

Executive Coaching

Professional Learning

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

Mar. 3, 2025

Ready to Carve the Mountain



Welcome

Share with a partner
the **outcome** for
what you chose to
“wax” on.



Fearless or Fearful

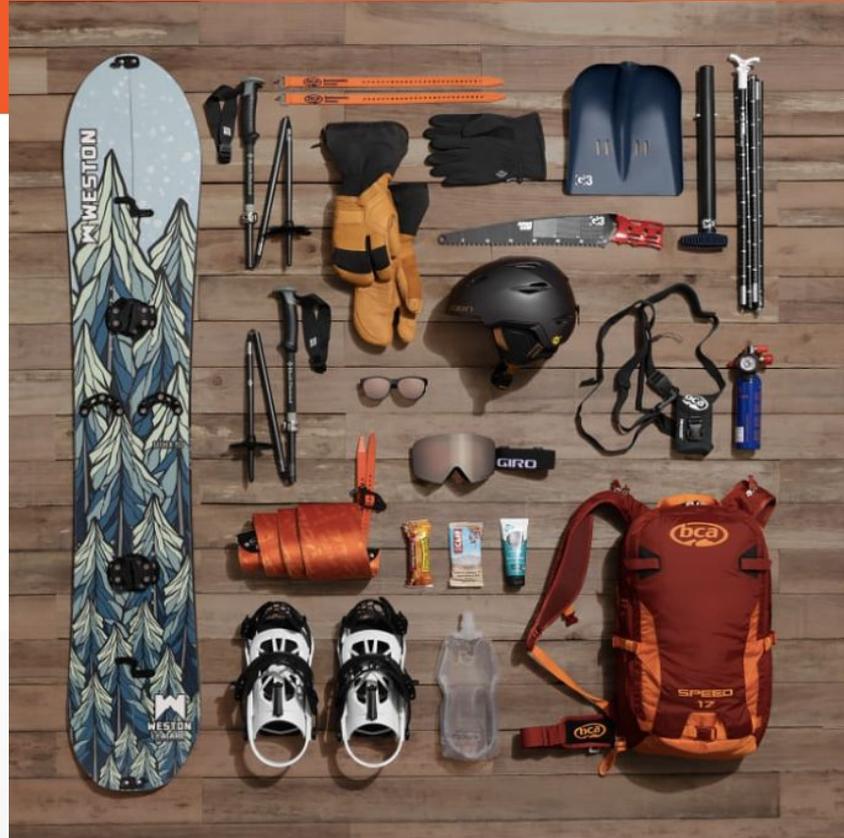
What's one situation in your personal or professional life where you've had to step out of your comfort zone, and how did you feel?



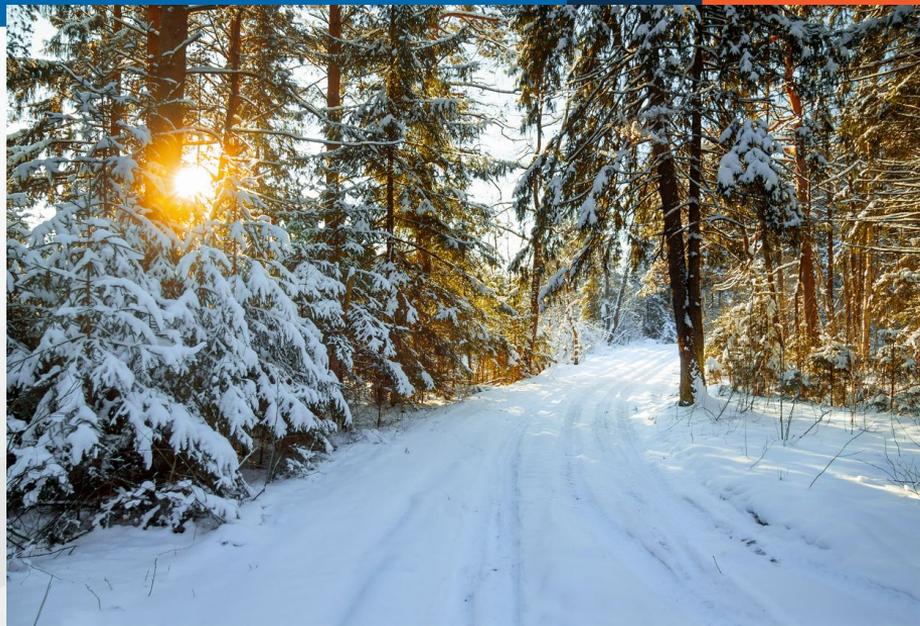
Materials Management

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
- **Mar 3, 2025, 1:00-3:00**

