Executive Coaching Professional Learning
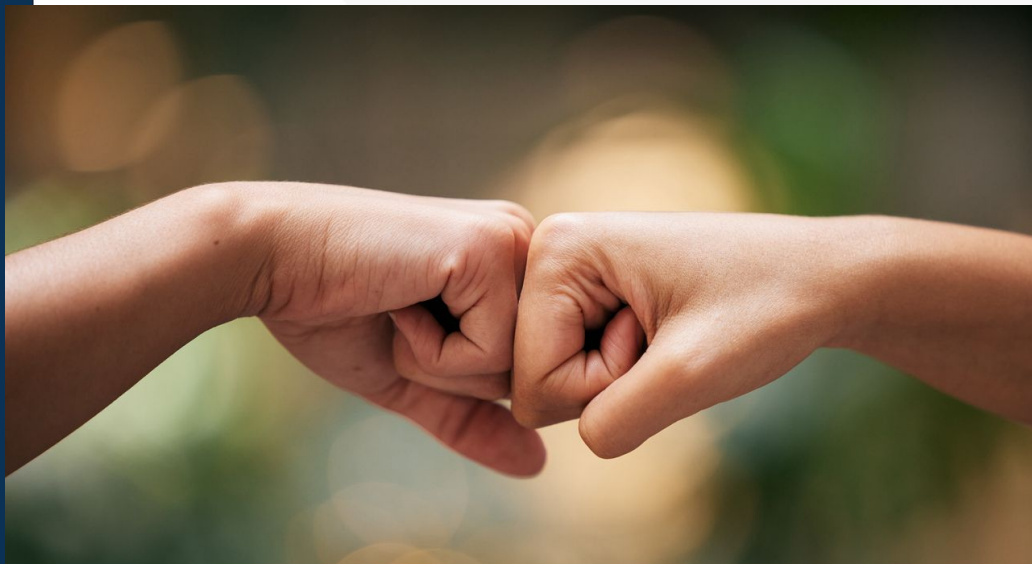
Texas Strategic Leadership
May 15, 2024

Performance Management Intake & Vision/Culture Setting

Elevate Your Impact
EXECUTIVE COACHING

REGION 16
Education Service Center

YEAR 2
Here We Come!

Excited to continue to be part of this **AMAZING** team!

Overjoyed!

Humbly honored!

Gridiron Gameplan

Football Heros!

Drop your Football Hero in Chat or Unmic to Share:

- Coach or Player

- Who it is & Why you chose him/her

Our very own famous football players!

Gridiron Team Names

Breakout Rooms by ESC

- 4 min

- Create a **Gridiron TEAM NAME** and a **TEAM TAGLINE**
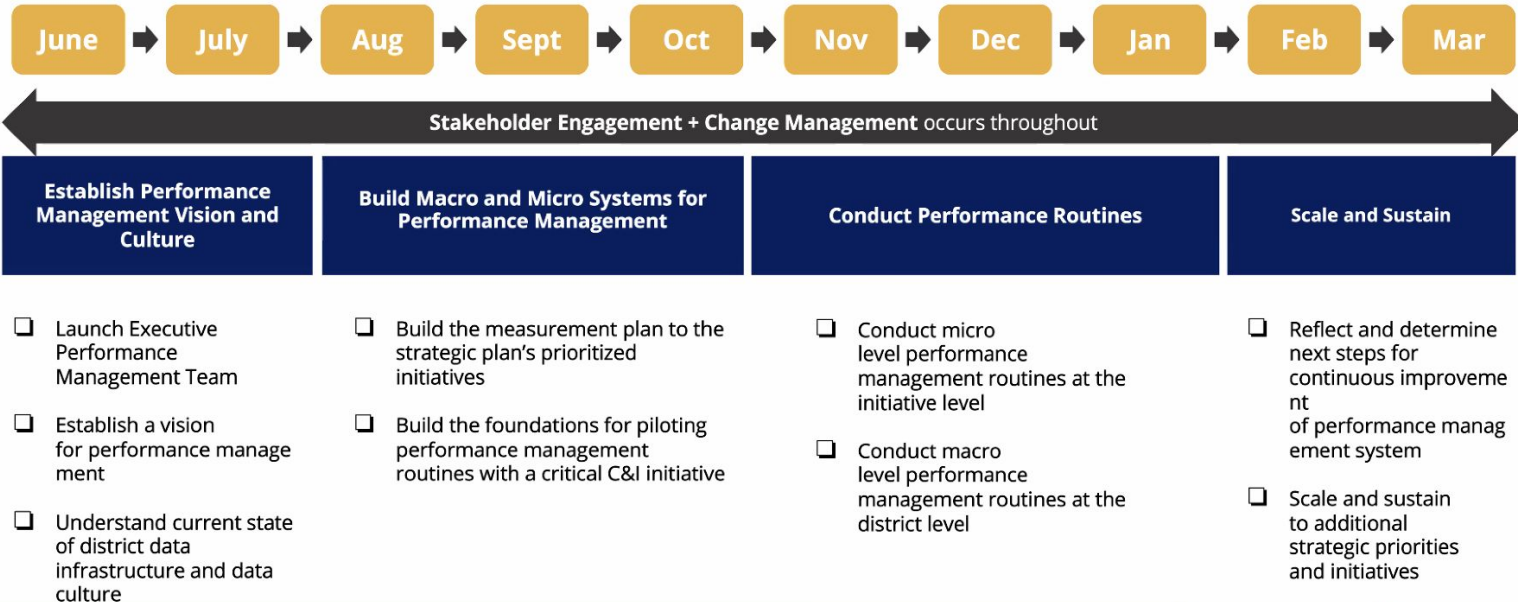 (e.g. Unleash the Fierce)

- Be ready to share in chat!

