

Executive Coaching

Professional Learning

**Accountability, Assessment, & School Improvement
Team**

Jan. 13, 2025

Intentional Coaching Behaviors



Welcome

Happy New Year!

As you seek to serve others with excellence...

What powerful insight are you carrying forward from past years?

What is your best hope for your learning as you look forward to the future?



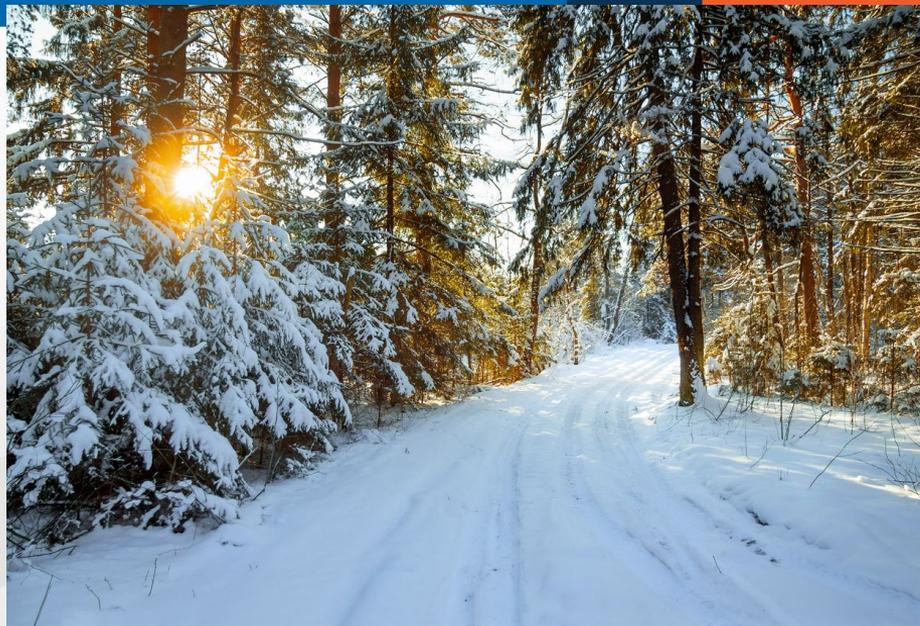
Materials Management

Training Site:

<http://r16.us/ExCAASI>



Our Journey



Training Dates

- Nov. 11, 2024, 9:00-11:30
- Nov. 18, 2024, 1:30-3:30
- Dec. 9, 2024, 1:30-3:30
- Dec. 19, 2024, 9:30-11:30
- **Jan. 13, 2025, 9:00-11:00**
- Jan. 24, 2025, 9:00-11:00
- Feb. 10, 2025, 9:00-11:00

Next Steps...

Values and Commitments

VALUES

- High Expectations Standard Bearers
- Avid Learners
- Servant Leaders
- Connectors and Networkers

COMMITMENTS

- We go all in. We find the third way when needed.
- We honor each other's voices and experiences.
- We celebrate our progress and support each other as we grow.
- We ask questions. We listen. We share.

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 this session, I will:

- **Understand** the impact of intentional coaching behaviors.
 - Committed Listening
 - Presuming Positive Intent
 - Powerful Paraphrasing
 - Reflective Feedback
 - Value/Affirmation Statements
 - Reflective Questions
- **Be able to** “wax on” behaviors discussed.

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

Committed Listening - Homework



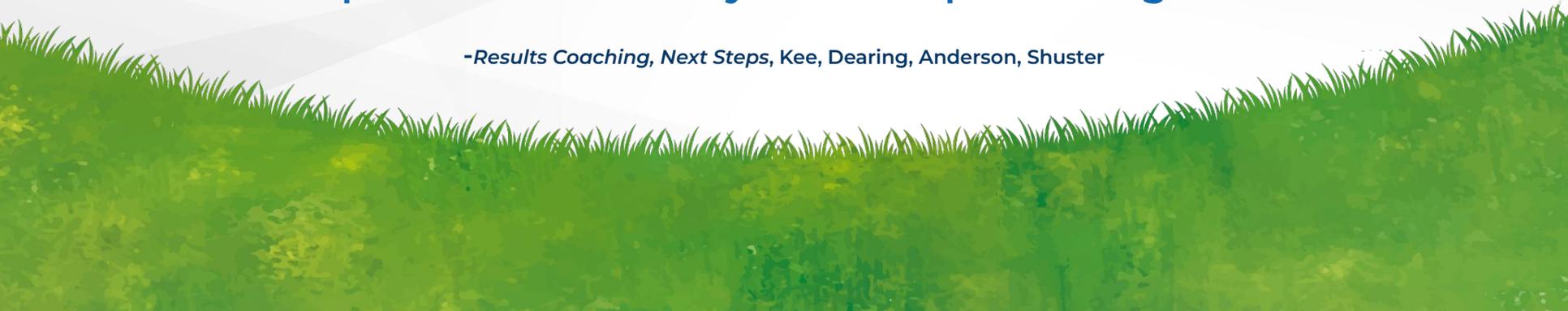
Presuming Positive Intent: *Grounding Beliefs*

“Very few people are inspired to greatness with negative and demeaning language.”

