

# Executive Coaching Overview *for ESC Leaders*

**Region 13 ESC**  
**August 15, 2024**

*Elevate Your Impact: ESCalating Our Services*

**8:00 to 2:30**



# Region 16 ESC Executive Coaching Team



**Tanya Larkin, Ed.D.**  
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**Christine Scroggs**  
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# The Real Us!



**Syd Sexton**

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# The Real Us!



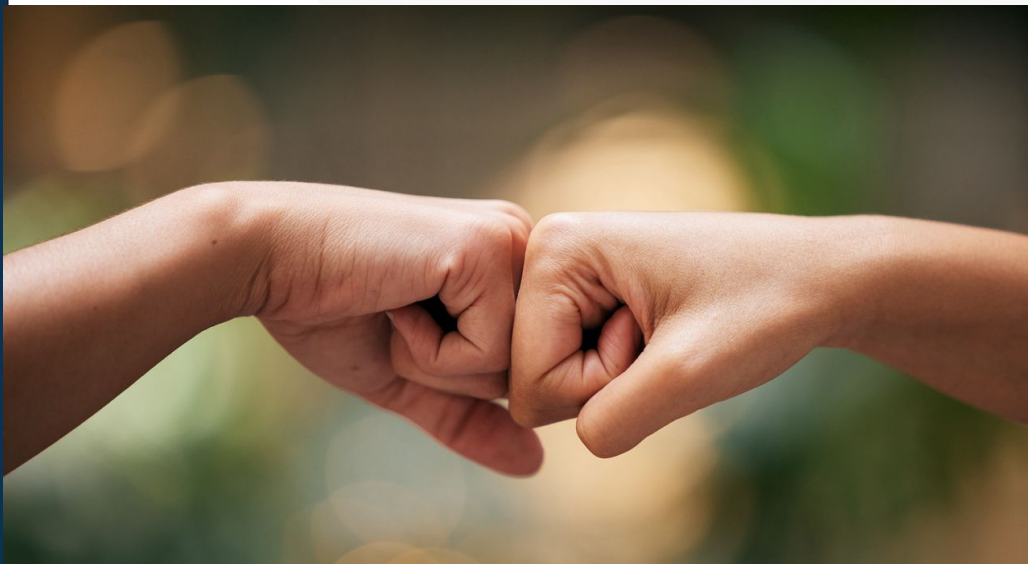
## **Christine Scroggs**

Assistant Director of Executive Coaching  
**REGION 16 ESC**

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# ESCalate!



Excited to be with **YOU** today!

***Humbly Honored!***

***Connected!***

# All About YOU and THOSE you serve!



## Share:

- One **PERSONAL** “Hat” You Wear
- One **PROFESSIONAL** “Hat” You Wear
- Who you **SERVE & Why**

# Learning Objectives

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

- **Know** WHY there is a state-wide focus on Executive Coaching & WHO we are called to BE as Executive Coaches.
- **Understand** foundational principles of Executive Coaching.
  - Portrait of a Coach
  - Leading Through Change: The Knoster Model
  - Executive Coaching Framework
  - Conversation Guide
- **Be able to** speak to Coaching Mindsets.

*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



# ESCalate!



**es·ca·late** v.

to increase in extent, volume, number, amount, intensity, or scope; to increase **rapidly**

# Jack Welch, former CEO of General Electric, on organizational change

*If the rate of change on the  
**outside** exceeds the rate  
of change on the **inside**,  
**the end is near.***

# ESCalate!



**es·ca·late** v.  
to increase in **extent**, volume,  
number, amount, **intensity**, or  
**scope**; to increase **rapidly**



# Intercepting through Inversion



# HOW to Focus on Executive Coaching

Core Idea

*Invert thinking.*

What we  
hear from  
James  
Clear

***Avoiding mistakes*** is an under-appreciated way to improve.

***What behaviors might ruin a [relationship]?***

Effective leaders ***avoid the mistakes*** that prevent success just as much as they ***chase the skills*** that accelerate it.

# Huddle Up



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# YOU Matter!

When you think about helping leaders:

***WHY do you do it, and what HOPES do you have for them?***

***What might happen if you didn't support them?***





A photograph of a coach in a white polo shirt and dark pants, seen from behind, standing on a football field. In the background, players in blue and white uniforms are lined up on the field, and spectators are visible in the bleachers. The scene is outdoors during the day.

## A GREAT Coach...

How did they talk to/with you?  
How did they make you feel?  
What purpose did their words serve?  
What were they trying to get out of you?

