



- The ISS Mary Anne Haas -
WOMEN'S SYMPOSIUM

presents

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

Facilitated by Kim Cullen

www.kimberlycullen.com



Chat

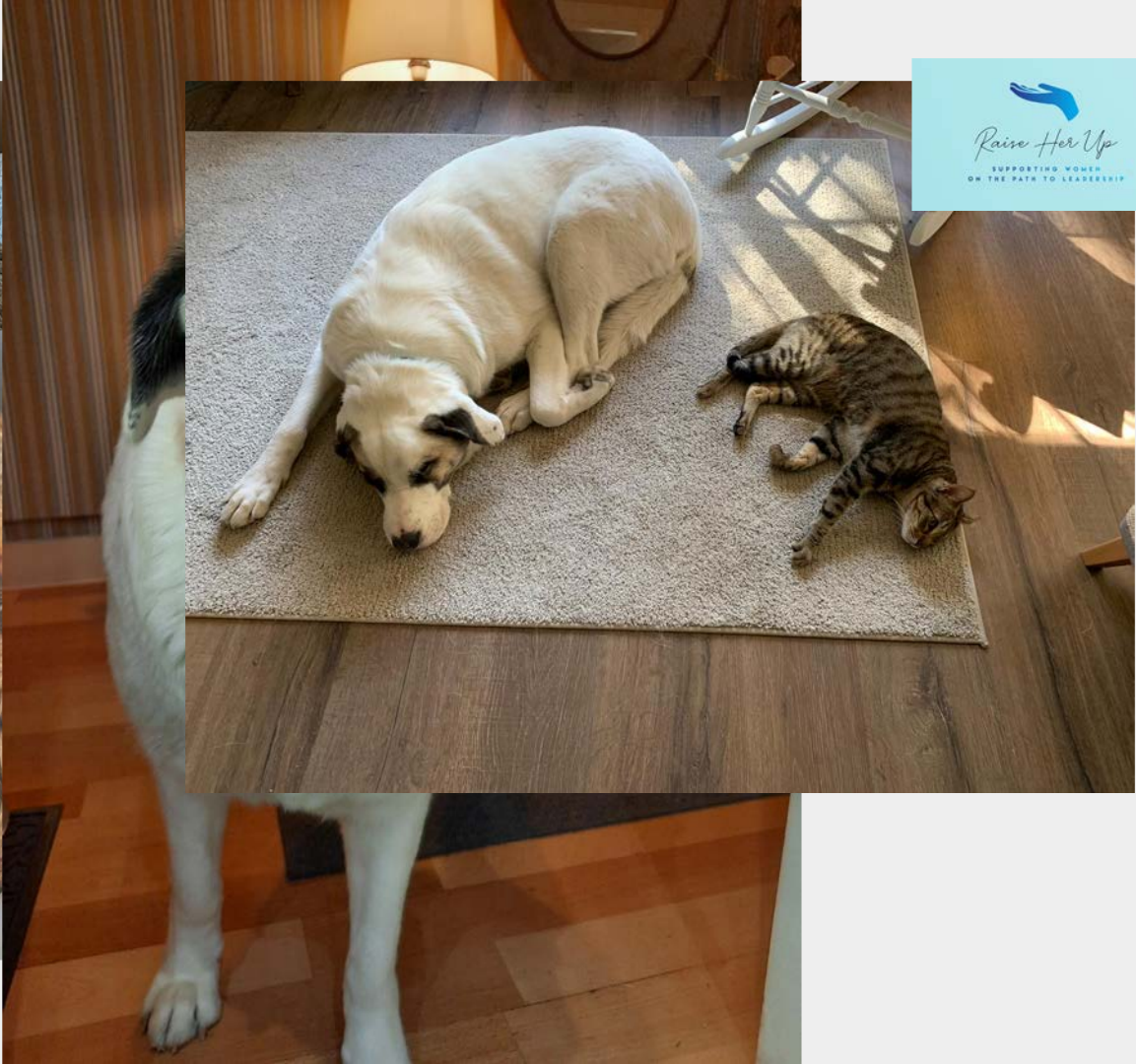
*What is one strategy you used to
take care of yourself during this past year?*



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







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



Self-care

When man is born he is tender and weak. At death he is stiff and hard. All things, as well the grass and trees, tender and subtle when alive. When dead, withered and dried. Therefore, the tender and the weak are the companions of life and the stiff and hard are the companions of death.”