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** one more “piece of snowboard equipment” - an executive coaching tool.
- **Be able to** practice coaching in a safe space using real-world situations, receiving feedback from other coaches.
- **Plan** for my own continuous learning as an executive coach.
- **Celebrate** my learning and the learning of others!

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

Applicable Reflection Data

How would you describe your current level of understanding of this tool?

How would you rate your current effectiveness in implementing this level of discernment in coaching?

**The Value of Discerning Emotional
versus Strategic Responses**

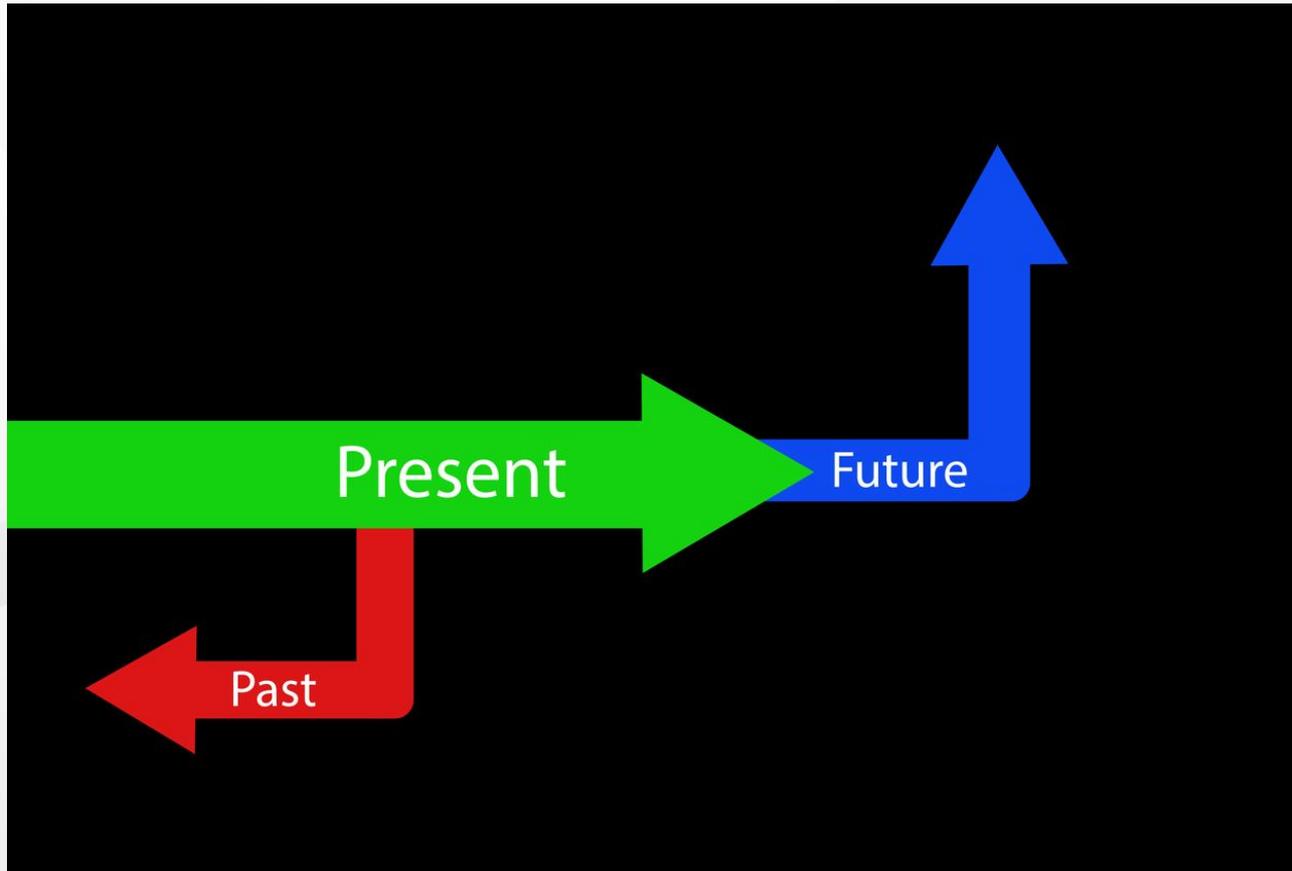
Coaching with Awareness

DATA - or LIFE - makes IMPACT



JOY SUCKERS
ENERGY
NEGATIVE NANCYS
SUCKERS
QUITTERS
VICTIM
CAN'T BE DONE

Coaching



Data Makes Impact

5 Stages of Grief



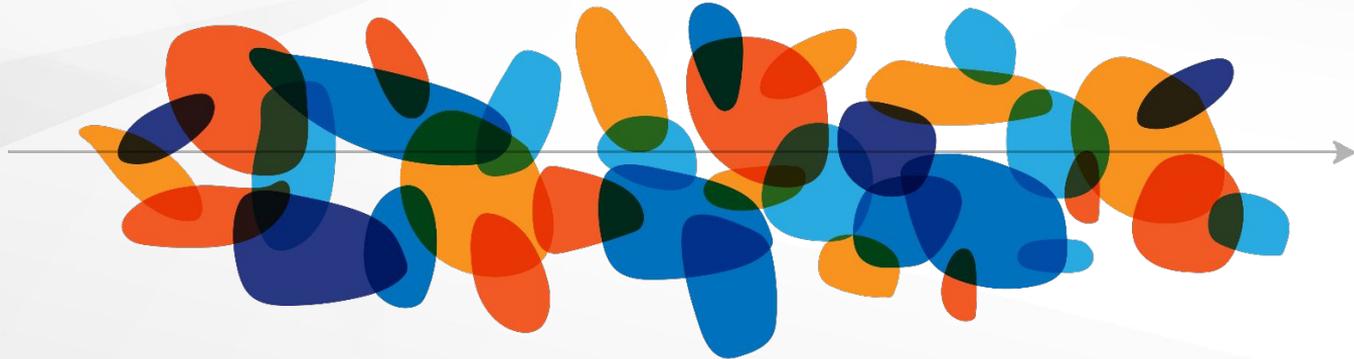
“The failure to **identify and get ready for endings and losses** is the largest difficulty for people in transition. And the failure to **provide help with endings and losses** leads to more problems for organizations in transition than anything else.”

Data Makes Impact

What We Expect



What We Get



Coaching Support



The Value of Discerning Emotional versus Strategic Responses

Coaching with Awareness

Performance Management is a vital process that drives organizational growth as well as individual development. Defined as 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, it fosters continuous improvement across an organization. Embracing this process with a positive mindset can transform challenges into opportunities, ultimately leading to a more motivated and successful organization.

Without a doubt, performance management can be a challenging process for executives, often initially triggering a wide range of emotions as organizational performance data is surfaced and reviewed. The emotions presented are often similar to the stages of grief: **Denial**, **Anger**, **Bargaining**, **Depression**, and **Acceptance**. This tool aims to guide executive coaches in recognizing and addressing these emotional stages, enhancing the effectiveness of their coaching.

It is important to remember that these stages are not linear, and an executive may revisit previous stages, necessitating adaptive coaching strategies.

Structure

1. Assessment

Goal: Understand the executive's current performance and emotional state related to data and evidence being surfaced.

2. Identification of Stages

Goal: Discern which stage(s) of the grief process the executive may be experiencing related to the data, evidence, and information being reviewed.

Stages:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance
- Strategic Action

3. Adaptive Coaching Strategies

Goal: Tailor coaching approaches based on the executive's emotional stage.

Actions:

Stages of Grief

Denial

Anger

Bargaining

Depression

Acceptance

Guiding Coaching Questions

The following sample questions serve as a resource to support clients through emotional stages and transition them to a strategic, actionable stage, thereby adding value to the subsequent steps of the performance management process. The executive coach must exercise discernment to identify transitions between and within stages.