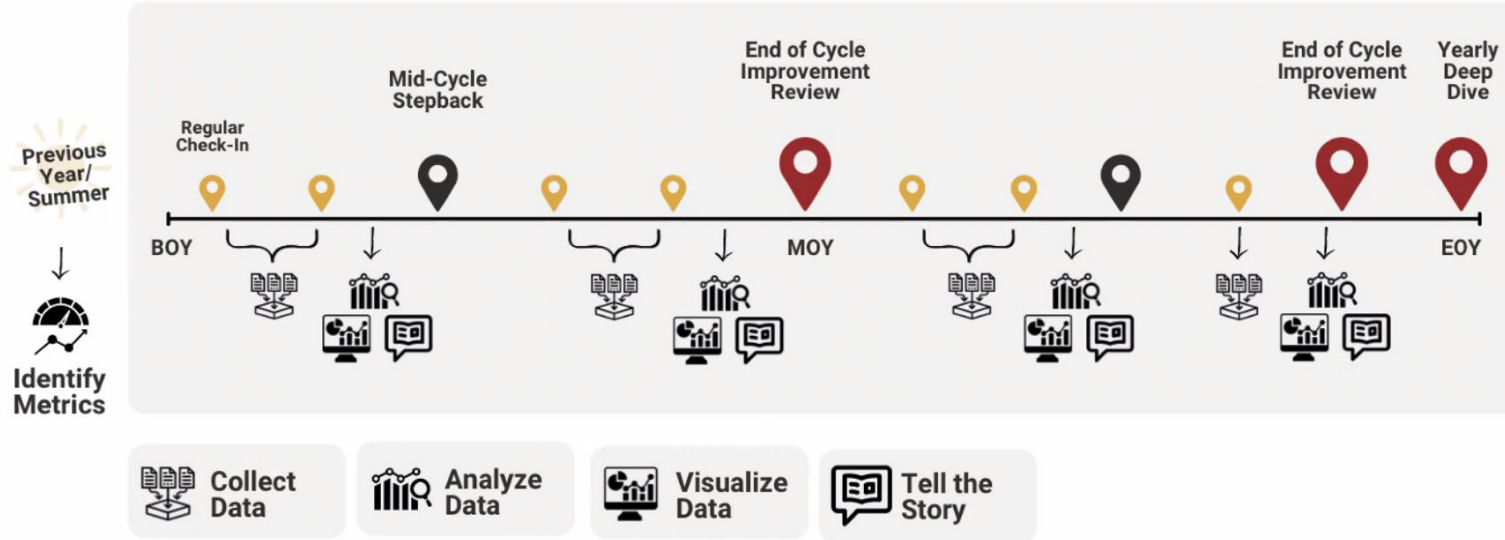*These will be saved for future reference!*

TEXAS STRATEGIC LEADERSHIP

ESC TSL Teams will coach districts through key milestones aligned to performance management and cycles of improvement

| June | → | July | → | Aug | → | Sept | → | Oct | → | Nov | → | Dec | → | Jan | → | Feb | → | Mar |

← **Stakeholder Engagement + Change Management** occurs throughout →

| Establish Performance Management Vision and Culture	Build Macro and Micro Systems for Performance Management	Conduct Performance Routines	Scale and Sustain
❑ Launch Executive Performance Management Team	❑ Build the measurement plan to the strategic plan's prioritized initiatives	❑ Conduct micro level performance management routines at the initiative level	❑ Reflect and determine next steps for continuous improvement of performance management system
❑ Establish a vision for performance management	❑ Build the foundations for piloting performance management routines with a critical C&I initiative	❑ Conduct macro level performance management routines at the district level	❑ Scale and sustain to additional strategic priorities and initiatives
❑ Understand current state of district data infrastructure and data culture			

TEA

TEXAS STRATEGIC LEADERSHIP

We will continue to start with gaining knowledge to then build upon skills while encompassing key competencies

Start of year →

End of year

We will first need to build a base of knowledge...

DO

KNOW
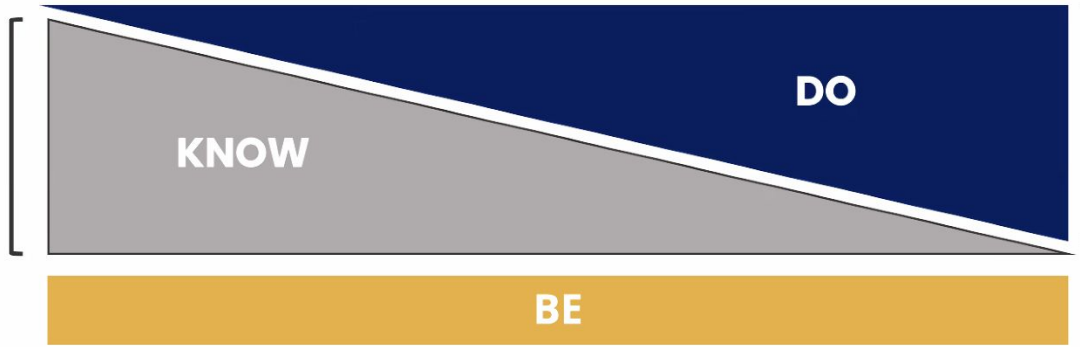
...which will better equip leaders to learn to execute planning and performance management...

