



- The ISS Mary Anne Haas -  
WOMEN'S SYMPOSIUM

presents

— *Leaders as Coaches:* —  
*Empowering Growth in Schools*

Facilitated by Kim Cullen

[www.kimberlycullen.com](http://www.kimberlycullen.com)

iSS INTERNATIONAL  
SCHOOLS SERVICES  
Making a world of difference



## 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.**



A low-angle photograph looking up at a thatched roof made of dried palm fronds or similar natural materials. Below the roof, there are lush green trees with many leaves, some of which are in sharp focus. The background is a clear, bright blue sky. The overall composition is vertical and emphasizes a sense of height and natural beauty.

**Grounding  
and focus**



# Leader as Coach - Recap from Sessions One and Two



Scared but Doing it Anyway, by Carla Llanos  
<https://carallanos.co.uk/collections/frontpage/products/fine-art-print-4>





# 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

## 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
- **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

Transactional Leader and Transformational Leader

Transactional - traditional managerial style (rewarding expected behavior)

Transformational - engaging staff and meeting their needs at a deeper level

Schools, especially now, need transformational leaders, who are invested in supporting personal and professional development of staff.

[https://postivpsychology.com/coaching-leadership-style/?utm\\_source=issuhm&utm\\_medium=social\\_campaign&utm\\_campaign=coaching-leadership-style](https://postivpsychology.com/coaching-leadership-style/?utm_source=issuhm&utm_medium=social_campaign&utm_campaign=coaching-leadership-style)



# 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
- Building trust
- Manager-Coach continuum

## 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.

\*<https://hr.org/2021/04/what-does-it-mean-to-be-a-manager-today>



# 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**
- Building trust
- Manager-Coach continuum

## 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.

[https://www.researchgate.net/publication/276617764\\_Similarities\\_and\\_Differences\\_between\\_Adult\\_and\\_Child\\_Learners\\_as\\_Participants\\_in\\_the\\_Natural\\_Learning\\_Process](https://www.researchgate.net/publication/276617764_Similarities_and_Differences_between_Adult_and_Child_Learners_as_Participants_in_the_Natural_Learning_Process)



# Recap Day 1 - *continued*

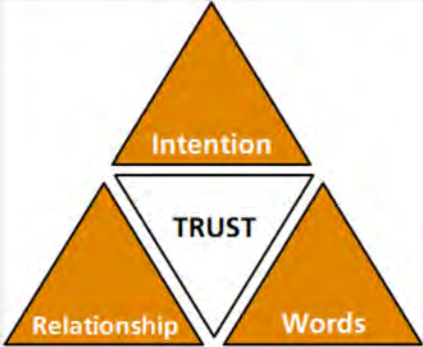
- What is needed from leaders today
- Transformational style of leadership
- Benefits of using a coaching mindset in leadership
- Connections between learning in children and in adults
- **Building trust**
- Manager-Coach continuum



