

Executive Coaching Professional Learning

**Texas Strategic Leadership
August 7, 2024**

The ART of Coaching



Materials Site:

r16.us/TSLEC

Dropdown:

Aug 7, 2024 - Executive Coaching

Region 16 ESC Executive Coaching Team



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Executive Director



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Deputy Executive Director



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Executive Coach
and TSL Lead



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Executive Coach
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Performance Management
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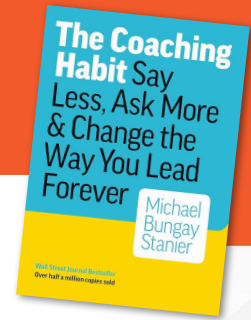


Stephanie Phillips, Ed.D.
Executive Coach

Game ON



Our “Whistle” Our Call Back



Gridiron Teams



- ESC 1:** Team Aspire!
- ESC 2:** Corpus Christi Hurricanes
- ESC 3:** Goal Diggers
- ESC 4:** District Advancement Champions
- ESC 5:** FAB 5
- ESC 6:** Outlaws
- ESC 7:** Tree Huggers
- ESC 8:** Elephants
- ESC 9:** The Mavericks
- ESC 10:** Renegades



- ESC 11:** Panther City Pride
- ESC 12:** Waco Wonders
- ESC 13:** Lucky Thirteeners
- ESC 14:** West Texas Wrestlers
- ESC 15:** Planning Penguins
- ESC 16:** Wranglers
- ESC 17:** The Bricks
- ESC 18:** Permian Basin Roughnecks
- ESC 20:** Tactical Titans



Know the WHY

What We Heard from YOU

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

"The **coaching practice** (*vacation scenario*) that we did on the session on Zoom made a huge difference for me. That was the point I began to develop a **deep understanding** of what it means to **BE** an **executive coach**. **More practice like that would be great.**"

Know the WHY

What We Heard from YOU

"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.**"

"I would appreciate continued practice on **the art of coaching.**

We can always improve in that area."

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.

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By the end of these mini sessions, I will:



- **Know** of a “monster” that can get in the way of “drawing out” of others.
- **Understand** distinctions between Coaching, Consulting, Mentoring, and Supervising.
- **Be able to** practice relevant Executive Coaching Conversations using the ART of coaching.

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



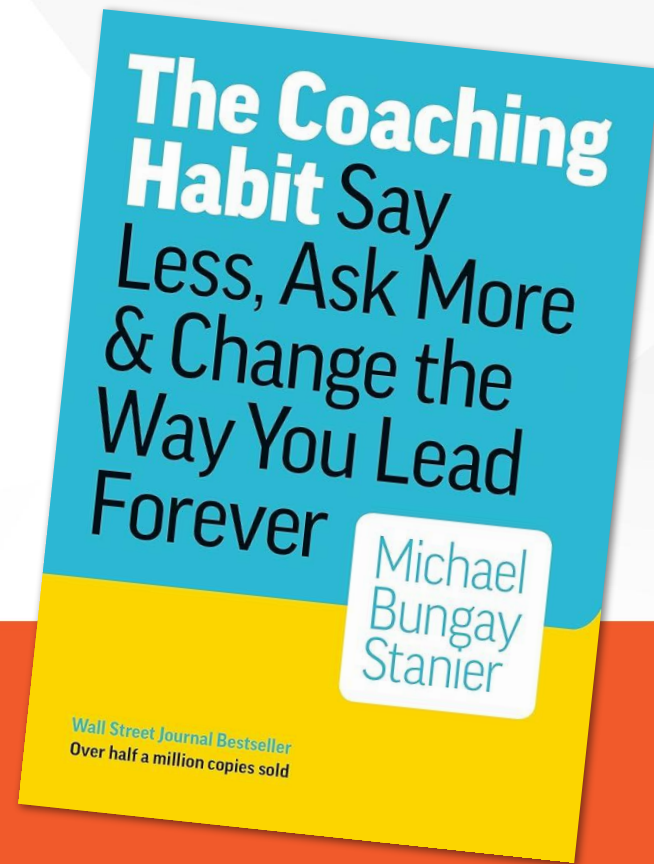
The Coaching Habit Say Less, Ask More & Change the Way You Lead Forever