(Lao Tzu - Tao Te Ching)



Leader as Coach



The pandemic has highlighted a need for leaders
that are
adaptable, curious, and reflective

and

leadership that is founded in
**empathy, compassion, vulnerability, and
awareness.**



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
- Difference between telling and asking
- Practice with vulnerable conversations



Transactional Leader and Transformational Leader



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



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



Similarities between children and adult learning

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.

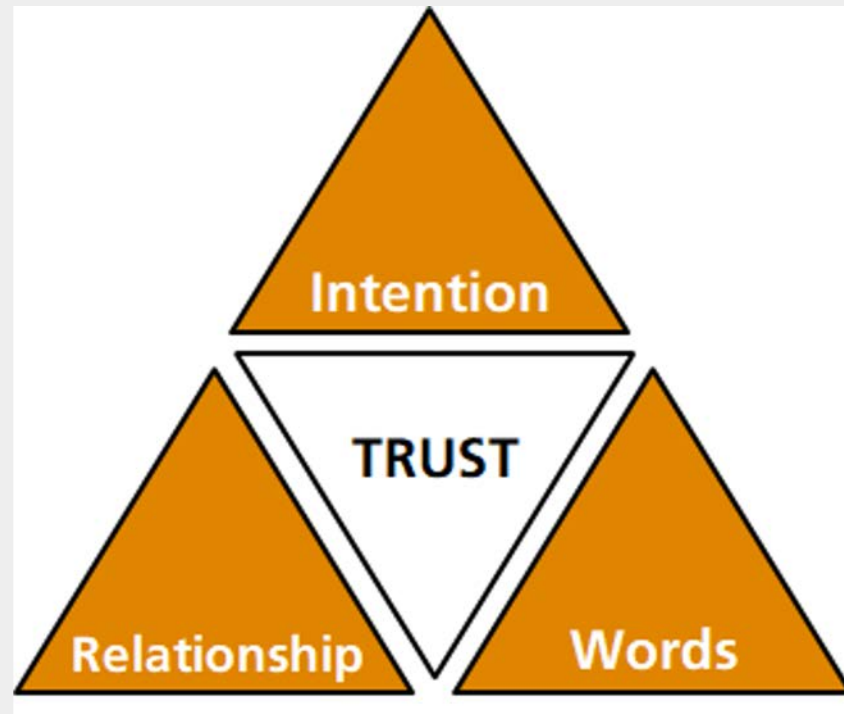


Fostering an environment of Trust

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.





Manager-Coach Continuum

*Coach U 2008 - Telling-Asking





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



Leader as Coach - an Overview



Session 2 - July 13 (9 a.m. EST)

- Dig into the manager-coach continuum.
- Explore what needs to happen in the space in between in order to develop a coaching mindset.
- Experiment with listening and questioning.
- Practice having coaching conversations with your peers.



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 practice sessions with their peers.
- Begin to develop an action plan for implementing the coaching mindset in your own professional contexts.
- Practice coaching.



