Leaders as Coaches: Empowering Growth in Schools

Facilitated by Kim Cullen
www.kimberlycullen.com
Chat

What is your leadership superpower?
A little about me

• Mom, wife, daughter, sister
• Educator (teacher, counselor, school leader)
• Storyteller, writer (numerous articles and blog posts), author (Raise Her Up)
• Professional Coach and Consultant
• Adult TCK (Sao Paulo, Dallas, London, Madrid)
• BA (Religious Studies) Hamilton College, MA Education (Hearing Impaired) University of Hertfordshire, MS Human Services (Counseling Studies) Capella University
• Graduate of Coach U, member of the International Coaching Federation and a licensed Coaching Clinic facilitator by Coach U
Leader as Coach - an Overview

Session 3 - July 20 (9 a.m. EST)

- Focus on the development of empathy
- Engage in some personal self-reflection around what you bring to a school community as leaders.
- Apply insights from those reflections in breakout sessions with their peers.
- Begin to develop an action plan for implementing the coaching mindset in your own professional contexts.
Grounding and focus
Leader as Coach - Recap from Sessions One and Two
Recap Day 1

- **What is needed from leaders today**
- Transformational style of leadership
- Benefits of using a coaching mindset in leadership
- Connections between learning in children and in adults
- Building trust
- Manager-Coach continuum

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**The 7 Tensions of Contemporary Leadership**

- The dance between traditional leadership and new leadership

- Tension 1: The Expert vs. The Learner
- Tension 2: The Constant vs. The Adaptor
- Tension 3: The Tactician vs. The Visionary
- Tension 4: The Teller vs. The Listener
- Tension 5: The Power Holder vs. The Power Sharer
- Tension 6: The Intuitionist vs. The Analyst
- Tension 7: The Perfectionist vs. The Accelerator

Self-awareness, Learn/adapt/practice, Contextual awareness
Recap Day 1 - continued

- What is needed from leaders today
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Recap Day 1 - continued

● What is needed from leaders today
● Transformational style of leadership
● **Benefits of using a coaching mindset in leadership**
● Connections between learning in children and in adults
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**Leader as Coach**

The most effective managers of the future are those who:

- Foster different kinds of relationships with employees
- Establish high levels of trust, care, and a culture of acceptance within teams.
- Ask questions that produce vulnerable answers without compromising trust
- Diagnose root cause of behavior without making assumptions
- Demonstrate social-emotional intelligence necessary to imagine others' feelings

85% HR leaders surveyed agree that empathy is more important now than before the pandemic.
Recap Day 1 - continued

- What is needed from leaders today
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Similarities between learning in adults/children

Both need:
- A risk-free environment for safety and support of new learning
- Immersion in the new learning
- Models/demonstrations of the new learning
- Intrinsic and extrinsic motivation
- Actively engagement in the learning process
- Opportunities to use the new learning

- To be given responsibility for their own learning
- To use approximations until the new learning becomes internalized and transferable
- Feedback to help the learning become internalized and help move approximations to conventions
- To connect the new learning to prior knowledge and life experiences

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https://www.researchgate.net/publication/276177754_Similarity_between_ADULT_and_CHILD_Learners_as_Participants_in_the_Natural_Learning_Process
Recap Day 1 - continued

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Fostering an environment of Trust

**COACHABLE MOMENT**

Those moments when an individual is open to taking in new information that will create a shift in his/her knowledge and behavior.

**TRUST**

TRUST is where action and intention align.
Recap Day 1 - continued

- What is needed from leaders today
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- Building trust
- **Manager-Coach continuum**
Recap Day 2

- **Keys to a coaching conversation**
  - Paradigm shifts needed to move from traditional to transformational leadership
  - Key skills for in coaching conversations - listening, questioning
  - Model for guiding a coaching conversation

The keys to a coaching mindset

- Listen more, speak less
- Be comfortable with silence
- Ask one question at a time
- Make space for creativity
- Ownership = empowerment
- Stay curious, avoid assumptions and judgement
Recap Day 2 - continued

- Keys to a coaching conversation
- **Paradigm shifts needed to move from traditional to transformational leadership**
- Key skills for in coaching conversations - listening, questioning
- Model for guiding a coaching conversation
Recap Day 2 - continued

● Keys to a coaching conversation
● Paradigm shifts needed to move from traditional to transformational leadership

● **Key skills for in coaching conversations - listening, questioning**

● Model for guiding a coaching conversation

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**Key skills in coaching - HOW of listening**

- Listening with all of your senses.
- Giving full attention to the speaker.
- Maintaining appropriate eye contact.
- Mirroring/Reflecting back what the speaker said.
- Turning down your internal dialogue and turn up your focus.
- Limiting distractions.
- Staying curious. Ask questions.
Recap Day 2 - continued

- Keys to a coaching conversation
- Paradigm shifts needed to move from traditional to transformational leadership

**Key skills for in coaching conversations - listening, questioning**

- Model for guiding a coaching conversation

Key skills in coaching - WHAT of listening

What are we listening for?

