“It takes courage to start a conversation. But if we don’t start talking to each other, nothing will change. Conversation is the way we discover how to transform our world, together.”

~ Meg Wheatley
Raising the Bar of Coaching Effectiveness in Schools

Schools as Professional Bureaucracies

- Machine Bureaucracy
- Professional Bureaucracy
- Professional Organization

Core Elements

- Evaluation
  - Mission
  - Expert Based
  - Documenting Competencies
  - Certifying Minimum
  - Verifying Identities
- Development
  - Flexible
  - Inquiry Based
  - Growing Capacities
  - Evolving Maximum
  - Enhancing Professionalism

An Age-Old Tension

- General Supervisors
  - Early 20th Century
  - Focus on Oversight and Evaluation
  - Mostly Male
- Special Supervisors
  - Focus on Support and Valuation
  - Novice and Struggling Teachers
  - Mostly Female

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With keenly parting eyes and swooping nose,
Frowning, he tasks to turn the Snooervisor's gaze.
He notes each slip, each fault with loftyrown.
And on his rating card, he writes it down;
His duty done when he has brought to light,
The things that teachers do that are not right.

The supervisor enters quietly,
"What do you need? How can I help today?"
John, let me show you. Many try this way;
She aims to help, encourage and suggest.
That teachers, pupils, all may do their best.

—Anonymous, 1929

☐ Both are Important and Necessary
☐ Common Ground: Student Learning & Success
☐ Evaluation establishes the Baseline
☐ Development raises the Bar when it Values:
  - Consciousness
  - Connection
  - Competence
  - Contribution
  - Creativity
“People don’t resist change. They resist being changed.”

~ Irving Borwick
Raising the Bar of Coaching Effectiveness in Schools

Traditional Impact

Evocative Coaching

- Listen & Learn
- Value & Evoke
- Empathize & Understand
- Inquire & Explore
- Observe & Discover
- Brainstorm & Choose
- Experiment & Execute

Sir John Whitmore

Evocative

Calling to mind, bringing into existence, causing to appear, summoning into action, finding one's voice (from Latin evocare, to call).

Coaching

Transporting to a desired destination in a comfortable carriage (from Hungarian kocsi, after Kocs, a town where such carriages were first made).
“Calling forth motivation and movement in people, through conversation and a way of being, so they achieve desired outcomes and enhance their quality of life.”

“The person-centered approach rests on a basic trust in human beings, and in all organisms, to flow toward the constructive fulfillment of their inherent possibilities.”

— Carl Rogers
“People do better when they are not governed, constricted, and tightened up by fear.”

~ Rosamund Stone Zander
Coaching Presence

- A way of being that is fully conscious of and fully connected with what is happening in the moment and what is called for by a larger truth.

- What has been your best experience of learning or coaching with an “ask-don’t-tell” stance? What made the experience so engaging and meaningful?

- What did it generate in the way of energy and ideas?

- In what sense, if any, did the learning “stick”?

- If you could make any three wishes come true for your own professional development, what would they be?
Join-Up®

Monty Roberts

“Join-Up®

Example

“I don’t want horses to work out of fear, but out of willingness. To destroy the willingness in a horse is a crazy, unforgiveable act.”

~ Monty Roberts

Hallmarks of Presence

- Calm
- Timelessness
- Trust
- Openness

- Lightness
- Playfulness
- Flexibility
- Confidence
“If you act like you only have 15 minutes, it will take all day. If you act like you have all day, it will take 15 minutes”

~ Monty Roberts

What practices can assist us to get into a “coaching frame of mind” before a coaching session?

What practices can assist us to get into a “coaching frame of mind” before a coaching session?
Raising the Bar of Coaching Effectiveness in Schools

What Will You Do?

- Pick one or two ideas that sit right with you.
- Think of someone you have to talk with or coach in the next week.
- Write down their name.
- Write a paragraph that describes what you will do before you meet with them to show up in a “coaching frame of mind.”
- Be as specific as possible. Picture exactly what will happen when.
- Share your paragraph out loud.