Leader as Coach - an Overview



Refresher - September 14 (9 a.m. EST)

- **Recap the learnings from the three workshops.**
- **Reflect on learning and implementation plans.**



Grounding
and focus

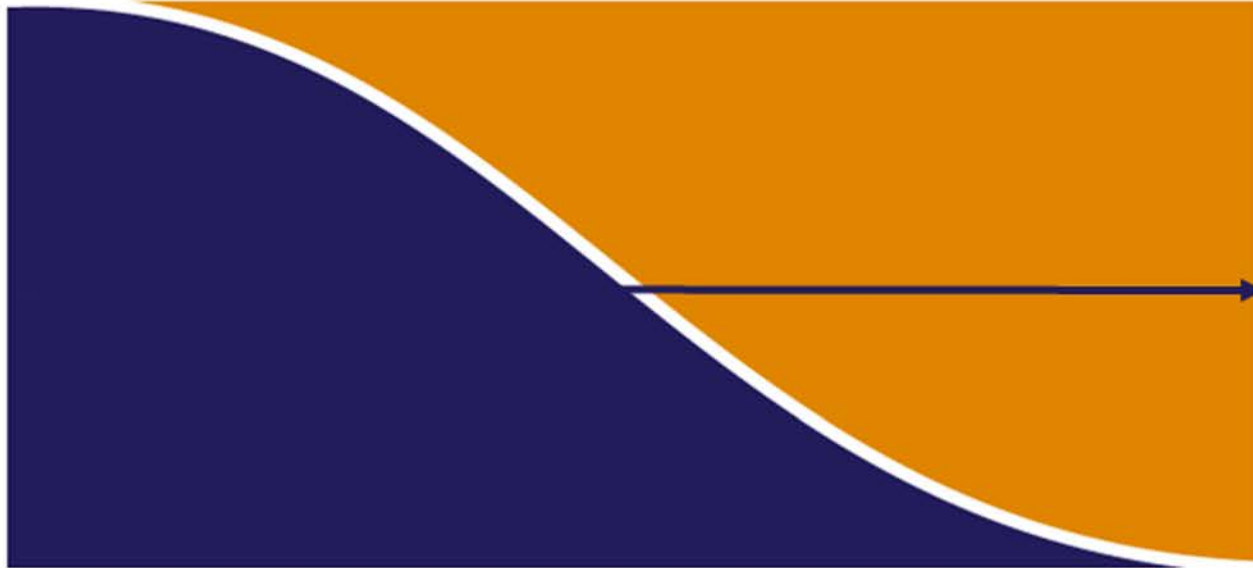


Manager-Coach Continuum

*Coach U 2008 - Telling-Asking

Telling
(Directive)

Asking
(Non-Directive)



Telling
What to
Do

Solving
Someone's
Problem

Giving
Advice

Offering
Guidance

Asking
Questions

Helping
Another Solve
Own Problems



Paradigm Shifts Needed for Coaching

Transactional Leadership

Transformational Leadership





Paradigm Shifts Needed for Coaching

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



Paradigm Shifts Needed for Coaching

Transactional Leadership

Transformational Leadership

Focusing on only strengths

The dance between traditional leadership and new leadership

Creating sustainable results and engaging employees

Controlling the individual's actions

Empowering individuals to take better actions

● **Tension 1: The Expert**

vs.

The Learner

Creating a fear of consequences

● **Tension 2: The Constant**

vs.

The Adaptor

Focusing on weaknesses

● **Tension 3: The Tactician**

vs.

Recognizing strengths

The Visionary

Pointing out failures/errors

● **Tension 4: The Teller**

vs.

Endorsing effort and growth

The Listener

Reinforcing a "win the" culture

● **Tension 5: The Power Holder**

vs.

Optimizing everyone's style and strengths

The Power Sharer

Solving all the problems

● **Tension 6: The Intuitionist**

vs.

Supporting others to solve and prevent problems

The Analyst

Listening to what individuals are saying

● **Tension 7: The Perfectionist**

vs.