## 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 is where action and intention align.

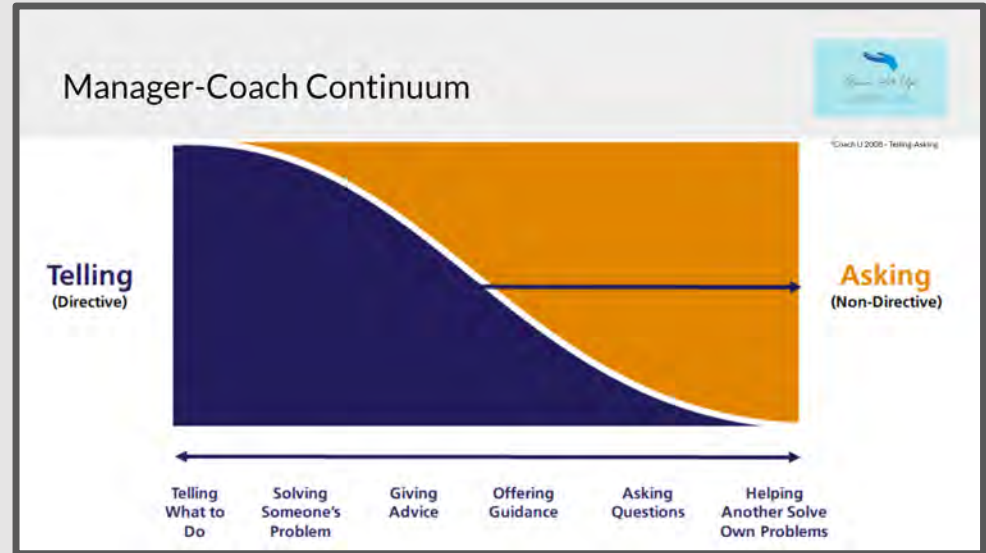


\*Coach U 2008 | Identifying the Coaching Moment



## 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
- 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

### 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
- 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 - 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/2018/05/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**
- Model for guiding a coaching conversation



### Using WHAT questions

#### Chat

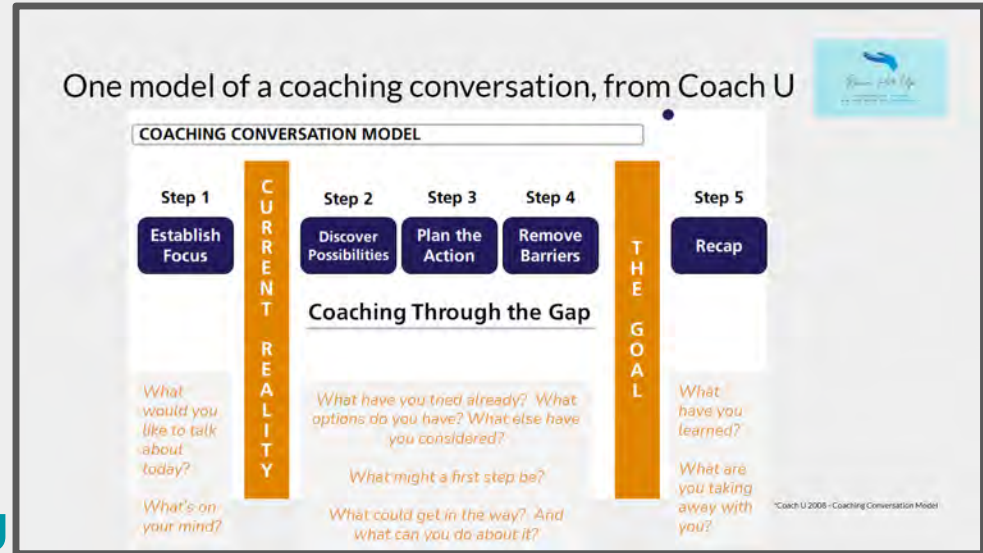
*Practice turning questions into What questions...*

Why did you do that?	What was your thinking behind that decision?
Have you tried this or that...?	What else have you tried?
Do you think you could do something different?	What else have you considered?
How can you solve this?	What solutions have you thought about?
Where you do want to be in a year?	What are your long term goals?
Do you like this idea?	What do you like (or dislike) about these ideas?



## 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**





## Recap Breakout - Takeaways

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 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!*

**SOCIAL LOCATION  
EXPLORING IDENTITY**

WHO WE ARE and HOW WE SHOW UP is a product of many different factors.

- Take a few minutes and explore the image on the left ([www.identitycentered.com](https://www.identitycentered.com)).
- On the right, make some notes in the chart about your own background.
- Bring this chart with you to Leaders As Coaches Session Three on June 20.

<p><b>THE DIMENSIONS OF IDENTITY</b></p> <p>Identity is complex and unique. A mixture of diverse experiences, strengths, and reflections. Though not always we would expect, our individual experiences of the same dimension of identity - or accounts and in context - often vary. To help you find commonality, we've created a chart that lists various dimensions of identity, such as nationality, ethnicity, race, and gender. We hope you find this helpful.</p> <p><b>IDENTITY ASPECTS</b></p> <p>Each of us is unique in the way we experience the world. Our experiences are shaped by our environment, our culture, our beliefs, our values, our personality, our interests, our skills, and our passions. We hope you find this helpful.</p> <p><b>IDENTITY JOURNEY</b></p> <p>Our identity is not static. It evolves over time. We hope you find this helpful.</p>	Nationality, Race, Ethnicity
	Where you call "home"
	Places you've lived, schools you attended
	Education, I