# **WHY** a Focus on Executive Coaching

Core Idea

*Everyone needs a coach.*

What we  
hear from  
the Field

“Leaders **deserve** customized, highly effective coaching.”

“**My best development has been from my former executive coach.** He made me a better leader for others while still being authentic.”





**Statewide Focus: Know Your TEAMMATES**

# Know the WHY

## What We Hear from Leaders Helping Leaders

"Executive coaching binds  
all the work together as  
**THE leadership practice**  
that serves as the foundation  
for navigating growth  
and change initiatives."

# Word Wall



Choose 1-2 words, phrases, or quotes from the next couple “belief” slides that resonate with you.

Capture those on a Post-It along with **WHY** it matters.

# Beliefs about Executive Coaching

If ever there has been a need for EXECUTIVE COACHING  
for Leaders & Leadership Teams, *It is TODAY.*

**Coaching is  
vital to the  
growth  
of a leader.**

Adults who are  
reflective about their  
practice and their  
relationships can grow.

Coaches  
are  
**“HOPE  
Builders”**

**Happiness is when  
we live life  
INSIDE OUT,  
not OUTSIDE IN.**

When our focus is on  
helping and serving  
others, life truly has  
meaning.

Coaching is  
**SERVANT  
LEADERSHIP**  
and in  
that I have  
always  
believed!

# Beliefs about Executive Coaching

**Every leader deserves to have a coach!**

**The ultimate goal is to empower clients, enabling them to reach their full potential and sustain their growth independently.**

**We are to engage fully, inspire through thoughtful responses and questions, and empower others.**

**Everyone has the capacity and need to grow through coaching. We don't have the ability to "know it all" ever, and the opportunity to develop as humans and leaders is an invaluable gift.**



# What is Executive Coaching?



# 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.

# Executive Coaching – Manifested

Executive  
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*The purposes of  
a person's heart are  
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them out.*

## Table Talk:

For this definition  
to be made manifest,  
what basic things  
must be occurring?



# Coach



The English noun **coach** originally referred to a horse-drawn carriage (stemming from the Hungarian *kocsi [szeker]*, which means “wagon from *Kocs*’, a small municipality in Hungary where coaches were manufactured).

For a long time, the carriage was one of the most common means of transport that enabled people to travel from one place to another.

# Coaching



A journey in which a coach helps another person travel from where they are now to where they would like to be in the future.



# Coaching



**Intelligent questions**  
are the main tools of a coach  
throughout the journey.

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# Executive Coaching

## What It Is *Not*

*Fixing*

*Coach-driven*

*Spying*

*Advice*

*“I”*

*Mentoring*

*Script*

*Therapy*

*Consulting*

*“What I would do is...”*

*Telling*

*“When I...”*

*Being a Friend*

*Based on one coaching model*



# Beautiful Shifting Sand

Coaching

Consulting  
Mentoring

# Distinctions

## Consulting

An expert engaged in the business of giving advice to people working in a professional or technical field

## Supervising

An appointed individual with the authority to direct, lead, and evaluate individuals with the purpose of enhancing skills, while clearly communicating expectations

## Mentoring

A trusted mentor is one who develops new practitioners by enhancing performance, sharing knowledge, giving advice, fostering collaboration, and providing strategies for success



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# Possible Language of...

## Consulting

*“According to research, as you roll out the implementation of new curriculum, you need to use the following steps...”*

## Supervising

*“As we roll out the new curriculum, I need you to keep track of all those that have completed the first training and ensure they are scheduled for the second training.”*

## Mentoring

*“Let me share with you some ideas for rolling out a new curriculum that I used when I was superintendent.”*

## Coaching

*“What are the main milestones on the way to achieving your goal of rolling out the new curriculum?”*

*“How will you know that you have been successful in rolling out the new curriculum?”*







Coaching

# Beautiful Shifting Sand



## Shifting Sand Possibilities:

- *May I share with you...?*
- *May I invite you to consider...?*
- *May I share some ideas that may help?*

**“There is fluidity with this, based on client needs.”s.”**

*Mr. Morgan Wright, Region 5 ESC, TSL Lead Executive Coach*



***WHY*** stay in the  
“sand of coaching”  
as often as possible?

Coaching



# 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*** .



*In Honor of  
YOUR Expertise*

**Table Talk:**  
Elevate an experience you have had that aligns to this definition.

*Share with your team.*

# Know the WHY

"This coaching stuff is **unnatural** in so many ways.