BE

...and throughout the process our TSL coaches and Data Specialists will also be acting as "executive coaches" to build our leaders' core mindsets, beliefs, and abilities to be effective change agents

TEA

Learning Objectives

By the end of this session, I will:

- **Know** what Performance Management is - and is not.
- **Understand** the value of the Commitment/Capacity Quadrant Model as we begin to coach through Performance Management.
  - Spot the Dot(s)
- **Be able to** leverage an "Executive Coaching Partnership Agreement" to clearly define the roles in Performance Management.

in order to...

KNOW	DO	BE
• The qualities, characteristics, and skillset of effective Executive Coaches	• Executive Coaching at the most effective level possible	• Servant Leader • Avid Learner • High Expectations Standard Bearer • Connector and Partner

Performance Management is...

Performance Management is

a systematic and continuous process
of identifying, measuring, and reflecting
on the qualitative and quantitative data
of implementation of key initiatives
aligned to the priorities and goals of the organization.

Performance Management (PM)

Performance Management
is a systematic and continuous process
of identifying, measuring,
and reflecting
on the qualitative and quantitative data
of implementation of key initiatives
aligned to the priorities and goals of the organization.

What It Is

What It Is Not

In Chat:

- **In your own words,** drop **ONE** statement of "What Performance Management **IS**" **and ONE** statement of "What it is **NOT.**"

TEXAS STRATEGIC LEADERSHIP

TSL delivers customized supports for districts to execute and performance manage 1-2 high-impact initiatives within the strategic plan

Superintendents and their leadership teams will leave the process with tailored...

- **Measurement Plan** aligned to district-level metrics for performance managing key strategic priorities and aligned initiatives
- **Performance Management Routine Tools and Templates** including coaching on facilitating through key performance routines
- Support in **designing and building necessary data infrastructures** to collect, analyze, and visualize data for performance management
- Continued **support on change management** and executive coaching

...aligned to research-based strategies from Lever 1 of the Effective District Framework

- 1.1: Vision, Mission, Guiding Principles
- 1.2: Strategic Plan
- 1.3: Implementing Planning and Performance Management
- 1.4: Performance Management
- 1.5: Organizational Foundations for Continuous Improvement

Executive Coaching Framework

Executive Coaching **Framework** | Elevate Your Impact — EXECUTIVE COACHING — REGION 16 Education Service Center

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.

This structured framework defines the essence of Executive Coaching while also functioning as a versatile tool empowering coaches to customize their strategies. By leveraging this framework, Executive Coaches are equipped to inspire others, facilitating the realization of their utmost potential both professionally and personally.

Effective District Framework

TEA
Texas Education Agency

EFFECTIVE DISTRICT FRAMEWORK

EDF Lever 1: Planning and Performance Management

Essential Action 1.3: Implementing Planning and Project Management
Plan for and project manage implementation.

Key Practice 1.3.1: Implementation Planning

District develops clear implementation plans with roles, responsibilities, timelines, and project management structures.

Key Practice 1.3.2: Project Management

District ensures project management meeting structures and tools are developed and used to ensure on-time, high-quality completion of milestones and deliverables, as well as accountability for project progress.

Essential Action 1.4: Performance Management
Continuously improve implementation by reflecting on progress against goals and plan.

Key Practice 1.4.1: Initiative Goals and Measurement Plan

Continuously improve implementation by reflecting on progress against goals and plan.

Key Practice 1.4.2: Data Setup

District assesses current data systems and bolsters capacity and systems as needed to meet measurement and monitoring needs.

Key Practice 1.4.3: Data Collection

District collects and synthesizes data and information that indicates district progress in executing its plan and achieving vision and goals at a cadence that enables midyear pivots in management action.

Key Practice 1.4.4: Performance Management Routines

District establishes systems that routinize initiative progress reflection and iteration on implementation tactics, as needed.

Guiding Documents

Executive Coaching **Framework** | Elevate Your Impact EXECUTIVE COACHING REGION 16

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Guiding documents are not just words on paper; they are beacons illuminating our path, providing intention and purpose to our journey.

Gridiron Thinking

Executive Coaching is...

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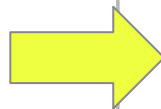
the manifestation of
servant leadership
as one seeks to draw out, inspire,
and develop the best
and highest within people from
the *inside out*.

*The purposes of
a person's heart are
deep waters, but one who
has insight draws
them out.*

Portrait OF AN Executive Coach

Elevate Your Impact
EXECUTIVE COACHING
REGION 16

Servant Leader

Executive Coaches epitomize the essence of servant leadership, aimed at eliciting, inspiring, and nurturing individuals' innate potential from within, guided by a personalized sense of purpose.