**KIMBERLY  
COACHING & CONSULTING  
Cullen**

**IDENTIFYING OUR VALUES**

- Your Values represent what's important to you in life. Knowing your Values helps you understand what drives you, what you enjoy, what inspires you and what you'd like more of. Knowing them also helps you understand how you perceive and related to others.
- **IMPORTANT:** Values change over time, and deepen as you understand yourself better - they are always moving.
- Finally, the Sample Values List below is ONLY to give you ideas. We are each unique, so there will undoubtedly be words that are missing from this list, and different words that sum up your Values better. So feel free to amend or add to the words in the list below. (Source: [www.thevalueslist.com](http://www.thevalueslist.com))

1. Accomplishment	34. Focus	67. Presence
2. Accuracy	35. Forgiveness	68. Productivity
3. Acknowledgement	36. Freedom	69. Recognition
4. Adventure	37. Friendship	70. Respect
5. Authenticity	38. Fun	71. Resourcefulness
6. Balance	39. Generosity	72. Romance
7. Beauty	40. Gentleness	73. Safety
8. Boldness	41. Growth	74. Self-Esteem
9. Calm	42. Happiness	75. Service
10. Challenge	43. Harmony	76. Simplicity
11. Collaboration	44. Health	77. Spaciousness
12. Community	45. Helpfulness	78. Spirituality
13. Compassion	46. Honesty	79. Spontaneity
14. Comradship	47. Honour	80. Strength
15. Confidence	48. Humour	81. Tact
16. Connectedness	49. Idealism	82. Thankfulness

Self-Care Break or  
Finish Pre-Work  
10 minutes







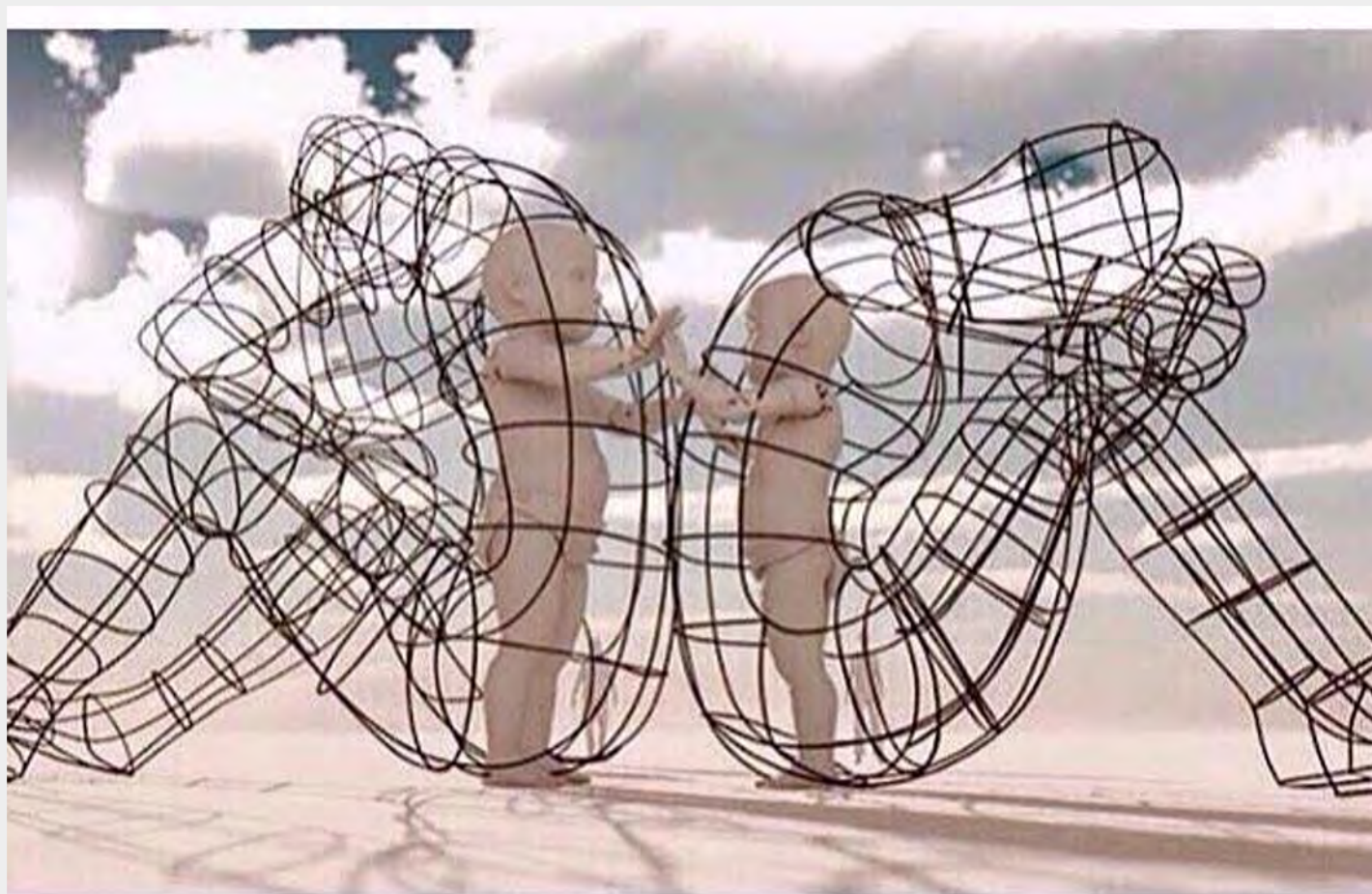
## Breakout: Looking at our own "social location"