Michael
Bungay
Stanier

Wall Street Journal Bestseller
Over half a million copies sold

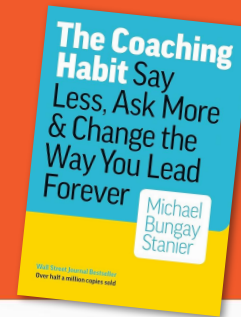


“The Advice Monster”



Tame Your Advice Monster

Creating a Coaching Habit



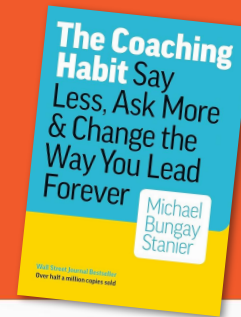
“For a few of you, being more coach-like is an **easy change.**”

- Straightforward
- Like downloading a new app on your phone

“But the majority of us do not experience this as easy change and **it takes intentionality and time to create a new habit.**”

- Downloading app after app doesn't work.
- We just end up with a lot of unused apps.
- We actually need a **new operating system.**

Instead of...



“The real **secret sauce** here is building a **habit of curiosity**. The change of behavior that’s going to serve you most powerfully is simply this:

***a little less advice,
a little more curiosity.”***



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REMINDER

Coaching through the Landscape Analysis Reflection Conversation

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.**

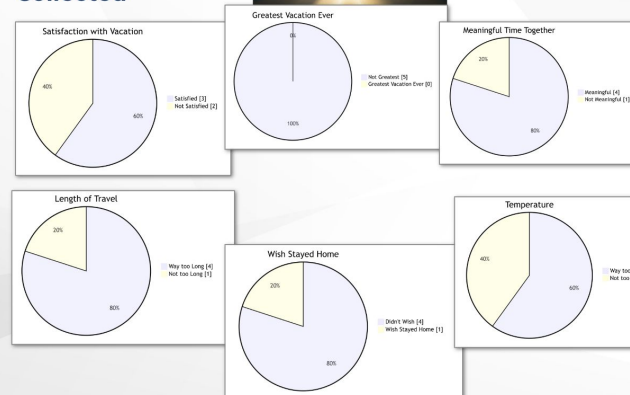
You collected the following evidence and have now scheduled a time with your coachee for a **reflective conversation** around the evidence collected.

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



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

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 wifi 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."

Practice – Round 1

Coaching through the Landscape Analysis Reflection Conversation

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Scenarios



Coaching through the Landscape Analysis Reflection Conversation

SCENARIO

As you begin to share the noticings and wonderings from the Landscape Analysis with the superintendent, he begins to sit back in his chair, crosses his arms, and proceeds to share that a specific portion of the data really bothers him.

"How could I not know that this is what we were going to see in this data? I am the superintendent. Now what? This is awful," he says.

CHALLENGE

We invite you to practice the "secret sauce" of building a habit of curiosity: a little less advice, a little more curiosity.

PLAN YOUR APPROACH

Possible coaching questions to draw the best from the inside out:

Practice – Round 1

Coaching through the Landscape
Analysis Reflection Conversation



Challenge:

Tame Your Advice Monster
a little less advice, a little more curiosity

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

And, Now Back to Our Friends...



**TEXAS
STRATEGIC
LEADERSHIP**

TEXAS STRATEGIC LEADERSHIP



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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

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




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

Coaching

Practice – Round 2

Coaching through the Development of the Envisioned Student Experience

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

Scenarios

Coaching the Steering Committee through the Development of the Envisioned Student Experience

SCENARIO

The Steering Committee is fired up about the development of the envisioned student experience following the Landscape Analysis Reflection Conversation. With a wealth of experiences, they are “all in,” but strong personalities in the room are continually going back to “the way we have always done it,” regardless of the data that was presented.