We often aren't really **listening** in conversations,  
but are ready to respond with a 'fix'.

Going into a conversation focused on how I am going  
to **use questions** to **DRAW OUT the best in others**  
takes an **intentional cognitive shift.**"

-TSL Lead Executive Coach



# The Unseen Essential



**TRUST**  
is the ***confidence***  
born of the  
***character*** and  
***competence***  
of a person  
or an organization.

STEPHEN M. R. COVEY



As you review the **Portrait of an Executive Coach**, pull out one characteristic that you envision is going to be critical to lean into as an executive coach.

Share that with your partner - along with a brief statement as to **WHY** you feel it is critical.

Be ready to share with the whole group.

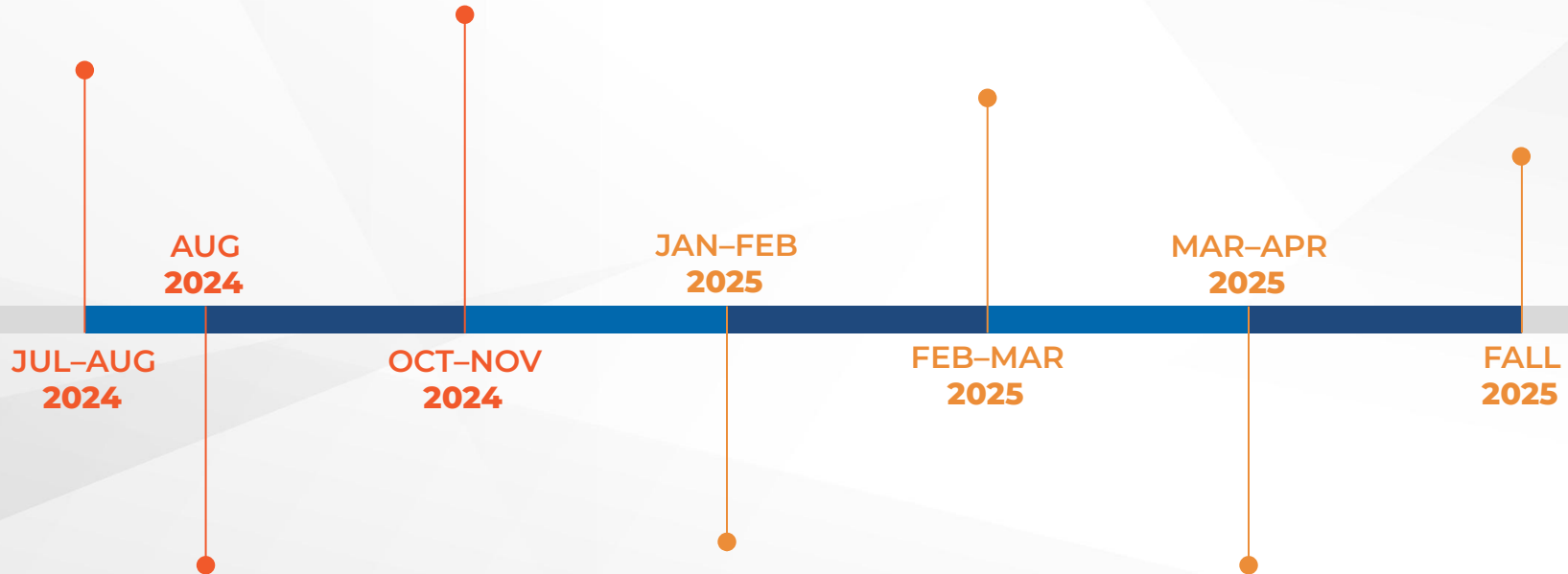


# Our Position on the Field



# Calendar Milestones

## Executive Coaching Connections



**BE an Executive Coach serving the Field**

# Executive Coaching

Coaching Through  
Change Leadership





# Knoster's Model for Managing Change

The model offers a systematic way to deal with the difficulties associated with change and put successful tactics into practice.

# Managing & Leading Change

**VISION** + **SKILLS** + **MOTIVATION** + **RESOURCES** + **ACTION PLAN** = **CHANGE**

Are our current practices allowing us to meet our desired outcome for student performance?

How can we develop the skills needed to improve our instructional practices and student learning outcomes?

How can we build momentum and motivate stakeholders through quick wins that move us towards our end goal?

What specific physical, emotional, or human capital support will we need to increase student performance?

Do we have a clear, concise plan that outlines the training, systems, and processes we will use to impact the level of change we desire?