Continual Learner

Executive Coaches are perpetual learners, continuously honing their skills through ongoing education, introspection, soliciting guidance from mentors, and nurturing a growth-oriented mindset.

Trusted Partner

Executive Coaches serve as steadfast partners, cultivating robust client relationships anchored in trust, mutual respect, empathetic engagement, ethical conduct, unwavering honesty, a servant-leadership ethos, and collaborative endeavors.

Intentional Communicator

Executive Coaches excel in communication through dedicated, active listening, employing deliberate questioning strategies to identify recurrent themes and patterns, guiding clients to delve beyond their existing thought paradigms, and facilitating the cultivation of newfound awareness and insight.

Inspiring Motivator

Executive Coaches provide inspirational guidance to empower clients in reaching their utmost potential, by skillfully facilitating the realization of tangible outcomes and seamlessly integrating newfound awareness into actionable behaviors.

Strategic Challenger

Executive Coaches leverage their keen awareness and discernment to skillfully steer clients towards transcending their current mindset, with a focus on adapting to the specific circumstances and client requirements at hand. Simultaneously, they exemplify intentionality and purpose throughout the coaching process.

Elevate Your Impact
EXECUTIVE COACHING
REGION 16

Portrait OF AN Executive Coach

Elevate Your Impact — EXECUTIVE COACHING — REGION 16

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As you review the ***Portrait of an Executive Coach***, pull out one characteristic that is going to be critical to lean into as an executive coach when coaching leaders through performance management.

Drop that in chat - along with a brief statement as to WHY you feel it is critical.

Elevate Your Impact — EXECUTIVE COACHING — REGION 16

Shining our Wrestling Belt

...Watching Film

Learning Objectives

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  - Spot the Dot(s)
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in order to...

KNOW	DO	BE
- The qualities, characteristics, and skillset of effective Executive Coaches	- Executive Coaching at the most effective level possible	- Servant Leader - Avid Learner - High Expectations Standard Bearer - Connector and Partner

Commitment/Capacity Coaching

Quadrant Model

Executive Coaching **Framework** | Elevate Your Impact EXECUTIVE COACHING REGION 16

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ECF Lever 1: Foundational/Relational/Preparation

Essential Actions

1.1 Demonstrates Ethical Practice
1.2 Cultivates Trust
1.3 Embodies a Coaching Mindset
1.4 Leverages the "SCARF model" to Increase Effectiveness
1.5 Leverages the Commitment/Capacity Coaching Quadrant Model
1.6 Defines the Relationship through a Partnership Agreement

Commitment/Capacity Coaching

Quadrant Model

Commitment (vertical axis)

Capacity (horizontal axis)

High Commitment Low Capacity	**High Commitment High Capacity**
Low Commitment Low Capacity	**Low Commitment High Capacity**