Story Listening

No-Fault Turn

Our Premise

“People don’t care how much we know, until they know how much we care.”
“Listening carefully, attentively, patiently, and deeply is the first work of coaching.”


People need to be heard before they can be helped, and stories carry the heart of what they want others to know.”
Imaginative Listening Demonstration

Tell me about a challenging experience while helping someone to improve their performance at work.

Inviting Possibility

- Vantage Points
- Pivot Points
- Lesson Points

“Those who do not have power over the story that dominates their lives, the power to retell it, rethink it, deconstruct it, joke about it, and change it as times change, truly are powerless, because they cannot think new thoughts.”

~ Salman Rushdie
Expressing Empathy

Story

Evaluations  Thoughts  Strategies  Demands

Hear the Story

Story Behind the Story

Observations  Feelings  Needs  Requests

Hear the Back Story

Distinctive Reflections

Observations  Feelings  Needs  Requests

See / Hear Notice …
Objectives Descriptions
Evaluations

I Feel …
Wonderful  Miserable

Because I Need …
Universal Requirements

Would You Be Willing To …?
Connection / Action

Universal
Requirements

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Grea
Raising the Bar of Coaching Effectiveness in Schools

When People Are Heard

The Golden Sigh

VITALITY

Wheel of Needs

Appreciative Inquiry

Strengths-Building Turn

Appreciative Inquiry

The Golden Sigh

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"Discovering and exploring strengths awakens curiosity, willingness, wholeheartedness, and organizational alignment. It is a better way to change."

A world of questions is a world of possibility. Inquiry opens our minds, connects us to each other, and shakes outmoded paradigms. We have only to ask the right questions to begin.

"Excellence is not the opposite of failure. To learn about success you have to study success. Only successful examples can tell you what excellence looks like."

~ Marcus Buckingham

Questions Matter

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Discovering Strengths

- Appreciative Interviews
- Appreciative Assessments
- Appreciative Observations

Traditional SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
</tbody>
</table>

Transformational SOAP

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirations</td>
<td>Possibilities</td>
</tr>
</tbody>
</table>

Why It Works

- Positive Actions & Outcomes
- Positive Energy & Emotion (Positive Principle)
- Positive Conversations & Interactions (Constructionist Principle)
- Positive Questions & Reflections (Simultaneity Principle)
- Positive Anticipation of the Future (Anticipatory Principle)
- Positive Attention in the Present (Poetic Principle)
“By celebrating what’s right, …we find the energy to fix what’s wrong.

QARS
- Observable
- Not evaluative commentary
- Actionable
- Quick wins bolster self-efficacy
- Relevant
- Tied to self-directed learning goals
- Surprising
- Reveals new aspects of experience

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Design Thinking

If you want to build a ship,
don’t drum up people to gather wood,
give orders,
and divide the work.
Instead,
teach them to yearn
for the vast and
endless sea.

~ Antoine de Saint Exupery,
The Wisdom of the Sands
Inspiration

Identifying new ways to serve and support people by uncovering latent
- needs,
- behaviors, and
- desires.

Ideation

Brainstorming new directions and designing new possibilities.

Design Thinking Formula

Inspiration + Ideation + Implementation = Innovation
“Nothing is as dangerous as an idea when it is the only one you have.”

~ Émile Chartier

- Understand the Needs
- Observe the Users
- Prototype the Solutions
- Brainstorm the Possibilities
- Engineer the Experience

- Action Learning
  “Fail often to succeed sooner.”

- Design & Conduct
  S.M.A.R.T. Experiments
  Specific, Measurable, Attainable, Relevant, Time bound

- Awareness & Action Experiments
Align Environments

- Maximize Participation
- Make Commitments & Requests
- Capture Details in Writing

Provocative Proposition
Key Stakeholders
Key Organizational Elements

“The coaching dialogue is a dance around support, celebration, accountability, fun, and actualizing potential. It’s a dance for enabling dreams to come true.
Do you want to dance?”

~ Hall & Duval