When all of these components are present, we will be able to effectively manage and lead change through systems and processes that promote continuous improvement!



# Understanding the Knoster Model For Managing Complex Change



## Key Takeaways

What are some of your initial thoughts about the importance of coaching leaders through change?



# Huddle Up

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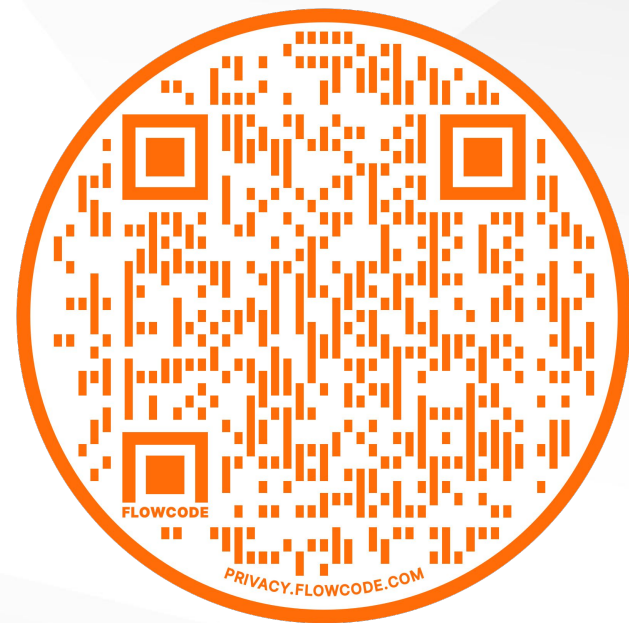
# Digital Access

**Materials Site:**

<http://r16.us/ESCalate>

**Dropdown:**

August 15, 2024 - Executive Coaching:  
ESCalate



# 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.***

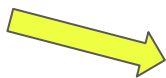
This structured framework defines the essence of Executive Coaching while also functioning as a versatile tool empowering coaches to customize their strategies. By leveraging this framework, Executive Coaches are equipped to inspire others, facilitating the realization of their utmost potential both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

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# Executive Coaching **Framework**



## ECF Level 1: Foundational/Relational/Preparation

### Essential Actions

- 1.1 Demonstrates Ethical Practice
- 1.2 Embodies the Characteristics and Mindsets of an Executive Coach
- 1.3 Cultivates Trust
- 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



# Executive Coaching **Framework**



## ECF Level 1: Foundational/Relational/Preparation

### Essential Actions

#### 1.1: Demonstrates Ethical Practice

##### Key Concepts

- Ethical Commitment and Alignment

##### Resources

- [International Coaching Federation \(ICF\) Code of Ethics](#)
- [BCC Code of Ethics](#)

#### 1.2: Embodies the Characteristics and Mindset of an Executive Coach

##### Key Concepts

- Trusted Partner
- Servant Leader
- Intentional Communicator
- Inspiring Motivator
- Continual Learner
- Strategic Challenger
- Client Centered
- Purpose Driven
- Curious

##### Resources

- [Executive Coaching Conversation Guide](#)
- [Executive Coaching Practice Protocol](#)
- [One-on-One Professional Disposition and Coaching Assurances](#)
- [Definition of an Executive Coach](#)
- [Portrait of an Executive Coach](#)

#### 1.3: Cultivates Trust

##### Key Concepts

- Character
- Integrity
- Intent
- Competence
- Capability
- Results Focused
- Trust Accelerators
  - Integrity Accelerators
    - Congruence
    - Humility
    - Courage
  - Intent Accelerators
    - Motives
  - Capability Accelerators
    - Talents, Attitudes, Skills, Knowledge, Style
  - Results Accelerators
    - Identifying Measures of Success

##### Resources

- [Franklin Covey- 4 Essential Roles](#)
- [Inspiring Trust](#)
- [Masterfully Building Trust](#)
- [Sample Trust Inventory.1](#)
- [Sample Trust Inventory.2](#)
- [Sample Trust Inventory.3](#)
- [The Trust Outlook](#)
- [Trust and Inspire](#)
- [Stephen M.R Covey - Trust and Inspire](#)

# ECF: Quick Time to Explore

As you review the ***Executive Coaching Framework*** , we invite you to consider the following concepts or inferences and be prepared to share out:

- Concepts of TRUST that connect to and expand on your personal experiences
- Key concepts of a coaching MINDSET
- How ENTERing a conversation sets a stage
- One key concept in the ART of executive coaching that intrigues you, noting “why”
- One resource within the ECF that has piqued your interest
- A personal reflection to the key concepts for exiting a conversation when serving as an executive coach
- How might Levers 5 and 6 connect to your work?
- As a LEADER focused on empowering OTHERS to increase their potential, how might the “Executive Coaching Framework” elevate the impact of your actions?