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REGION 16

Commitment/Capacity Coaching

Quadrant Model

Performance Management

Commitment

Capacity

High Commitment Low Capacity	High Commitment High Capacity
Low Commitment Low Capacity	Low Commitment High Capacity
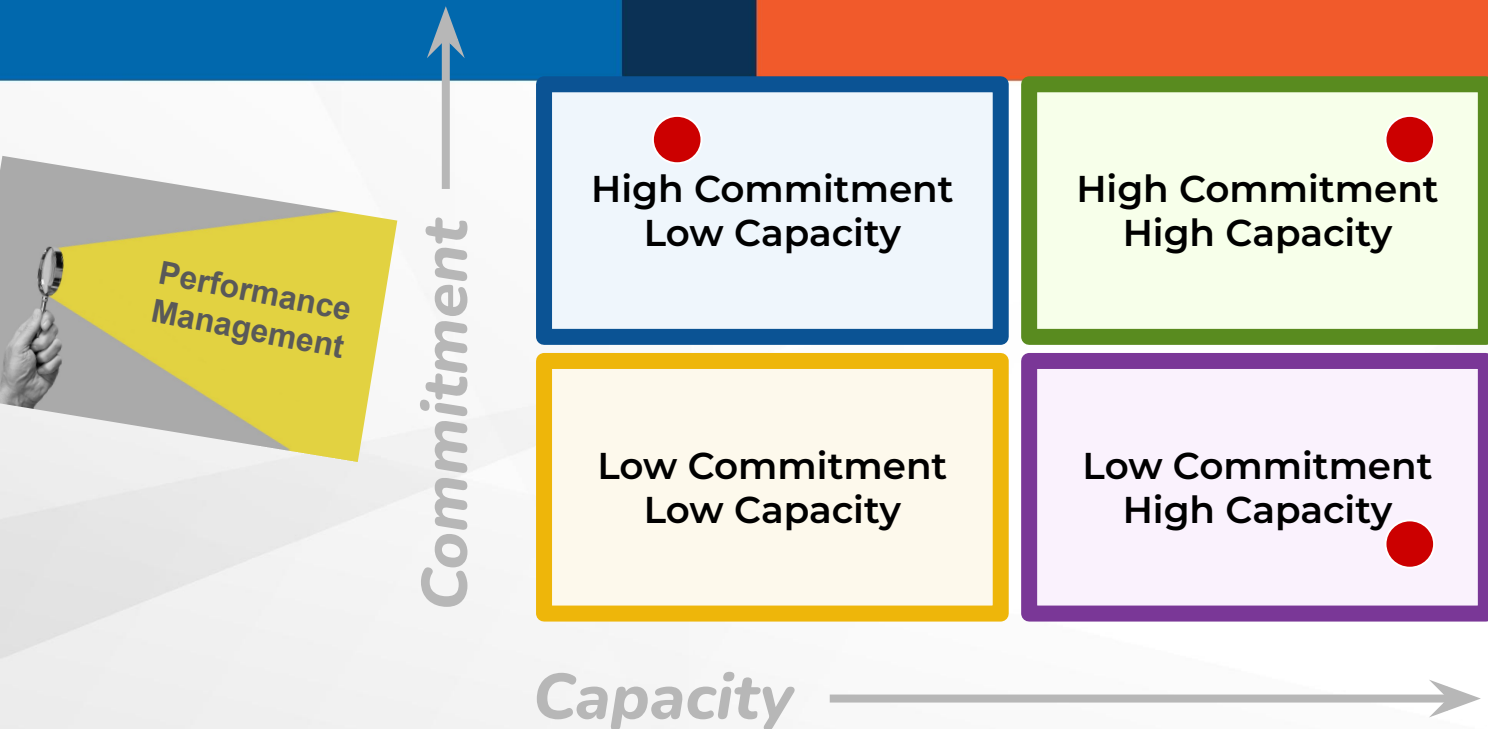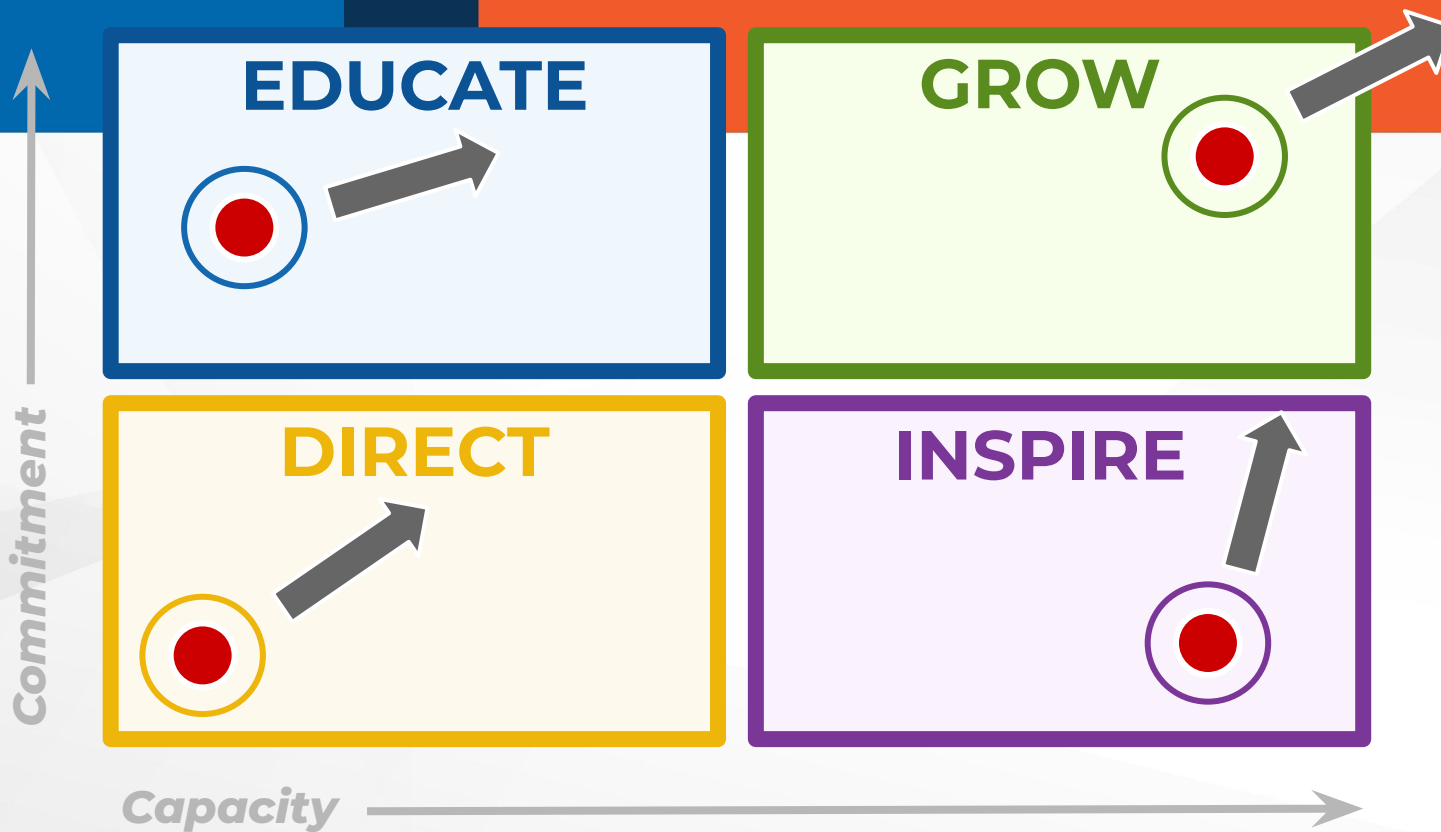
Commitment/Capacity Coaching *Quadrant Model*

Commitment

Capacity

DIRECT

Compassionately Release,
if not growing

Considerations:

- How might you "chunk" the coaching to build capacity and increase commitment?
- How might you approach the coaching with compassion, honest questions, and sincere feedback?
- What does the coachee need from you to build capacity and increase commitment?
- Is this work a good fit for the coachee at this time?
- _____
- _____

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EXECUTIVE COACHING
REGION 16

Commitment/Capacity Coaching *Quadrant Model*

Considerations:

- This is often the most challenging quadrant to coach through.
- Self-reflect as a coach before approaching the situation.
- Ask yourself:
  What inspires and motivates them? (If you are not sure, you may need to find out.)

