

# Executive Coaching Professional Learning

**Texas Strategic Leadership  
September 24, 2024**

***Systems-Level Thinking***



**Materials Site:**

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

**Dropdown:**

Sep 24, 2024 - Executive Coaching:  
Systems-Level Thinking

# Region 16 ESC Executive Coaching Team



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Executive Director



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



**Syd Sexton**  
Executive Coach  
and TSL Lead



**Lawana Pulliam**  
Executive Coach  
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**In Partnership With**  
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**René Cano**  
Executive Coach  
and TIL Lead



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Performance Management  
& Data Analyst



**Christine Scroggs**  
Assistant Director  
of Executive Coaching



**Stephanie Phillips, Ed.D.**  
Executive Coach

# 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.*

# Learning Objectives

***By the end of these portions, I will:***

- **Know** WHY we focus on Coaching through Systems-Level Thinking.
- **Understand** how the *Macro to Micro Questioning Protocol* might Guide Systems-Level Coaching.
- **Be able to** use *the Macro to Micro Questioning Protocol* as a tool for Coaching through Systems-Level Thinking.

*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

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← **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** →

# WHY Systems-Level Thinking

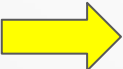


“**Systems-Level Thinking** is a **discipline** for seeing wholes. It is a framework for seeing **interrelationships** rather than things, for seeing ‘**patterns of change**’ rather than ‘static snapshots.’”

– Peter Senge, Systems Scientist, MIT

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## Macro to Micro Questioning Protocol

*A questioning protocol that moves from macro to micro thinking, and then back to macro thinking, can be highly effective in Executive Coaching, as it helps clients explore their goals, strategies, and actions at various levels of detail.*

*The goal of this protocol is to encourage reflection, strategic thinking, and actionable insights.*



PHASE  
1

### Macro-Level Exploration



#### Viewing through a Telescope

##### Vision:

- What is your long-term vision for your role and the organization?
- What specific milestones or achievements represent the realization of your vision?

##### Mission:

- What is the core purpose of your organization?
- How does your mission statement guide your strategic decisions as a leader, or as a leadership team?



PHASE  
2

### Mid-Level Analysis



#### Seeing with Your Own Eyes

##### Strategic Priorities:

- Based on the data gathered, what process do you envision using to identify and prioritize your strategic priorities?
- Based on data, what are the two to three strategic priorities you choose to focus on as an organization?
- How do these priorities align to your vision and mission?
- How might these priorities contribute to the overall success and growth of the organization?
- Are there conflicting priorities that come to mind and how might those be resolved?

# Breakout Room Discussion

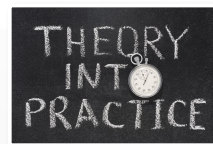
*Breakout Rooms of 5, Mixed-ESCs, with at least one Yr 2 Team Member, 6 min*

## Year 2 Team Member(s):


- How did you (or how might you) make use of the **Macro to Micro Questioning Protocol** (or similar systems-level questioning techniques) to elevate your impact as an executive coach?
- Through the use of this tool, what impact did you witness? Be as specific as possible.

## Other Team Members in Rooms:

- Respond with **paraphrases and coaching questions** that seek to draw out, develop, and inspire the best and highest within the group from the inside out.




### Systems Development



#### Macro to Micro Questioning Protocol

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**PHASE 1** Macro-Level Exploration 


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**PHASE 2** Mid-Level Analysis 

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**Be prepared to share a summary of your group's discussion.**

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# And, Now Back to Our Friends...



**TEXAS  
STRATEGIC  
LEADERSHIP**

TEXAS STRATEGIC LEADERSHIP



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## Macro to Micro Questioning Protocol

# Part 2 - Coaching through M&M Thinking

### Set Up:

*SAME Breakout Rooms of 5, Mixed-ESCs, 12 min.*

**One – Coach, One – Observer, Others – Steering Committee**

**Use the familiar 2/5/3/2 structure in the Practice Protocol**

**Imaginary Data Set – Don't get stuck in the weeds**

**Starting Point:** We invite you to begin in Phase 2, Mid-Level Analysis, using the questions in the protocol to see how they land.



**PHASE 2** Mid-Level Analysis 

**Seeing with Your Own Eyes**

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### Scenario:

As a coach, you have just presented the Landscape Analysis data story to the Steering Committee.

Using the M&M Protocol, guide the members through systems-level thinking using the questions noted on the protocol, adjusting as needed based on responses.

### Steering Committee:

Respond as you see fit, imagining a data set that had been presented to you, allowing the coach to guide your thinking.

## Macro to Micro Questioning Protocol

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PHASE  
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### Mid-Level Analysis



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# In Closing



“If you can see a thing whole, it seems that it is always beautiful. Our planet, lives, etc.

*But close up, our world can seem like a bunch of dirt and rocks. And, day to day, life can seem like a hard ‘job’.*

*Always take a moment to zoom in...and then zoom out again...to stay focused on the beauty.*”

-Adapted from a quote by Ursula Guin





# Executive Coaching

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



# And, Now Back to Our Friends...



**TEXAS  
STRATEGIC  
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