



- The ISS Mary Anne Haas -
WOMEN'S SYMPOSIUM

presents

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

Facilitated by Kim Cullen

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A little about me

- Mom, wife, daughter, sister
- Educator of 25 years (teacher, counselor, school leader)
- Storyteller, writer (numerous articles and blog posts), author (Raise Her Up)
- 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
- Co-author, Raise Her Up: Stories and Lessons from Women in International Educational Leadership (with Dr. Debra Lane), published March 2022 - www.raiseherup.net
- Professional Coach and Consultant - www.kimberlycullen.com



Chat

How do you define leadership?



Leader as Coach - an Overview

Session 1

- Why coaching?
- What is needed from leadership today and how coaching fits in.
- Identify how to foster trust, which is the foundation for coaching conversations.
- Distinguish between asking and telling.
- Practice having vulnerable conversations with peers.

Session 2

- Explored the difference between traditional management and contemporary leadership.
- Talked about paradigm shifts (from manager to coach) required to foster compassionate leadership.
- Experimented with two key coaching skills: listening and questioning.
- Practice having coaching conversations with your peers.



Leader as Coach - an Overview

Session 3

- Focused on the key to compassionate leadership: developing empathy
- Engaged in some personal self-reflection around identity and values.
- Talked about reciprocity and the importance of seeing others.
- Linked these ideas to coaching in leadership
- Considered possible action steps for implementing the coaching mindset in our own professional contexts.

Session 4 - September 14 Review

- Recap the learning so far.
- Identify a definition of leadership that we each aspire to?
- Define an action we will take to incorporate a coaching mindset into our leadership practice
- Identify someone we can connect with who will support our growth and help us be accountable to ourselves (professional coach/peer coach).



Grounding and focus





What is leadership?

*What is needed from leaders
today?*





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.



The 7 Tensions of Contemporary Leadership*

The dance between traditional leadership and new leadership

- Tension 1: The Expert vs. The Learner (openness to learn from others)
- Tension 2: The Constant vs. The Adaptor (ability to pivot)
- Tension 3: The Tactician vs. The Visionary (being clear on “the why” - where planning is key but the plan itself has to be flexible)
- Tension 4: The Teller vs. The Listener (digging in order to understand context)
- Tension 5: The Power Holder vs. The Power Sharer (empowering others)
- Tension 6: The Intuitionist vs. The Analyst (using evidence to confirm or reject what we think we might “know” -data-driven decisions)
- Tension 7: The Perfectionist vs. The Accelerator (failing forward)

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



Leader as Coach

Transformational Leader uses a coaching style of leadership

- Feedback is fundamental
- Leaders are effective communicators
- Delegation is intentional (and based on strengths)
- Leaders involve staff in vision and goal setting
- Micro-management and firefighting are discouraged
- Empathy and awareness are clearly seen and felt in leaders
- Collaboration, support and guidance are paramount
- Focus on bringing out the best in people, personal and professional development, and creative thinking



The keys to a coaching mindset

Listen more, speak less

Be comfortable with silence

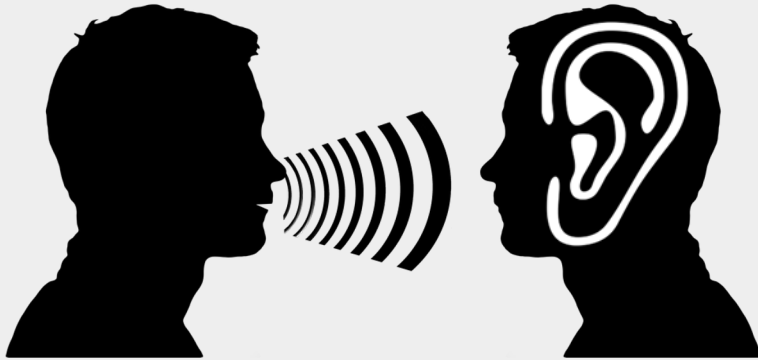
Ask one question at a time

Make space for creativity

Ownership = empowerment

Stay curious, avoid assumptions and judgement

Skills needed for a coaching conversations



Listening



Questioning



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



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.

