

Executive Coaching

Professional Learning

Texas Strategic Leadership
August 28, 2024

*Using Effective Coaching
Language, Tools, and Techniques*

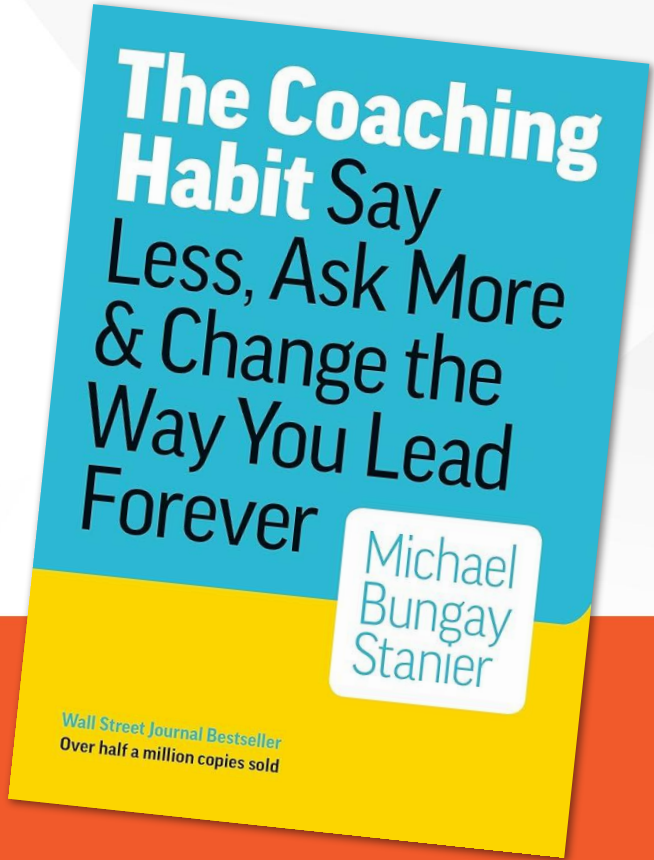


Materials Site:

r16.us/TSLEC

Dropdown:

Aug 28, 2024 - Executive Coaching: Using Effective Coaching Language, Tools, and Techniques



“The Advice Monster”

Tame Your Advice Monster



1

Most all of the conversations that I have heard lately include advice giving.

10

I have not heard anyone give advice lately; instead, I have heard questioning and coaching.

“The Advice Monster”

Tame Your Advice Monster



Habit Switching

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.

We are LISTENING!

The **mini-coaching PDs** throughout the day rather than all at once — brilliant!

The **coaching practice** on what we were learning was very beneficial.

Loved the cooperative learning with **content and coaching**.

Helped me digest tremendously!

In addition to the valuable practice sessions, I would like to **see a model**.

Loved the **mini coaching sessions** tied to immediate content covered!

Loved the **scenario practice** with colleagues!

Loved the **coaching integration and practice**.

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.

Session Duration:

Approximately 12 minutes/session; ideally to be repeated 3 times.

Roles:

This protocol is ideally designed to be used in triads.

Coach: Provides coaching to the coachee.

Coachee: Receives coaching from the coach.

Observer(s)/Scribe(s): Observes, listens, and takes notes during the session; captures identified evidence throughout the coaching conversation; prepares to coach the coach.

Session Structure:

"The 2/5/3/2 Design"

- **2 Minutes - Establish Context**
- **5 Minutes - Coaching Session**
- **3 Minutes - Team Debrief**
- **2 Minutes - Large Group Feedback and Discussion**

PLANNING for the Model: Round 1

Model Scenario:

In gathering and analyzing evidence from the data inventory, you notice that the district does not seem to have any sort of data infrastructure. There is no evidence of district systems for analyzing and managing data, with each teacher creating their own assessments.



Coach, Coachee, *Observers*



Alignment Resources	Portion of the Conversation	Considerations for the Coach (YOU)	Considerations regarding the Coachee (the Executive)	Your Draft Coaching Notes
ECF: 1.1-1.6	PRE-WORK: Foundational/ Relational/ Preparation	<ul style="list-style-type: none"> Will agendas be created together for the conversation/meetings? Have you established TRUST, and do you understand the Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF) of this coach/coachee relationship? What is my working knowledge of this leader, the organization, and the people? What gaps do I need to fill or research? _____ 	<ul style="list-style-type: none"> Have you worked with a coach before? What is your preference or style (Business Chemistry) for conversations or decisions? _____ _____ _____ 	
ECF: 2.1-2.2	ENTERING the CONVERSATION	<ul style="list-style-type: none"> How will you ensure this connection is a leadership moment, grounded in purpose, values, and relationship-building? Great leaders consciously invest in these moments to affirm others' value and build deep wells of trust. How will you celebrate strengths and accomplishments? Life is really a series of conversations. Treat each one with care. _____ _____ 	<ul style="list-style-type: none"> Define the relationship. What values do you hold? How do those values influence your day-to-day actions? Why are we here? What expectations do you have of me as your coach? What is your best hope for our times together? What is the amount of time for the conversation? Discuss and align priorities. Based on goals/prior actions, what will this conversation focus on? How is it aligned, and what is the desired goal or outcome? What does the client hope to gain from this conversation as an executive leader? _____ _____ _____ 	