# Huddle Up

Lunch

# Table Challenge

# Table Huddle



Find a pic on your phone  
related in some way to a

**TEAM WIN**

and be ready to share!



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# Practical Application

## Cleats on the Turf

EXECUTIVE COACHING FRAMEWORK

### *Conversation Guide*



Alignment  
Resources

Portion of the  
Conversation

Considerations  
for the Coach (YOU)

Considerations regarding  
the Coachee  
(the Executive)

Your Draft  
Coaching Notes



# Practical Application

## Cleats on the Turf

EXECUTIVE COACHING FRAMEWORK

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Considerations  
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As you consider the Conversation Guide, how might it serve to elevate your impact as you serve as an executive coach in your role?



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## Executive Coaching *Mindset*

**“ Everyone can grow...it’s a learner mindset on both ends. ”**

**“ Guiding these school leaders to overcome resistance, address obstacles, and manage setbacks will require patience, resilience, and the ability to encourage and motivate them to persist. ”**

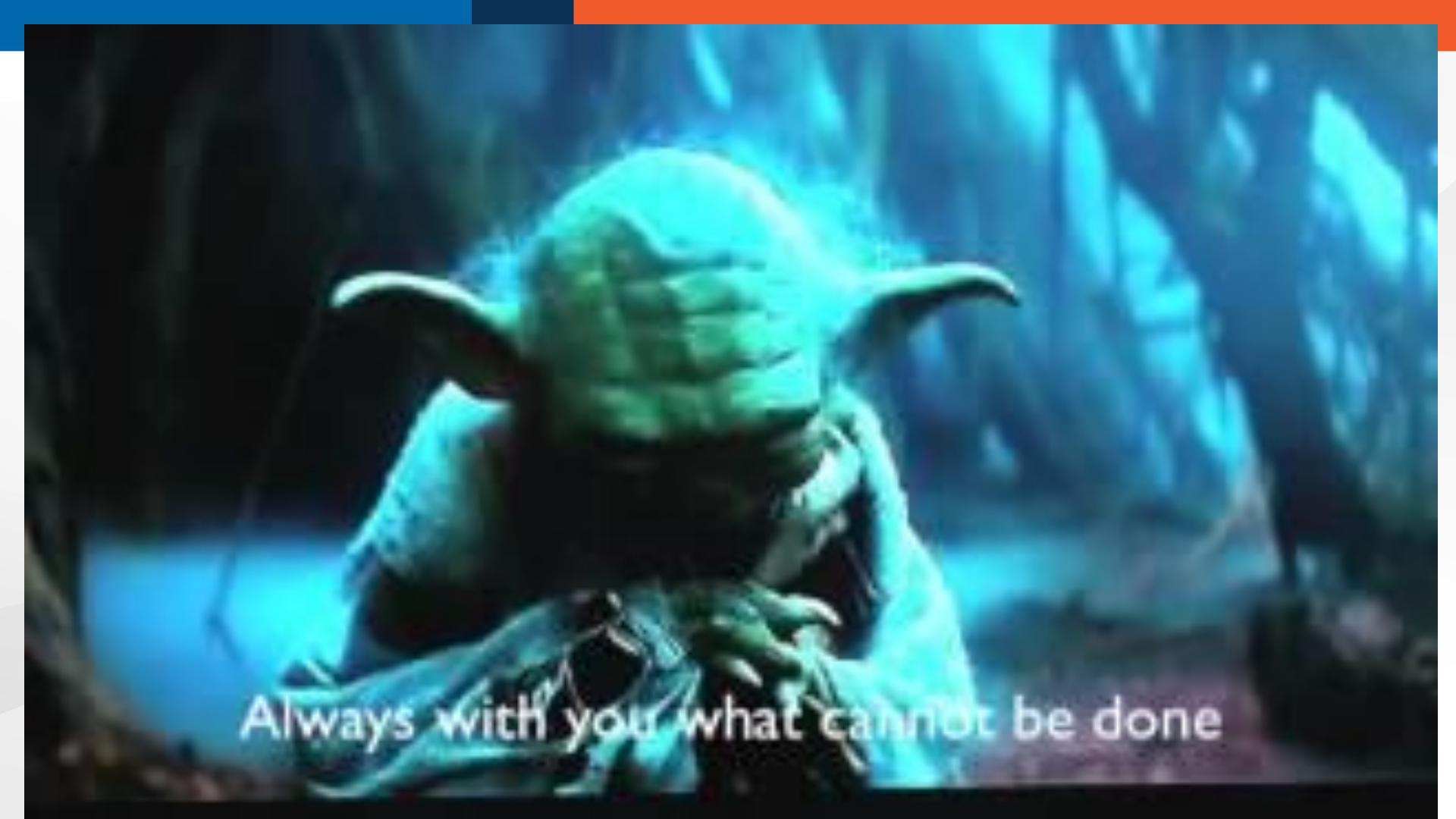


# Executive Coaching *Mindset*

Shift From		To
Listening to respond with one's own point of view		
Shift from Using Language		To Using Language
Not to correct	but to	
Not to confront	but to	
Not to tell	but to	
Not to provide constructive advice	but to	
Not to ask questions relying on familiar habits	but to	

# Executive Coaching *Mindset*

Shift From		To
Listening to respond with one's own point of view		<p>Listening to understand with others' point of view</p> <p>Listening to hold up standards-based expectations</p>
Shift from Using Language		To Using Language
Not to correct	but to	connect, encourage, support, empower
Not to confront	but to	respectfully challenge
Not to tell	but to	invoke self-insight