- What’s behind the words
- Listen for word choice, expression, emotion
- Meaning, purpose, intent
- Contextual cues (language used, body language, pauses, level of eye contact)
- Values, hopes, disappointments

Listening is active, contextual, compassionate
Recap Day 2 - continued

- Keys to a coaching conversation
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- **Key skills for in coaching conversations - listening, questioning**
- Model for guiding a coaching conversation

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Key skills in coaching - Questioning

- Who, where, when - closed questions
- Why - judgemental
- How - depends on context
- The magic of WHAT questions - they almost always create an opening.

"Questioning is a uniquely powerful tool for unlocking value in organizations: It spurs learning and the exchange of ideas, it fuels innovation and performance improvement, it builds rapport and trust among team members. And it can mitigate business risk by uncovering unforeseen pitfalls and hazards."

https://hbr.org/2018/10/the-surprising-power-of-questions
Recap Day 2 - continued

- Keys to a coaching conversation
- Paradigm shifts needed to move from traditional to transformational leadership
- **Key skills for in coaching conversations - listening, questioning**
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**Using WHAT questions**

<table>
<thead>
<tr>
<th>Question</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why did you do that?</td>
<td>What was your thinking behind that decision?</td>
</tr>
<tr>
<td>Have you tried this or that...?</td>
<td>What else have you tried?</td>
</tr>
<tr>
<td>Do you think you could do something different?</td>
<td>What else have you considered?</td>
</tr>
<tr>
<td>How can you solve this?</td>
<td>What solutions have you thought about?</td>
</tr>
<tr>
<td>Where do you want to be in a year?</td>
<td>What are your long term goals?</td>
</tr>
<tr>
<td>Do you like this idea?</td>
<td>What do you like (or dislike) about these ideas?</td>
</tr>
</tbody>
</table>
Recap Day 2 - continued

- Keys to a coaching conversation
- Paradigm shifts needed to move from traditional to transformational leadership
- Key skills for in coaching conversations - listening, questioning, acknowledging and messaging

- Model for guiding a coaching conversation
In small groups, reflect on some of the learnings from Sessions One and Two.

- What is one insight that has stayed with you?
- What is something you want to take away?
- What would you like to continue to work on or try on your own?
- What questions do you still have?

15 minutes
Session 3 Pre-Work

1. Complete the activity called **Social Location Finder - Exploring Identity**

2. Identify your **priority values**.

*Bring both the Social Location Finder and Priority Values documents to Session Three!*
Self-Care Break or Finish Pre-Work
10 minutes
Breakout: Looking at our own “social location”

Our “social location”/identity affects our worldview. When you combine your “social location” with your values, you start to have a more complete picture of who you bring to work everyday.

In groups of 3, please share your top 1-2 values and some highlights of your social location/identity/worldview.

- What are the implications of your identity on how you perceive the world? On how you interact with others? On your work?
- What situations do you handle with ease as a result of your identity/worldview?
- What situations might be more challenging for you as a result of your identity/worldview?

15 minutes
Chat

What do you think of when you see this image?

Breakout: Part 2
Developing Empathy

Think of someone at work that you may have struggled with. How might their race, culture, gender, faith, family experiences, work, education, etc. have impacted how they show up?

In pairs, highlight some of the things you think might be most relevant about this person’s worldview or social location. What would be helpful to know in a coaching conversation? How might knowing some of these things change the way you support them?

10 minutes (around 5 minutes per person)
Developing Empathy

Helpful Resources

www.identitycentered.com

https://www.amazon.com/Kindness-Workbook-Creative-Compassionate-Wellbeing-ebook/dp/B084IL2YQM

One model of a coaching conversation, from Coach U

What would you like to talk about today?

What’s on your mind?

What have you tried already? What options do you have? What else have you considered?

What might a first step be?

What could get in the way? And what can you do about it?

What have you learned?

