superintendents and leadership teams through an intentional Landscape Analysis Reflection.**

### With a Group of Three in a Breakout Room (6 min):

Share the **connections** you noted.

Share how this tool **facilitates the strategic application of coaching methodologies**, particularly in navigating and planning conversations around **critical milestones** within the TSL process. How might the **Conversation Guide** serve as a tool to **elevate your impact** as an Executive Coach in this **critical coaching moment**?

*Be prepared to share out whole group.*

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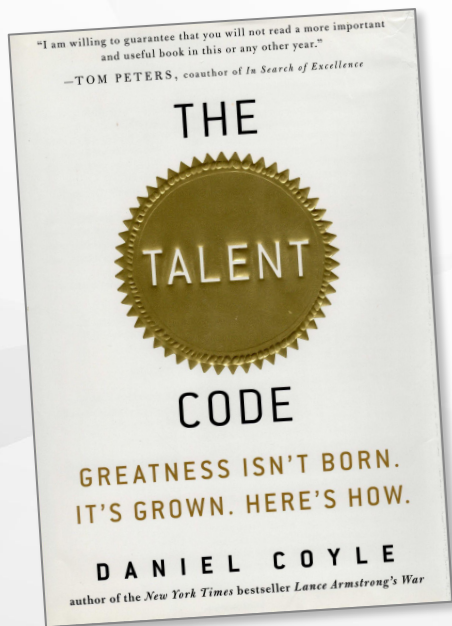




“It is the capacity to **develop** and **improve** their skills that distinguishes **leaders** from followers.”

-John Maxwell

# Talent Hot Spots



“ Practice small chunks of the bigger action.

***Then, repeat, repeat, ...and repeat.***

Do it fast, do it slow, do it differently.  
But keep repeating the action. ”

-Dan Coyle

Executive Coaching

# Practice Protocol

**Purpose:** The purpose of this Executive Coaching practice protocol is to provide a structured and systematic approach to executive coaching practice engagements. This protocol serves as a guideline and framework for executive coaches to follow when engaging in practice opportunities, promoting consistency and accountability while allowing a safe environment for continual growth and learning for all parties.



# Practice Scenario: Reflective Conversation

## Scenario:

Your coachee has just arrived back from a family vacation. Prior to the vacation, he/she asked you to collect evidence after the completion of the vacation to **determine the “current state” of the family’s satisfaction with the vacation.**

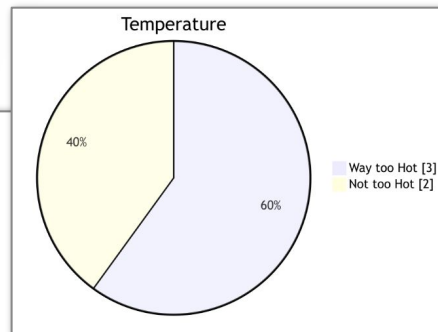
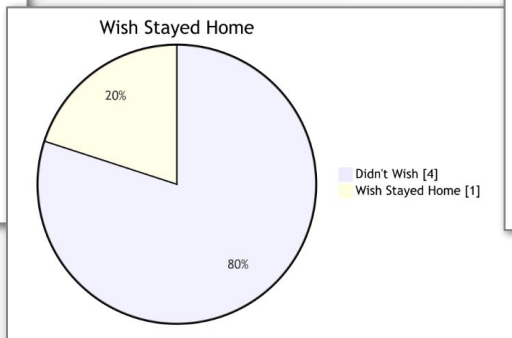
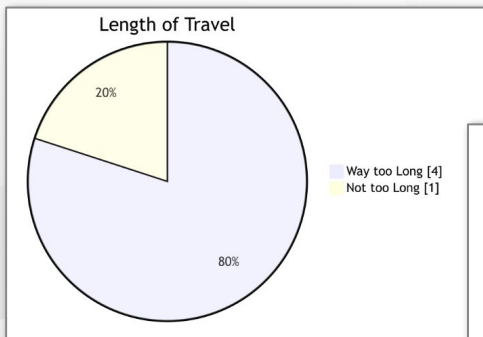
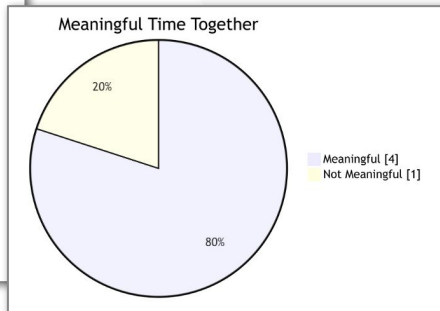
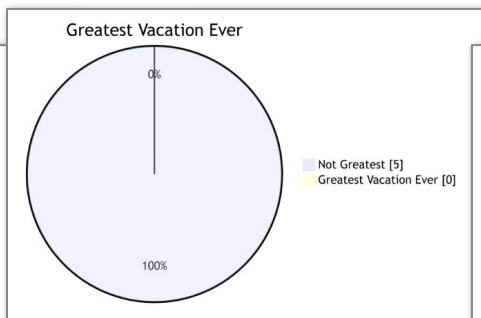
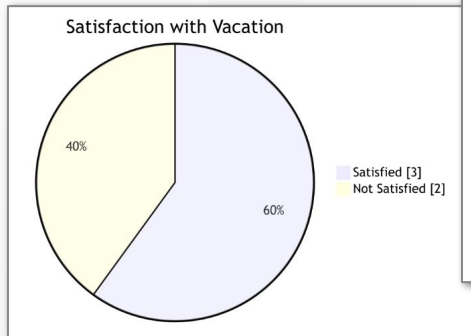
You collected the following evidence and have now scheduled a time with your coachee for a **reflective conversation** around the evidence collected.

Using the **Practice Protocol** and the **Conversation Guide**, coach your coachee through a reflection of the data and evidence collected.





# Data and Evidence Collected



## Interview Statements

**Spouse:** "I really enjoyed the time with the family, but I am disappointed that so much time was spent fishing."

**Son #1:** Shared his "anger" at the lack of a strong wif connection resulting in him "being left out of summer planning with friends."

**Daughter #1:** Shared her concern for the amount of money spent on food, stating, "Will this keep me from going to soccer camp?"

**Son #2:** "It was the greatest vacation ever," and commented on all the time both of you were able to spend fishing.

**Daughter #2:** Shared that she "loved the time with family and wants to buy a jet ski."

# Breakout Rooms of 3

Executive Coaching

## Practice Protocol

Executive Coaching Framework

## Conversation Guide



# Data Makes Impact

## What We Expect



## What We Get





## 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



### 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.

**“ It takes courage to ask a question rather than offer up advice, provide an answer, or unleash a solution. Questions make a positive difference in how we lead and support. ”**

**-Brené Brown**



# Off the Field Practice

## *Building Muscle Memory*

Executive Coaching

# Practice Protocol

Executive Coaching Framework

# Conversation Guide





# In Closing





# Pass the Ball!



## ***Heads Up!***

- “Pass” the ball to a teammate.
- The teammate responds quickly with:
  - *What they are MOST EXCITED about as they plan for the Landscape Analysis Reflective Conversation*
  - *Something FUN they have done or plan to do this summer*
- “Pass” the Ball to another teammate.  
*Repeat.*



# Impact Insights

ELEVATE YOUR IMPACT





# Executive Coaching

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







TEXAS  
STRATEGIC  
LEADERSHIP



Elevate  
Your Impact  
EXECUTIVE COACHING

REGION 16  
Education Service Center

Thank you!  
Let's Gooooo!

# In *Your* Stadium & On *Your* Field



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