What might I speak to inspire them?

How might I determine a possible reason for their lack of commitment?

- _____
- _____

Commitment

Capacity

INSPIRE

Determine the Possible Reason for Low Commitment

Commitment/Capacity Coaching *Quadrant Model*

EDUCATE

Train
Guide
Fill their Toolbox
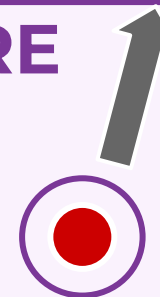
Commitment

Capacity
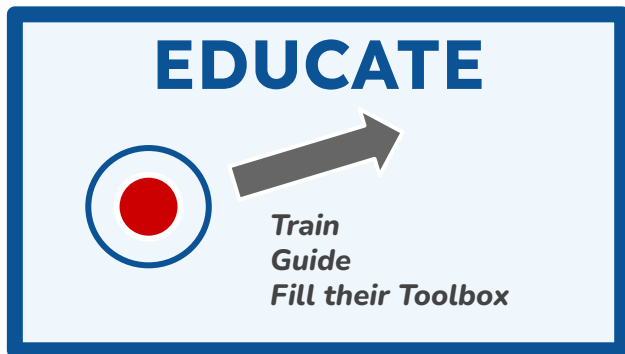
Considerations:

- Be cognizant of areas that would have the greatest impact if you coached through those.
- Don't overwhelm by coaching through too much information, too soon.
- Coach through resources and support needed to address particular areas.
- _____
- _____

Commitment/Capacity Coaching *Quadrant Model*

Considerations:

- This is what we are striving to achieve for all clients as a coach - high capacity and commitment.
- How might you coach through recognition and honoring value - in a way that honors the coachee's needs, not your own. Everyone wants to be celebrated differently.
- How might you coach through continued growth, as this is not "the end"?
- How might you coach through allowing others to see and learn from this "model"?
- How might you support the coachee in transferring these same skills to others?
- _____
- _____

GROW

Honor
Celebrate
Engage Them for the Greater Good

Commitment

Capacity

Commitment/Capacity Coaching

Quadrant Model

Performance Management

Commitment

Capacity

Educate	Grow
Direct	Inspire
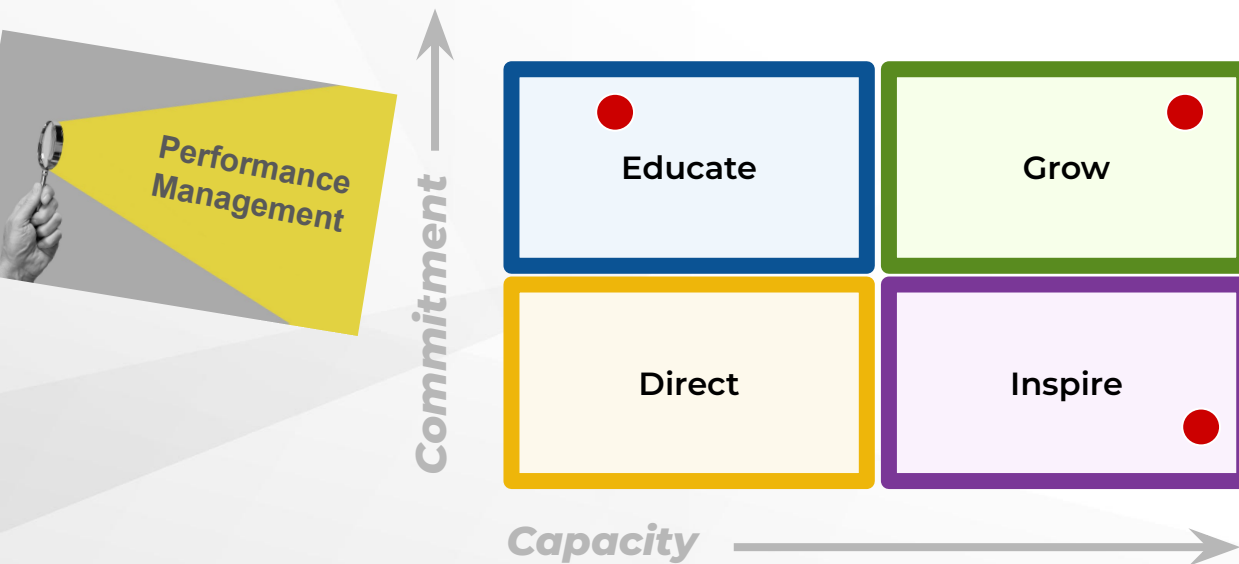
Breakout Rooms by ESC:

- 4 min

- Choose a reporter.