“We believe that people want to do their best and be their best.”

“Presuming positive intent in others is simply required to walk in any leadership coaching role.”

-Results Coaching, Next Steps, Kee, Dearing, Anderson, Shuster



Our Words Matter

Presuppositions are already there and are usually very intentional.

- “You look so nice today. Are you being evaluated?”
- “That is such a flattering picture of you.”
- “Now, can I hear a practical idea?”
- “Did you not have a plan or simply not work your plan?”
- “Did we do anything important in this training today?”
- “The best thing about teaching is June, July, or August.”
- “Is it Friday yet?”



Positive Presuppositions...

Presume that others:

- have done prior planning.
- have done prior thinking.
- have noble purpose and intent.
- understand articulated standards and expectations.



Positive Presuppositions

Shifting our Mindset

FROM

Did you finish your report?

Did you know any other ways to solve this problem?

Are you looking forward to working with this team?

Did you do your homework?

Have you finished the assignment?

Why did you do that?

Do you have any ideas for professional development?



TO

***When do you expect
to finish your report?***

***What other ways
can you solve the problem?***

Reflection: Positive Presuppositions

What patterns are you seeing in the following questions, and how would you best articulate the attributes of powerful questions?

- Knowing how committed you are to strong results for all of your team members, what has become clear since we last met?
- What is the area that, if you made an improvement, would give you and others the greatest return on time, energy, and dollars invested?
- What is currently impossible to do that, if it were possible, would change everything?
- What things are you doing that are making the biggest difference right now?
- Because building a strong relationship with your staff is so important to you, what plan have you created for this new employee?

Reflection: Positive Presuppositions

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- What things are you doing that are making the biggest difference right now?
- Because building a strong relationship with your staff is so important to you, what plan have you created for this new employee?

Design a question with an underlying positive presupposition that fits for you to use in your role.

Presuming Positive Intent

“ Treat a man as he is, he will remain so.
Treat a man the way he can be and ought to be,
and he will become as he can be and should be. ”

-Goethe

You Can't Have One without the Other



PARAPHRASE



Paraphrase

PARAPHRASE

NOT



Powerful Paraphrasing

- **Essential coaching skill**, but one of the least used
- **Offered in response** to the words spoken and the emotions observed, as well as those hidden or not yet revealed or realized by the speaker
- **Intended to align** the people in a conversation and create a safe environment for thinking
- Has the potential to **serve as a gift** to the speaker, while at the same time creating permission to **move forward** with more details and elaboration of thought



Powerful Paraphrasing

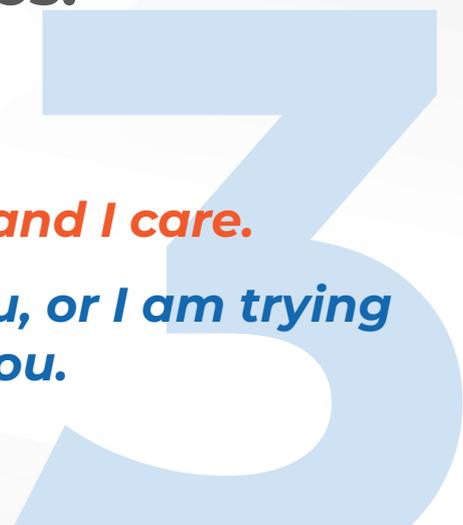


A paraphrase sends
three messages:

I am listening.

I am interested and I care.

*I understand you, or I am trying
to understand you.*



Powerful Paraphrasing

Moving from I to YOU

from

“What I hear
you saying is...”



to

“You are...”

“You wonder...”

“You seem...”

“You...”

Powerful Paraphrasing



Principles:

1. Fully attend.
2. Listen with the intent to understand.
3. Capture the essence of the message in a paraphrase that is shorter than the original statement.
4. Reflect the essence of voice tone and gestures.
5. Paraphrase before asking a question.

Three Types of Paraphrasing:

- 1 Acknowledging & Clarifying
- 2 Summarizing & Organizing
- 3 Shifting Conceptual Focus

LEVEL 1: Acknowledge & Clarify

Restating the essence of someone's statement by identifying and calibrating content and emotions

Examples:

- You are feeling overwhelmed by the amount of data in front of you.
- You are noticing that some campuses are proactively involved in this work and some are not.
- You are frustrated because your plan is not working out as intended.
- You are excited about the possibilities of a new approach.



LEVEL 2: Summarize and Organize

Offering themes and “containers” that shape the initiating statement or separate jumbled issues

Examples:

- So, there seems to be two key areas of concern for you.
First,... Second,...
- You are describing the work as three big tasks.
First, you want... Second, you want... Third, you want...
- One one hand, you want..., and on the other hand, you are...