CHALLENGE

We invite you to the “sand of coaching,” using coaching questions to facilitate the discussion, shifting the sand to consulting or mentoring only as needed if you discern that the need to “fill their toolbox” is necessary.

PLAN YOUR APPROACH

Possible coaching questions to draw the best from the inside out:

Practice – Round 2

Coaching through the Development of the Envisioned Student Experience



Challenge:

Remaining cognizant of the “sand of coaching,” shifting to mentoring or consulting only when needed.

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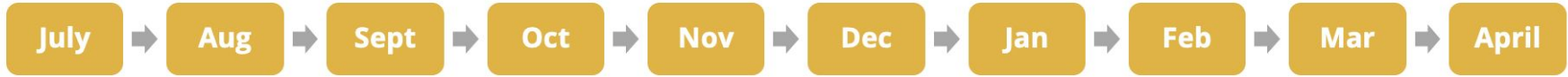


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WHEN

am I coaching?



← **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"

← **Who We are to BE: An Executive Coach** →

WHO


am I coaching?


Who am I coaching?



Practice – Round 3

Coaching through the Drafting of Student Outcome Goals

EXECUTIVE COACHING FRAMEWORK				
<i>Conversation Guide</i>				
Alignment Resources	Portion of the Conversation	Considerations for the Coach (YOU)	Considerations regarding the Coachee (the Executive)	Your Draft Coaching Notes

Scenarios


Coaching the Steering Committee through the Drafting of Student Outcome Goals

SCENARIO

Following the development of the envisioned student experience, a couple of Steering Committee members have expressed their feelings of being overwhelmed with all there is to do. As you begin to coach through the drafting of the student outcome goals, a district director shares her concern that the strategic plan will not have an impact on student outcomes, but will just be another “plan on a shelf.”

CHALLENGE

How might you coach through the drafting of student outcome goals after hearing this stated?

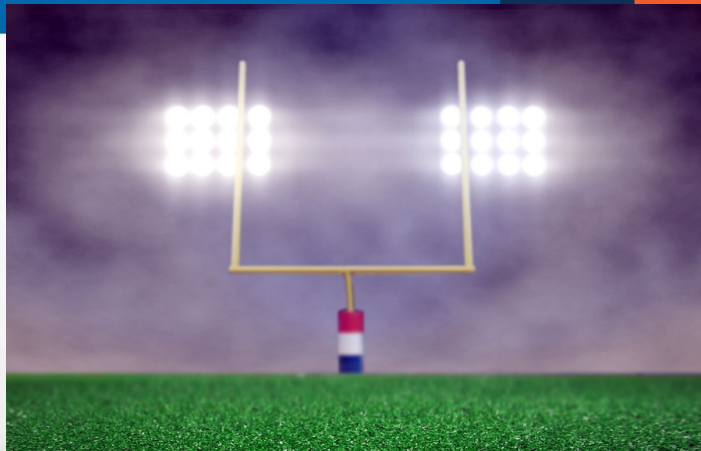
We invite you to listen, paraphrase, and question; “shifting sand” if necessary.

PLAN YOUR APPROACH

Possible coaching questions to draw the best from the inside out:

Practice – Round 3

Coaching through the Drafting of Student Outcome Goals



Challenge:

*Listen, paraphrase, question.
Repeat.
Shift sand, if necessary.*

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Swinging with Simplicity

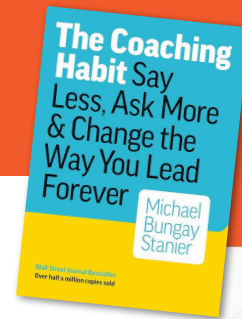


Dr. Steve Johnson, Region 6 ESC

In Closing



Winning Team!



Super Bowl to Come!



Executive Coaching

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



Plus/Delta



What **worked well** today in the executive coaching portions to **elevate your impact as an executive coach**?



What might we **adjust** in future executive coaching trainings to **more effectively elevate your impact as an executive coach**?



Thank you!

In *Your* Stadium & On *Your* Field



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