ECF: 3.1-3.5	Leveraging the ART of Coaching: Listening, Thinking, Paraphrasing, Questioning, Revelation, Ideation	<ul style="list-style-type: none"> Listen. Listen. Listen. Give this gift. Your job as a leader is to draw out the best and highest from within people - to inspire, not merely motivate. Cultivate an attitude of discovery and curiosity. Acknowledge and allow genuine struggle in the client. He/she may not grow unless provided the gift of "seeing" with clarity. Draw out realizations with follow-up questions. Inspire people by being fully present and authentic. Your words, tone of voice, and body language need to be in harmony with each other. Be wary of "why" when exploring people's rationale for doing things. Use "we" and "us" instead of "I". Be cautious when giving praise or accepting blame. When there is silence, wait. Allow thinking and processing time. Value the silence. _____ 	<ul style="list-style-type: none"> Say less and ASK more. Tame your inner need to give advice. Remember, once a coach starts trying to fix or solve a problem, or give advice, they are consulting, not coaching. Ask open-ended questions. (See possible questions noted in the latter portion of this document.) Great questions arise from great listening. There is a reason behind everything a client shares in a coaching session. Listen for the leverage point to move your client from where they are now to where they claim they want to be. _____ _____ _____ _____
--------------	---	--	---

ECF: 4.1-4.3	EXITING the CONVERSATION	<ul style="list-style-type: none"> • Summarize the conversation. • Determine what must be accomplished before the next conversation and who is responsible. • Seek feedback – ask what worked well and what you might do differently next time. • Set dates and timelines as needed. • _____ 	<ul style="list-style-type: none"> • What do you (the executive) think are the best next steps? • What did I do well? What worked or didn't work so I can improve? What else can I do for you at this time? • _____ • _____ 	
ECF: 5.1-5.4, 6.1-6.2	Measuring Outcomes, Cultivating Growth, & Adding Value	<ul style="list-style-type: none"> • What type of check-in cadence is needed? • How might I add value outside of our conversations for the client? What might that look like? • What does the data show? What are good ways to share this information with the executive? • _____ • _____ 	<ul style="list-style-type: none"> • Since we spoke, what has been the most successful, and what are a few barriers? • Are you seeing results? How do you know? • _____ • _____ • _____ 	

Model: Round 1

Model Scenario:

In gathering and analyzing evidence from the data inventory, you notice that the district does not seem to have any sort of data infrastructure. There is no evidence of district systems for analyzing and managing data, with each teacher creating their own assessments.



Coach, Coachee, Observers



Debrief: Model - Round 1





**NOW, ITS
YOUR TURN**

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.

Session Duration:

Approximately 12 minutes/session; ideally to be repeated 3 times.

Roles:

This protocol is ideally designed to be used in triads.

Coach: Provides coaching to the coachee.

Coachee: Receives coaching from the coach.

Observer(s)/Scribe(s): Observes, listens, and takes notes during the session; captures identified evidence throughout the coaching conversation; prepares to coach the coach.

Session Structure:

“The 2/5/3/2 Design”

- **2 Minutes - Establish Context**
- **5 Minutes - Coaching Session**
- **3 Minutes - Team Debrief**
- **2 Minutes - Large Group Feedback and Discussion**

Coaching Practice – Round 2

Coaching Scenario:

Your ESC team has analyzed the district data inventory and empathy interviews, and you have discovered that the district has too much data and it is not being used to drive performance. Each campus and content area have different systems for analysis and meetings. There is not a consistent meeting structure or clear expectations for data sharing and analysis.

The IDEAL Client -
Open to Coaching



Coaching Practice – Round 3, if time allows

The LESS than
IDEAL Client

Coaching Scenario:

The district is using non-OER reading language arts instructional materials and is in year 3 of implementation. The CAO is not sure how these proposed metrics align with their district's implementation. She thinks it would be best to track metrics related to higher-level questions because that has been identified as a focus for the district.



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.

Session Duration:

Approximately 12 minutes/session; ideally to be repeated 3 times.

Roles:

This protocol is ideally designed to be used in triads.

Coach: Provides coaching to the coachee.

Coachee: Receives coaching from the coach.

Observer(s)/Scribe(s): Observes, listens, and takes notes during the session; captures identified evidence throughout the coaching conversation; prepares to coach the coach.

Session Structure:

“The 2/5/3/2 Design”

- 2 Minutes - Establish Context
- 5 Minutes - Coaching Session
- 3 Minutes - Team Debrief
- 2 Minutes - Large Group Feedback and Discussion





Invitation:

*What habit might you “switch out” to **elevate your impact** as an executive coach?*

Habit Switching

“Each of us has the potential to cultivate transformation if we are willing to let go of the old ways and embrace the new.”



Executive Coaching

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





Thank you!