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?

<https://artworkfans.blogspot.com/2020/04/burning-man-artwork-inner-child.html>



## 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](http://www.identitycentered.com)



<https://www.amazon.com/Kindness-Workbook-Creative-Compassionate-Wellbeing-ebook/dp/B084JL2YQM>



<https://www.mckinsey.com/business-functions/organization/our-insights/psychological-safety-and-the-critical-role-of-leadership-development>



# One model of a coaching conversation, from Coach U



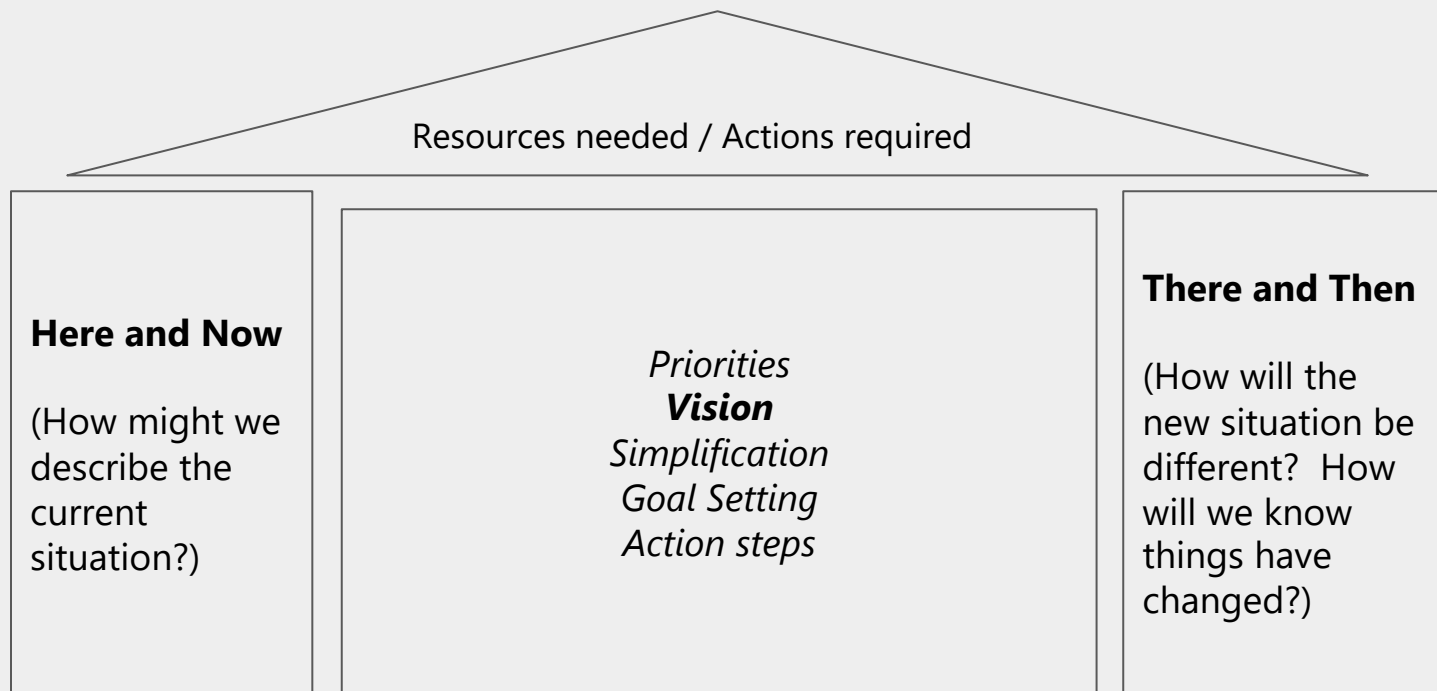


# The Seven Questions, from MBS

- 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?