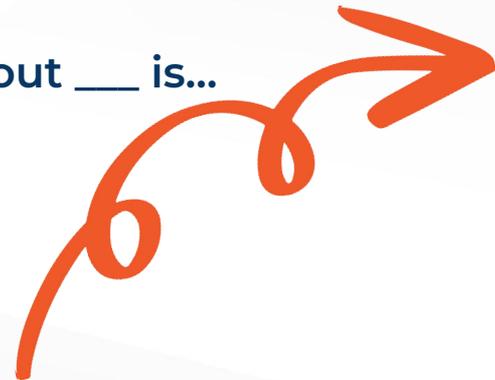
LEVEL 3: Shifting Conceptual Focus

Surfacing assumptions, beliefs, core values, and mental models

Helps move thinking to a higher, more conceptual level, or to a lower, more local level, based on observed need

Examples:

- So, a goal that seems to be forming for you is to focus on...
- You are realizing that one of your strongest beliefs about ___ is...
- Your view of the situation is...



Powerful Paraphrasing Practice

*Make a copy and
include your names in
the title.*

Paraphrasing Practice

Skill: Shift Conceptual Focus and/or Mental Model

Comment

Your Paraphrase

[LINK to Template](#)

Powerful Paraphrasing

When you're **RIGHT**, you're **RIGHT**.

When you're **WRONG**, you're **RIGHT**.



Committed Listening AND Powerful Paraphrasing



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Types of Feedback

Negative

Conciliatory

Reflective

What we know: Feedback is essential for growth.

What we also know: Without care and caution, it often breaks trust in a relationship.

Types of Feedback

Negative

- **Often a Defensiveness Trigger:** *Direct or overly critical feedback can provoke defensiveness, reducing openness to improvement and straining interpersonal dynamics.*
- **May be Perceived as Personal Attacks:** Negative feedback can feel like a judgment of character or competence rather than constructive input, especially when not framed thoughtfully.
- **Often Focused on Faults Over Solutions:** Feedback that emphasizes mistakes without offering actionable solutions may demotivate and hinder growth.

Types of Feedback

Conciliatory

- **Often Positive, Vague, and Noncommittal:** *Feedback is softened to avoid conflict, often lacking the specificity needed for meaningful improvement.*
- **Prioritizes Comfort Over Clarity:** *Focuses more on preserving relationships or avoiding hurt feelings than addressing core issues or providing actionable insights.*
- **Erodes Trust Over Time:** *Consistently vague or overly positive feedback can lead the receiver to doubt its sincerity or usefulness, diminishing its impact.*

Types of Feedback



Reflective

- **Encourages Self-Awareness and Growth:** *Reflective feedback invites the receiver to critically assess their actions and decisions, fostering deeper understanding and continuous improvement.*
- **Balances Affirmation and Constructive Insight:** *Offers acknowledgment of strengths while addressing areas for enhancement in a manner that feels supportive and non-judgmental.*
- **Promotes Thoughtful Engagement:** *Crafted with care and specificity, this feedback demonstrates respect for the receiver's perspective, encouraging meaningful dialogue and collaborative problem-solving.*

Reflective Feedback

V V R



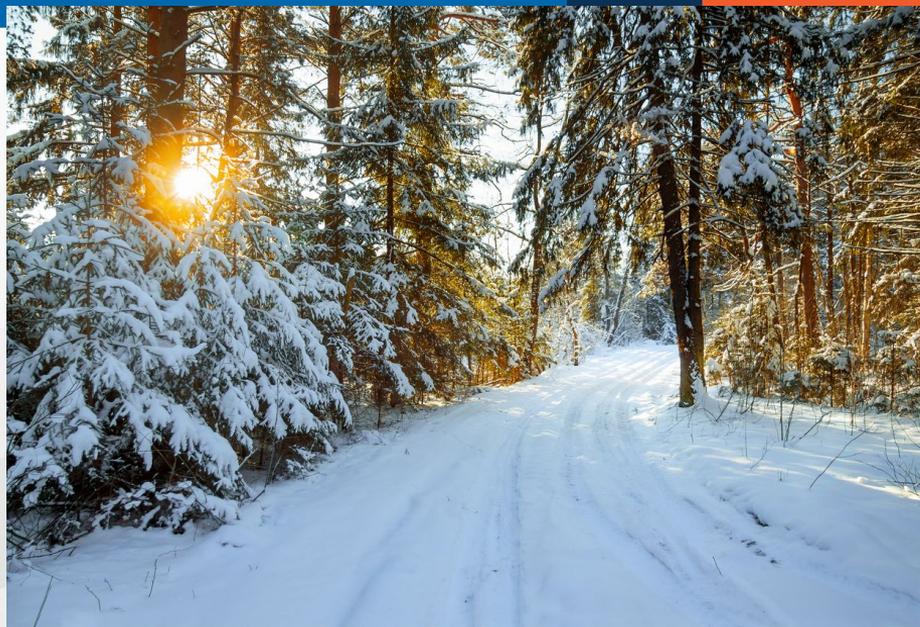
Homework

We invite you practice V V R and to put calendar reminders for this practice.

Be prepared to speak to this “waxing” in our next session.



Our Next Run



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Next Steps...

Executive Coaching

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





Thank you!