Not to provide constructive advice	but to	encourage client's assessment, reflection, and solution thinking
Not to ask questions relying on familiar habits	but to	ask questions that provide clarity and stimulate "possibility thinking," including challenging the status quo

A close-up shot of Yoda from the Star Wars franchise. He is shown from the chest up, with his characteristic green, wrinkled skin and large, expressive ears. His hands are clasped together in front of him, and he has a thoughtful or perhaps slightly weary expression on his face. The background is dark and out of focus, suggesting an indoor setting like his hut on Dagobah. The lighting is somewhat dim, highlighting the texture of his skin.

Always with you what cannot be done

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**Portrait OF AN Executive Coach**





# Executive Coaching *Mindset*

“ *I am excited to be ...* ”

“ *Executive coaching includes ...* ”

# Beliefs about Executive Coaching

*Every leader  
deserves to have  
a coach!*

# Kurt Warner



A black and white photograph of a man from the chest up. He is wearing a light-colored suit jacket, a white dress shirt, and a dark tie. A white rose boutonniere is pinned to his left lapel. He has a serious expression and is looking slightly to the right of the camera. The background is dark with some faint, out-of-focus shapes.

SO WE MUST TAKE ADVANTAGE OF  
EVERY SINGLE ONE

# Executive Coaching

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



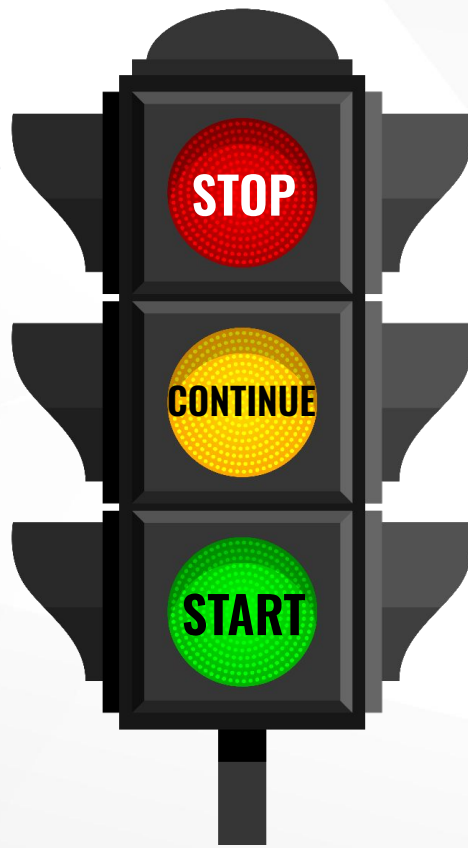


# Huddle Up

# The Unseen Essential – TRUST

High-trust cultures  
are **designed**  
**intentionally** –  
from the inside  
out.

*STEPHEN M. R. COVEY*



**Thinking about  
YOUR work:**  
To create the **BEST**  
case scenario for  
high-trust coaching  
relationships, what  
might you, as a R13  
Team, **START,**  
**CONTINUE,** or  
**STOP?**

# Next Steps



*Thank you!*