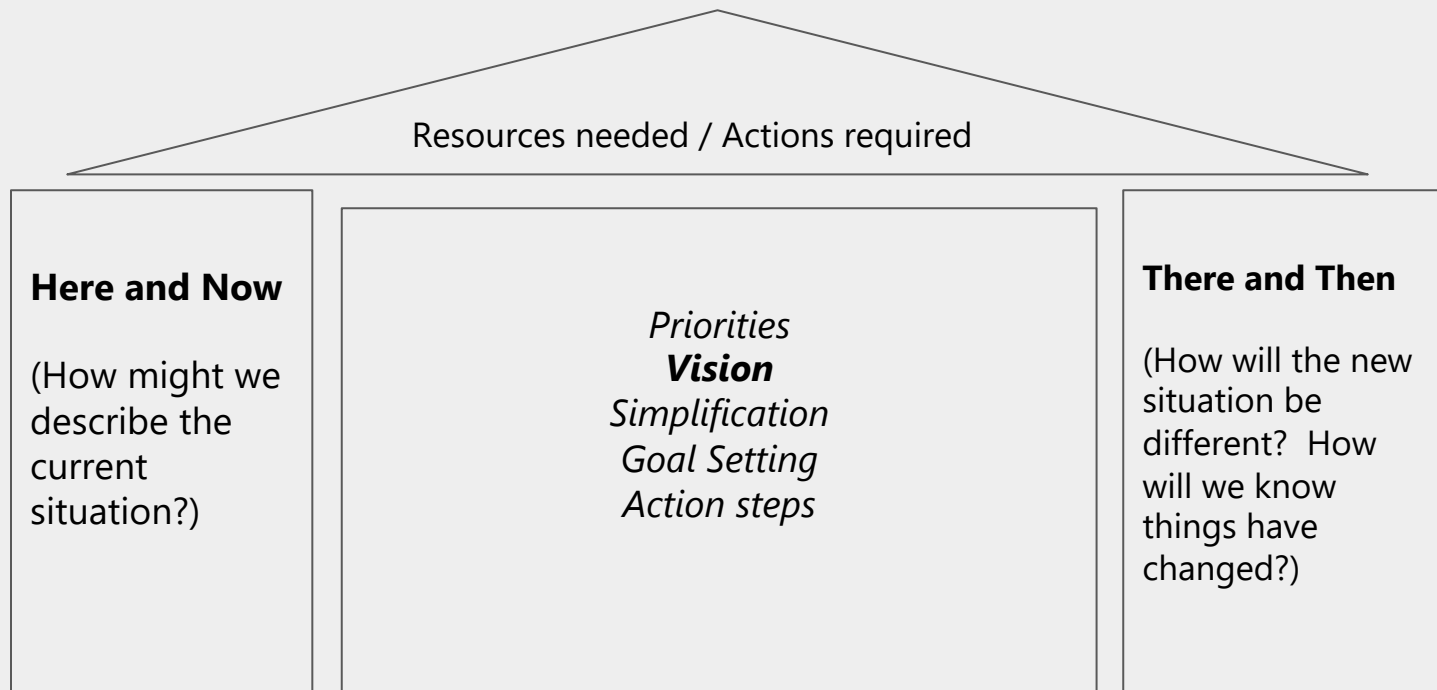


# Strategizing





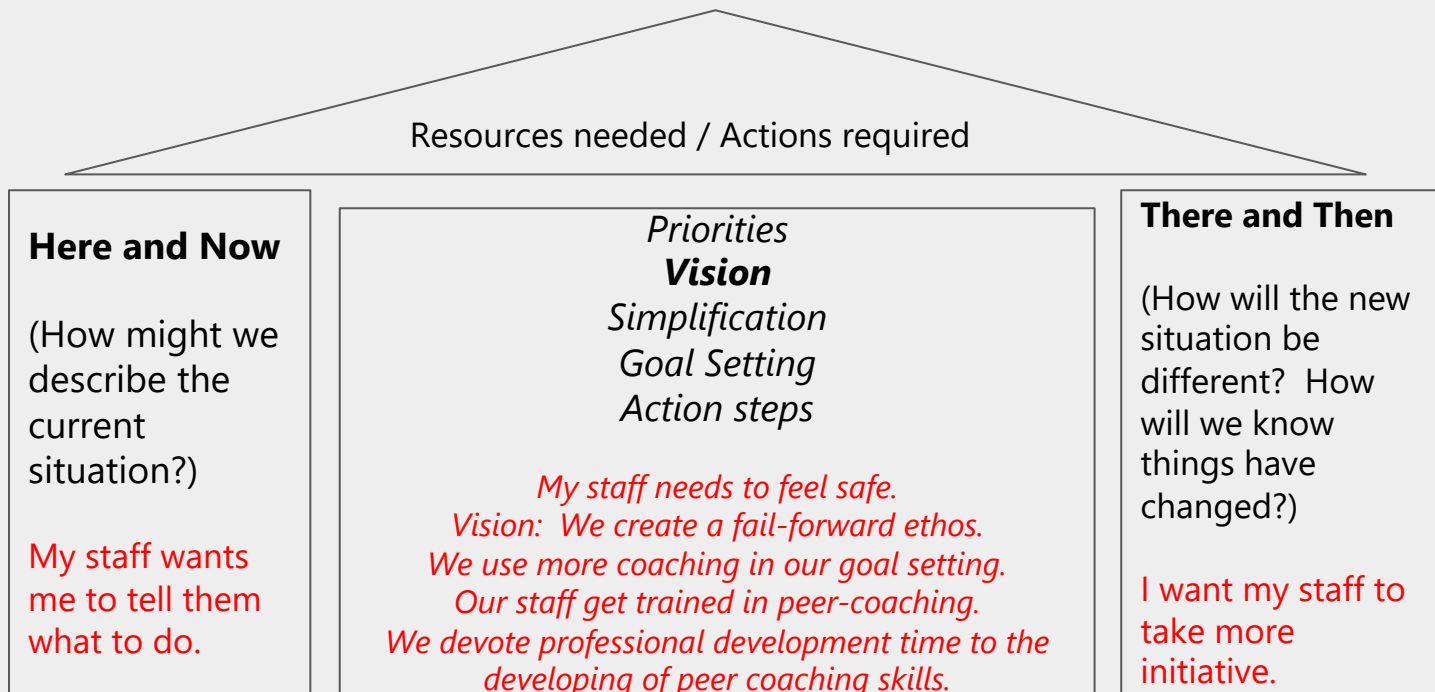
# Strategizing







# Strategizing





# 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

- 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.



# 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](http://www.coachingpartnerships.org)

[www.raiseherup.net](http://www.raiseherup.net)

[www.kimberlycullen.com](http://www.kimberlycullen.com)

[www.ebbandflowblog.com](http://www.ebbandflowblog.com)

Email me:

[kim@kimberlycullen.com](mailto:kim@kimberlycullen.com)



- *The ISS Mary Anne Haas* -  
**WOMEN'S SYMPOSIUM**

*Thank you!*

Stay updated and connected at [ISS.edu/WomenLead](https://iss.edu/WomenLead)  
Reach out to [womenssymposium@iss.edu](mailto:womenssymposium@iss.edu)

@ISSCommunity • #ISSedu • #Wlead • [Facebook.com/groups/ISSWomenLead](https://facebook.com/groups/ISSWomenLead)