- Consider one or more superintendents through the lens of PM.

- Having "watched their film," where would you "spot their dot" for PM work and why?

- What does that mean for you as their executive coach as you approach this TSL Year 2 PM work?

- Reporter, be ready to share in chat or umic.

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REGION 16

Connections to the Commitment/Capacity Coaching *Quadrant Model*

The Farm Gate

Functional Ranges

Functional Manager
(Sections of Practice)

Middle Manager

First Line Manager

Individual

Resource Utilization
Planning, Organizing & Controlling

Interpersonal
Most Difficult
Important to all Positions

Helping Others Be Effective

Technical
Solving Technical Problems
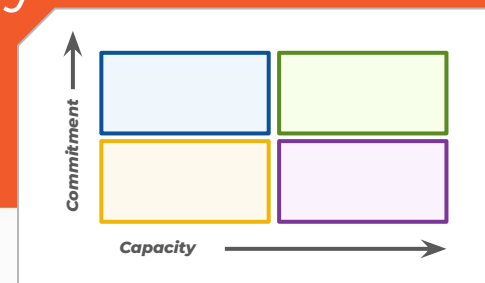
Use of Time →
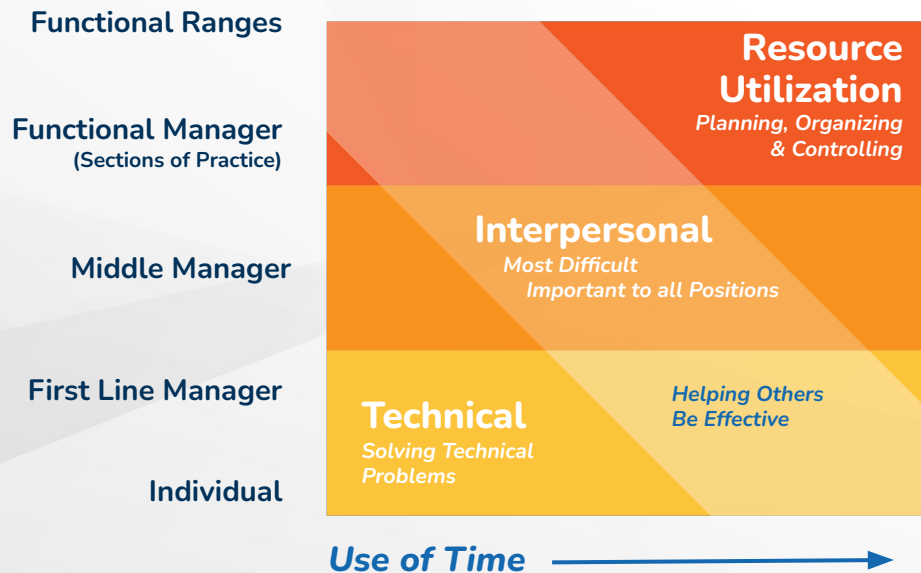
LEADERSHIP

See The System: Present & Future

Invest in the Change Vision

MANAGEMENT

Be A Talent Magnet

Manage Performance

TECHNICAL

Deeply Know How Students Learn & Grow

Build Capacity to Deliver a Great Student Experience

Connections to the Commitment/Capacity Coaching *Quadrant Model*

Data Culture Maturity Worksheet

Read the descriptions of each stage in the Data Culture Pillars (Mindsets, Systems, Infrastructure), then fill in the stage you believe your district to be at currently, along with supporting evidence.

	Mindsets	Systems	Infrastructure
Freshman	☐ No clear plan for centering data in continuous improvement ☐ Little evidence of growth mindset as the default mode in the organization ☐ None to very little incorporation of community voice in system design	☐ No data documentation systems ☐ No data sharing procedures ☐ No established standards for data access, analysis, and dissemination policies	☐ Disconnected data infrastructure (where data is stored, processed, and shared) on multiple unrelated platforms ☐ Data not easily accessible
Sophomore	☐ Data literacy not perceived as accessible and leveraged by few in the organization ☐ Some evidence of growth mindset ☐ Lack of liberatory design and little incorporation of community voice in data culture	☐ Lack of alignment on best practices for documentation processes and tools ☐ Gaps in existing data sharing, analysis, and dissemination protocols	☐ Data is accessible but lacks connectedness between student information system (SIS), learning management systems (LMS), and data processing software ☐ Data is easily accessible by very few
Junior	☐ Established, organization-wide goals for data literacy and/or liberatory design approaches ☐ Starting to prioritize community voice in data collection through interviews, focus groups, and surveys	☐ Starting to align on best practices for documentation processes ☐ Necessary roles and data management responsibilities are established and delegated	☐ Starting to integrate data infrastructure system; including SIS, LMS, and visualization software ☐ Data is somewhat easily accessible
Senior	☐ Empowered data literacy culture cultivated through openness, growth mindsets, liberatory design, and organization-wide training ☐ Frequent incorporation of community voice for continuous improvement	☐ Standardized data documentation and sharing procedures are adopted by most, but not all, in the organization ☐ Most individuals responsible for data processes are aligned on best practices	☐ Standardized data infrastructure system that is adopted by most, but not all, in the organization ☐ Increased use of automated processes allows for time efficiency ☐ Data is easy accessible by district staff
Graduate	☐ Growth mindset the default throughout the organization ☐ Intentional efforts made to link continuous improvement and data inclusivity ☐ Consistent incorporation of community voice in system design through mixed methods and liberatory design	☐ Standardized tools and best practices for documentation, analysis, and dissemination processes exist and are adopted across the district ☐ Clearly assigned roles and data management responsibilities within and across teams	☐ Robust integration and connectivity between platforms, SIS, LMS, and visualization software optimize efficiency ☐ Real-time interactive dashboards empower end users to derive insights and take action ☐ Data is easily accessible by district and campus-level staff
District Stage			