What are you taking away with you?
The Seven Questions, from MBS

- The Kickstart Question: What’s on your mind?
- The AWE question: And what else?
- The Focus Question: What’s the real challenge for you here?
- The Foundation Question: What do you want?
- The Lazy Question: How can I help?
- The Strategic Question: If you’re saying Yes to this, what are you saying No to? (or vice versa)
- The Learning Question: What was most useful to you?
Strategizing

Resources needed / Actions required

Here and Now
(How might we describe the current situation?)

Priorities
Vision
Simplification
Goal Setting
Action steps

There and Then
(How will the new situation be different? How will we know things have changed?)
Strategizing

Resources needed / Actions required

Here and Now
(How might we describe the current situation?)

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There and Then
(How will the new situation be different? How will we know things have changed?)

Coach U, 2008
Strategizing

Here and Now
(How might we describe the current situation?)
My staff wants me to tell them what to do.

There and Then
(How will the new situation be different? How will we know things have changed?)
I want my staff to take more initiative.

Priorities
Vision
Simplification
Goal Setting
Action steps

My staff needs to feel safe.
Vision: We create a fail-forward ethos.
We use more coaching in our goal setting.
Our staff get trained in peer-coaching.
We devote professional development time to the developing of peer coaching skills.

Coach U, 2008
The keys to a coaching mindset

- Listen more, speak less
- Be comfortable with silence
- Ask one question at a time (Use WHAT questions)
- Make space for creativity
- Ownership = empowerment
- Stay curious, avoid assumptions and judgement
Breakout: **STRATEGIZING**

How will you use the ideas from this workshop series in your own work this coming school year?

Groups of 2 or 3

- Person 1 - leader as coach - how can you support Person 2 in the development of their implementation plan?
- Person 2 - person being coached - what is a goal you have?
- (Person 3, if applicable - observer/timekeeper)

Coaching for 5 to 8 minutes

- Coach - what went well, what was more challenging
- Person coached - what they appreciated in the coaching

21 minutes total.
Debrief - Strategizing

In the Chat:

What are some of the goals that emerged?

How did coaching support you in developing that goal?
Recap Day 3

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● Engage in some personal self-reflection around what you bring to a school community as leaders.
● Apply insights from those reflections in breakout sessions with their peers.
● Begin to develop an action plan for implementing the coaching mindset in your own professional contexts.
Shared resources from Session One

Books and podcasts

King and the Dragonflies
Podcast: Nice White Parents
Invisible Women: Data Bias in a World Designed for Men
Ambitious Science Teaching (Book)
The Big Leap (great read)... TK Love Lounge Podcast
1) Caste, 2) Klara and the Sun
podcast: 1619
Book: Braiding Sweetgrass + Caste
Front Desk by Kelly Yang; The Kitchen Front by Jennifer Ryan
Also Prepared by Diane Tavenner (great story about the Summit schools)
The Tim Ferriss #521 Jacqueline Novogratz on building Acumen, How to actually change the world
Student Centered Coaching by Sweeney
Shared resources from Session Two

Self-Care Strategies

- Running w a friend & colleague
- Conversations with female leaders!
- Walking and cycling with loud music in my ears!
- Walking group with NO work talk! :)
- Meditating in the morning
- Meditating while I walk
- Making sleep a priority, walking in the woods whenever I could.
- Spending time at my summer house
- Lots of workouts and pizza!
- Having good conversations
- Nature
- Empowering others & connecting amazing folks
- Chocolate!
- Going on long walks. Joined the closed HOS Group.
- Nature!!!
- Walking dogs from a local shelter each day. The dogs constantly teach me about unconditional love and living in joy.
Shared resources from Session Three

Leadership Superpowers

A well of POSITIVE ENERGY
Positivity and assuming positive intentions. SMILE SMILE SMILE!
Synthesizing conversations
Loving others unconditionally and compassionately
Transparency & honesty with all
Connecting with people in an authentic way!
Connection and humor!
Making others feel that they matter. Relationships are key for success!
Networking: making connections for others, drawing strengths and connecting the dots
Putting things into perspective and managing to calm people
Bringing the best out of others
Resourcefulness!
Authenticity and community
Reminder

Leaders as Coaches Refresher on September 14th
Feel free to explore ideas/resources/community at:

www.coachingpartnerships.org
www.raiseherup.net
www.kimberlycullen.com
www.ebbandflowblog.com

Email me:

kim@kimberlycullen.com
Thank you!

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