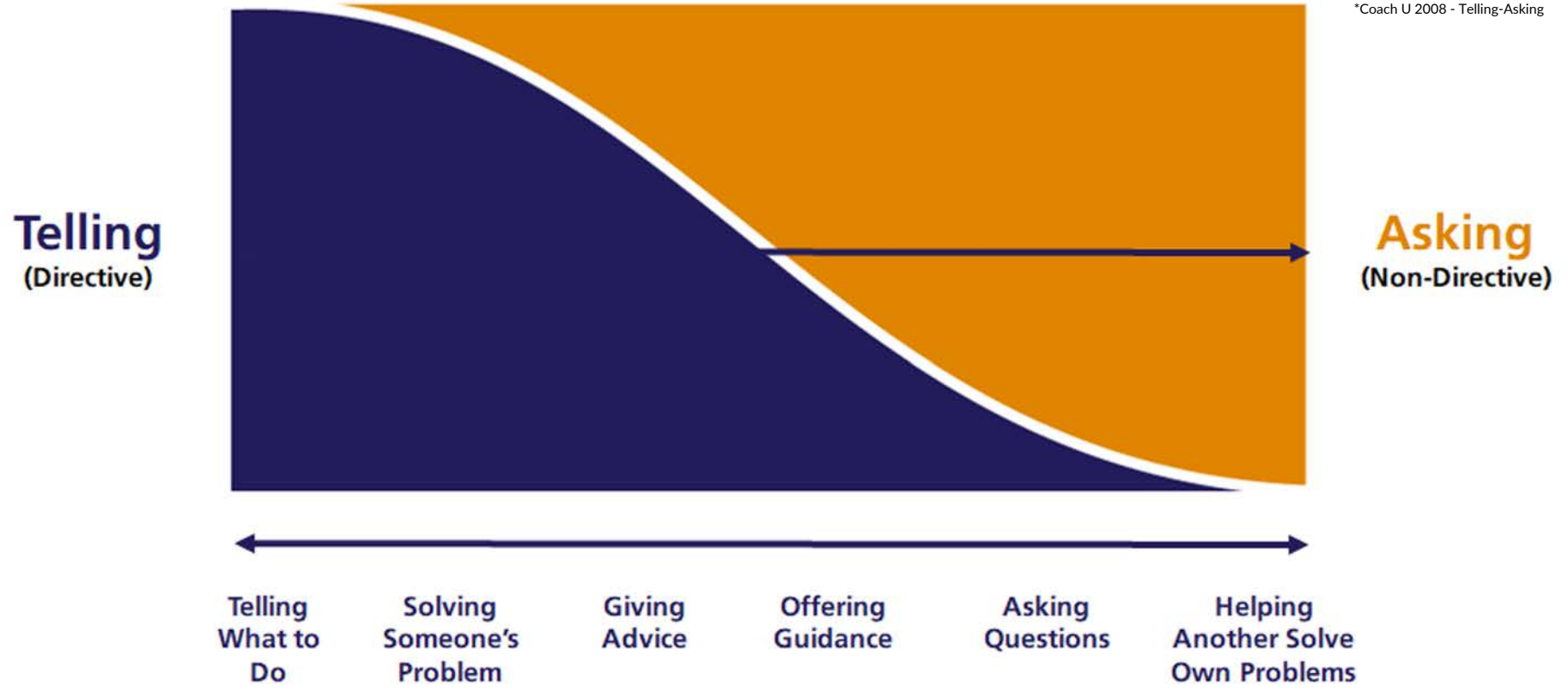
“Questioning is a uniquely powerful tool for unlocking value in organizations: It spurs learning and the exchange of ideas, it fuels innovation and performance improvement, it builds rapport and trust among team members. And it can mitigate business risk by uncovering unforeseen pitfalls and hazards.”

<https://hbr.org/2018/05/the-surprising-power-of-questions>

Manager-Coach Continuum



*Coach U 2008 - Telling-Asking





Coaching Conversation Practice

Ownership = Empowerment

Using compassionate listening, with a focus on mindful presence in a conversation, let's have a vulnerable conversation with our peers about an issue we are facing right now.

15 minutes

- Listen more, speak less
- Be comfortable with silence
- Ask one question at a time (WHAT)
- Make space for creativity
- Ownership = empowerment
- Stay curious, avoid assumptions and judgement



Coaching Conversation Practice

Ownership = Empowerment

When trying out a coaching mindset, what do you feel went well?

What might you want to work on?

For those being coached, what did you appreciate about the experience?



Breakout



What is one action I can take immediately to begin to incorporate a coaching mindset into my own leadership practice?

How can I keep myself accountable?

Who might I lean on for support as I move forward forward?

10 minutes



Takeways

- Thinking back to our definitions of leadership and what is needed from leadership today, what is a definition of leadership (or leadership approach) that YOU aspire to?
- What is an action you will take to incorporate a coaching mindset into your leadership practice?
- Identify someone you can connect with who will support your growth and help you be accountable to yourself (professional coach/peer-coach).



Grounding and focus





Feel free to explore ideas/resources/community at:

www.coachingpartnerships.org

www.raiseherup.net

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