Commitment / Capacity

Gridiron Thinking

Learning Objectives

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in order to...

KNOW	DO	BE
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Know Your Position

Executive Coaching Partnership Agreement

Executive Coaching Partnership Agreement

"**You can** have **everything** in life you want, *if* you will just **help enough other people get what they want**."

-Zig Ziglar

Executive Coaching
Partnership Agreement

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REGION 16
Education Service Center

Coach's Responsibilities

Establishing a Coaching Relationship: The coach will create a safe, confidential, and non-judgmental coaching environment, where the coachee feels supported, respected and empowered.

In practice, this looks, feels, and sounds like:

COACH	COACHEE

Demonstrating Professionalism: The coach will adhere to the highest ethi confidentiality, integrity, and professionalism throughout the coaching rela

In practice, this looks, feels, and sounds like:

COACH	COACHEE

Coachee's Responsibilities

Active Participation: The coachee will actively engage in the coaching process, willingly exploring new id perspectives, and possibilities, and taking ownership of their own growth and development.

In practice, this looks, feels, and sounds like:

COACH	COACHEE

Openness and Honesty: The coachee will be open and honest in their communication with the coach, sh their thoughts, feelings, and concerns, and providing accurate and relevant information to facilitate effect coaching sessions.

In practice, this looks, feels, and sounds like:

COACH	COACHEE

Executive Coaching
Partnership Agreement

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REGION 16

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In practice, this looks, feels, and sounds like:

COACH	COACHEE

Breakout Rooms by ESC:

- 3 min

- Choose a reporter.

- Consider: Who are the players in the game and what position are they playing?

- How might you leverage the Partnership Agreement to support your game plan?

- How might you set up the ideal time to discuss the Partnership Agreement?

- Reporter, be ready to share in chat or umic.

Inspiring Transformative Action

In football, as in life, promises uttered on the field, discussed in the locker room, shared amongst teammates, and written in the playbook are not mere pledges; they are the *playbook for victory*, the gridiron's *textbook of commitment*, and the *roadmap to triumph*.

YEAR 2
Here We Come!

As you view the video, consider the connections to **Performance Management**, the **C/C Coaching Quadrant Model**, the **Partnership Agreement**, and achieving **GOALS**!

YEAR 2 *Here We Come!*

How might I, as an executive coach, inspire and support my clients to break through their own self-imposed barriers and achieve greatness they never thought possible?

Executive Coaching

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

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Your Impact
EXECUTIVE COACHING

REGION 16
Education Service Center

Who seeks out a coach?

ESC TSL Teams will receive coaching and supports

Supports

ESC-16 Executive Coaching

Primary: Lead Coach

Secondary: PMDS

Provide job-embedded coaching and mentorship for TSL team:
- Planning, facilitating, and debriefing key milestones for each LEA including LEA-specific strategy and customization
- Balancing consulting towards outputs and outcomes with coaching for building leadership and supporting change management

MAYA Data + Deliverables Coaching

Primary: PMDS

Secondary: Lead Coach

Provide job-embedded coaching and mentorship for TSL team:
- Data collection, analysis, visualization, storytelling, and dashboard development (e.g., coaching and support on data visuals)
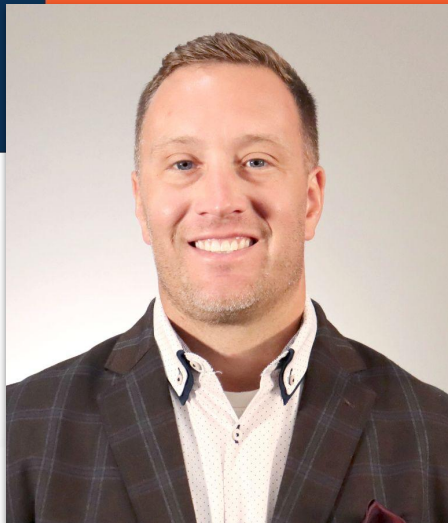- Planning effective step backs and progress monitoring meetings

In Your Stadium

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REGION 16

Citations

- 1 Photo
  https://www.dailyadvance.com/sports/high_schools/film-swap-long-tradition-still-resonates-with-coaches/article_2642a717-f8df-53dd-ab79-d0ed9f3f42e3.html
- 2 Photo
  https://www.dallasnews.com/sports/fc-dallas/2023/03/15/fifa-delegation-visits-att-stadium-to-offer-insight-on-world-cup-prompted-renovations/
- 3 Video https://www.youtube.com/watch?v=xJ5EqbPNwlU&t=1s