Denial Stage

- What specific feedback or data are you finding difficult to accept, and why?
- How do you think this situation is affecting your team and the overall organization?
- What would be the first step you could take to address this issue if you were to acknowledge it fully?
- Can you identify any potential benefits or opportunities that might come from facing this challenge head-on?

Anger Stage

- What specific aspects of the situation are causing you the most frustration or anger?
- How is your frustration or anger impacting your decision-making and interactions with your team?
- What underlying concerns or fears related to this data might be contributing to your feelings of anger?
 - How might you channel this energy into constructive actions that address the root causes of your frustration?
 - What next step might you take?
- How might waiting until tomorrow (or another date) to further consider next steps impact your vision for the process?

Bargaining Stage

- What compromises or deals are you considering, and how realistic are they in addressing the core issues?
- How might these potential bargains impact your long-term goals and the organization's success?
- What are the underlying concerns or fears driving your desire to make these bargains?
- How might we develop strategic actions that address your concerns while moving the organization forward?

Depression Stage

- What specific aspects of the data are weighing most heavily on you right now?
- Can you recall a time when you successfully overcame a similar challenge? What steps did you take?
- What small, manageable actions might you take to start feeling more in control and positive about the situation?
- Who in your support network can you lean on for encouragement and assistance during this time?
- How might I best support you through this challenging information?

Acceptance Stage

- How might you leverage this feedback to achieve your goals?
- Now that you've reached a point of acceptance, what is the first actionable step you can take to address the current challenges?
- How can you leverage the insights gained from this experience to inform your strategic decisions moving forward?
- What specific goals do you want to set to ensure progress and accountability in this new phase?
- How might you communicate your acceptance and new strategic direction to your team to inspire and motivate them?
- What have you learned about yourself and this organization through this process?

Conclusion

Effectively coaching executives through performance management is enhanced by a nuanced awareness of the emotional stages akin to grief. By recognizing and discerning these stages within clients, and employing adaptive coaching strategies, a coach is able to provide the support needed for executives to navigate their performance challenges effectively. This tool, with its guiding questions, serves as a roadmap for executive coaches to enhance their practice and facilitate meaningful growth in their clients.

Coaching Support



The Value of Discerning Emotional versus Strategic Responses

Coaching with Awareness

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Goal: Discern which stage(s) of the grief process the executive may be experiencing related to the data, evidence, and information being reviewed.
Stages:
 - Denial
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 - Bargaining
 - Depression
 - Acceptance
 - Strategic Action
- Adaptive Coaching Strategies**
Goal: Tailor coaching approaches based on the executive's emotional stage.
Actions:



What
connections
can you
make with
experiences
you have
had?

Coaching with Awareness

**“Adversity is a
terrible thing to waste.”**

- Will Guidara in CRAIG GROESCHEL's Leadership Podcast

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Coaching Practice

Scenario Context:

One – AASI Coach

One - Observer. Be prepared to provide V V R.

One – Superintendent/DCSI

In reviewing the MOY formative assessment data in late Feb, the DCSI notices one teacher's data is exceptionally and surprisingly low. He has spoken with the superintendent and they are now planning to move that teacher to a kindergarten classroom beginning Feb 15. They send you a calendar invitation for a meeting tomorrow. You are available.

Let's step into the coaching conversation, with that intent and purpose in mind.



Using the “Coaching with Awareness/Emotional to Strategic Responses” tool, coach this DCSI.

Watch Fors:

- **Effective coaching strategies** employed
- **Key reflective questions** used
- **Other effective coaching techniques** used
- Additional ideas

Reflection Sequence: Observer (VVR), Coach, Sup't



Coaching Practice



Scenario Context:

One – AASI Coach

One - Observer. Be prepared to provide V V R.

One – Superintendent/DCSI

Formative (or summative) student outcome data has been received by the superintendent. He calls you and states, “This data cannot be accurate. Our instructional coaches have been in these classrooms and have stated that the teachers are doing a great job. We must have the wrong measurement. I just wanted to let you know I am throwing it all out.”

Let’s step into the coaching conversation, with that intent and purpose in mind.

Using the “Coaching with Awareness/Emotional to Strategic Responses” tool, coach this DCSI.