Understanding what individuals are meaning

The Accelerator

Setting an expectation for long hours

Modeling a healthy work/life balance

Being the source of approval

Self-awareness, Learn/adapt/practice, Contextual awareness

Being a resource for collaboration and resolution

Telling
What to
Do

Solving
Someone's
Problem

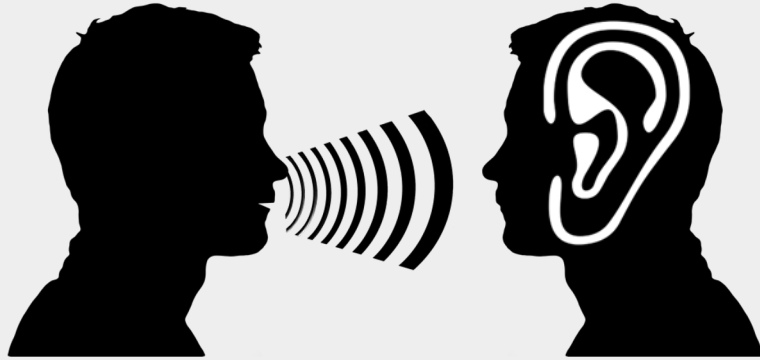
Giving
Advice

Offering
Guidance

Asking
Questions

Helping
Another Solve
Own Problems

Skills needed for a coaching conversations



Listening



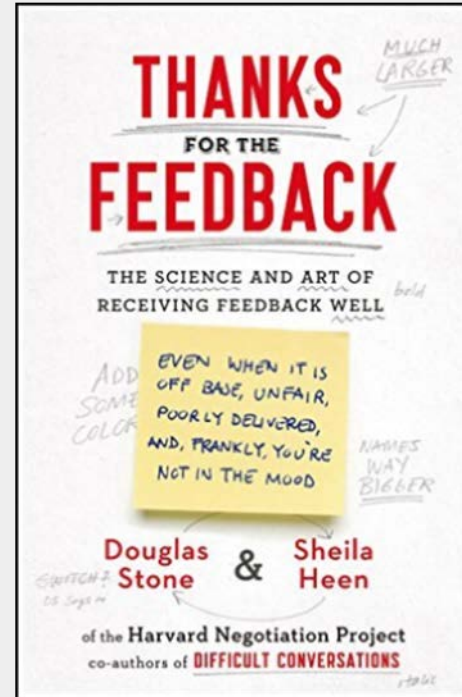
Questioning



Key skills in coaching - Listening

“Learning about ourselves can be painful—sometimes brutally so—and the feedback is often delivered with a forehead-slapping lack of awareness for what makes people tick. It can feel less like a “gift of learning” and more like a colonoscopy.”

— Douglas Stone, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*





Key skills in coaching - Listening

- Listen with all of your senses.
- Giving full attention to the speaker.
- Maintain appropriate eye contact, head nodding, mirroring, saying “yes” or “mmm hmm,” and reflecting back what the speaker said
- Turn down your internal dialogue and turn up your focus.
- Listen for words, expression, emotion



Key skills in coaching - Listening

- Limit distractions. Staying focused on the person talking goes a long way to creating trust. Multitasking erodes trust.
- Stay curious. Ask questions. Keep a list of questions easily visible on your desk in case you need prompting. But remember, the best way to know what question to ask is listen.





Key skills in coaching - Listening

What to listen for?

- What's behind the words
- Meaning, purpose, intent
- Contextual cues (language used, body language, pauses, level of eye contact)
- Values, hopes, disappointments

Listening is active, contextual, compassionate



BREAKOUT #1 - LET'S PRACTICE! - LISTENING ONLY

Groups of 3 - take turns listening to one another.

- Person 1 - speaker - talk about something you are passionate about
- Person 2 - listener - listen compassionately
- Person 3 - timekeeper and observer (please turn off your camera). Let the pair know when one minute remains.

After 3 minutes of LISTENING, listener will share back in 1 minute what they have heard.

Rotate, giving all three the opportunity to coach and be coached 1:3, 3:2, 2:1)

AFTER ALL THREE TURNS - 3 minutes feedback - what observations do you have? What was challenging? What stood out for you?

15 minutes total.



Debrief - Listening

What went well?

What was hard?



Key skills in coaching - Questioning





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>



Using WHAT questions

Chat

Practice turning questions into What questions...