Watch Fors:

- **Effective coaching strategies** employed
- **Key reflective questions** used
- **Other effective coaching techniques** used
- Additional ideas



Reflection Sequence: Observer (VVR), Coach, Sup’t

One more round

Scenario Context:

One – AASI Coach

One - Observer. Be prepared to provide VVR.

One – Superintendent/DCSI

You choose.

Let's step into the coaching conversation,
with that intent and purpose in mind.

Using the “Coaching with Awareness/Emotional to Strategic Responses” tool, coach this DCSI.

Watch Fors:

- **Effective coaching strategies** employed
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Reflection Sequence: Observer (VVR), Coach, Sup't



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Next Steps





ESCALATE

LEADERSHIP DEVELOPMENT AND COACHING

VISION Statement

Escalate will be the trusted and sought after partner in leadership development and coaching.

MISSION Statement

Escalate empowers leaders through coaching and development, inspiring growth and lasting impact.



Coaching Opportunity

Coaching Practice

- [Email me!](#)



Next Steps

Within 1
year...

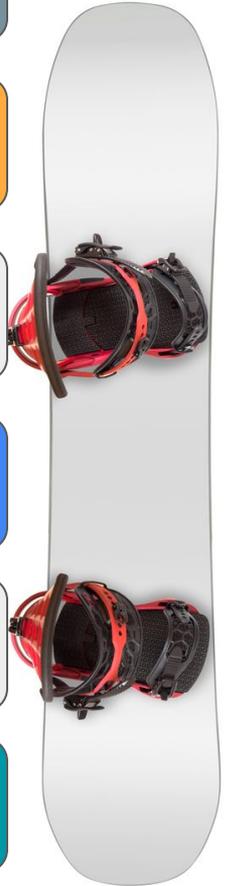
Within 6
months...

___ keeps my
feet grounded

Within 1
month...

___ keeps my
feet grounded

I am taking
___ with me
from the past.



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Congratulations!



*It has been an
absolute honor to
serve each of you!*

Congratulations!





Elevate
Your Impact

EXECUTIVE COACHING

REGION 16
Education Service Center

Congratulations!

Ready to Carve the Mountain



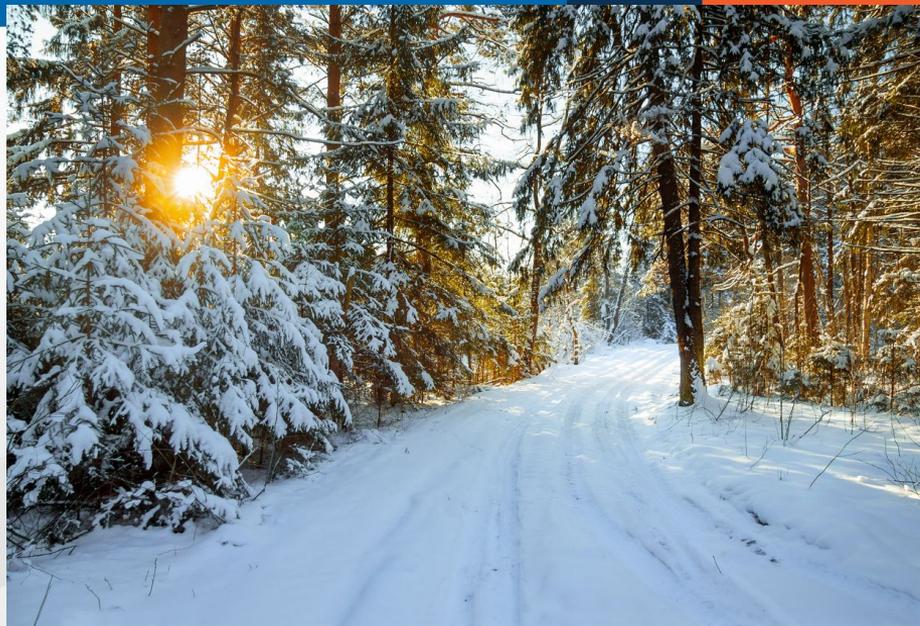


Homework

When do boards no longer need wax?



Our Next Run



Training Dates

- TBA

Next Steps...

How were the conditions on the mountain?



Executive Coaching

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





Thank you!

...really...

Thank you!