- Why did you do that?
- Have you tried this or that...?
- Do you think you could do something different?
- How can you solve this?
- Where you do want to be in a year?
- Do you like this idea?

Self-Care Break

5 minutes





BREAKOUT #2 - LET'S PRACTICE! - USING WHAT QUESTIONS

Groups of 3 - take turns having a vulnerable conversation USING WHAT QUESTIONS

- Person 1 - leader as coach.
- Person 2 - person being coached.
- Person 3 - timekeeper and observer (please turn off your camera). Let the pair know when one minute remains.

About 5 minutes of coaching, about 2 minutes of feedback

- Coach - what went well, what was more challenging
- Person coached - what they appreciated in the coaching
- Observer - what they appreciated in the coaching

Rotate, giving all three the opportunity to coach and be coached (1:3, 3:2, 2:1)

21 minutes total.



Debrief - Using What Questions

How did using WHAT questions impact your conversation?



Additional skills in coaching: Acknowledging and Messaging*

Acknowledging - giving genuine feedback - recognizing effort and progress, not just milestones and outcomes.

“It sounds like you made some powerful progress there.”

“That must have been a difficult conversation to have.”

“It sounds like your comments were well-received.”

Messaging - supporting your employee with input that creates a new insight or possibility

- A powerful question or statement followed by silence
- A statement of clarification
- An insight based on experience or wisdom
- Performance feedback
- Encouragement
- Brainstorming
- Guidelines, rules or boundaries



One model of a coaching conversation, from Coach U





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



BREAKOUT #3 - LET'S PRACTICE! - **Bringing it Together**

Pairs - take turns having a vulnerable conversation.

- Person 1 - leader as coach.
- Person 2 - person being coached.

About 5 minutes of coaching.

10 minutes total.



Debrief - Coaching Conversations

What went well?

What was hard?





Recap Day 2

- Keys to a coaching conversation
- Manager to Coach continuum
- 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
- Practice with coaching conversations



Session 3 Pre-Work (20 minutes)

1. Complete the activity called [Social Location Finder - Exploring Identity](#)
2. Identify your priority values.
 - a) There are 89 values listed on [this document](#).
 - b) Identify your top 5 values. *There are 10 additional spaced in case you are looking for values you cannot find.*
 - c) Narrow those five down to your top 1 or 2.

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 (<https://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>THE DIMENSIONS OF IDENTITY Identity is complex and requires a lifetime of discovery, creation, analysis, and reflection. Though our brains are wired to simplify and categorize, awareness of the many dimensions of identity - to ourselves and to others, allows us to know who that complexity, complexity, understanding, and respect, and work for justice.</p> <p>IDENTITY ASPECTS Each of our identities is made up of numerous parts: gender, race, culture, sexual orientation, ability, religion, language, class, ability, family, role, profession, femininity, name, personality, interests, beliefs, and countless more - and we can have multiples of various aspects.</p> <p>These aspects define who we see, and each individual views us and reacts to, each person in their identity than others. As society changes, the aspects that define identity, especially social aspects, come to the fore.</p> <p>OUR IDENTITY JOURNEY Our identities transform over time, as one aspects they appear, aspects they evolve or aspects they fade. Our identity journey is the ongoing story of this lifelong transformation. From the past, to the present, and into the future.</p>	Nationality, Race, Ethnicity
	Where you call "home"
	Places you've lived, schools you attended
	Education, I

KIMBERLY CULLEN
COACHING & CONSULTING

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 turn up your Values better. So feel free to amend or add to the words in the list below. (Source: www.thecoachingcompany.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

Bring both the Social Location Finder and Priority Values documents to Session Three!



Feel free to explore ideas/resources/community at:

www.coachingpartnerships.org

www.raiseherup.net

www.kimberlycullen.com

Email me:

kim@kimberlycullen.com



- *The ISS Mary Anne Haas* -
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Thank you!

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