Coaching Strategies for Turnaround Leaders
November 19, 2014
Introductions

Like Me Activity
Learning Objectives

- Understand the importance of leadership coaching for turnaround leaders
- Develop and practice the skills for coaching turnaround leaders
- Identify coaching questions and assignments to build turnaround leader competencies and drive actions
- Reflect on and practice strategies for strengthening own coaching skills
What is turnaround leadership?

A turnaround leader is an educator who boldly takes on the challenging work of leading swift, dramatic, and lasting change in the culture and student achievement of a persistently low-performing school.

What are leader actions necessary for turnaround leader success?

1. Collect and analyze data
2. Make an action plan based on data
3. Focus on a few early wins in Year 1
4. Break organizational norms
5. Require all staff to change
6. Make necessary staff replacements
7. Focus on successful tactics, halt others
8. Resist touting progress as ultimate success
9. Communicate a positive vision
10. Help staff personally feel problems
11. Gain support of key influencers
12. Silence critics with speedy success
13. Measure and report progress frequently
14. Require decision makers to share data and solve problems
What are the underlying competencies for these actions?

<table>
<thead>
<tr>
<th>Competency Cluster</th>
<th>Turnaround Leader Competencies</th>
<th>Turnaround Teacher Leader Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driving for Results</td>
<td>Achievement Initiative and Persistence Monitoring and Directiveness Planning Ahead</td>
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<tr>
<td>Influencing for Results</td>
<td>Impact and Influence Team Leadership Developing Others</td>
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<tr>
<td>Problem Solving</td>
<td>Analytical Thinking Conceptual Thinking</td>
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<tr>
<td>Showing Confidence to Lead (Leader) Personal Effectiveness (Teacher Leader)</td>
<td>Self-Confidence</td>
<td>Self-Confidence Belief in Learning Potential Flexibility Self-Control</td>
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</tbody>
</table>
Case Study Activity

- Read the case study.
- Evaluate the case study based on assigned section of the evaluator guidelines document.
- Record rating and evidence from text in the evaluator guidelines document.
- Discuss your ratings with your group and come to consensus.
- Share your group ratings with the whole group.
Coaching is...

- A trusting and respectful relationship
- Seeing the leader as an expert
- Two-way communication
- Listening and understanding
- Facilitating
- Identifying behavior that needs to change
- Regular, constructive feedback
- Questioning to promote discovery
Coaching is NOT...

- Consulting or mentoring
- Offering judgment
- One-way communication
- Selective listening
- Directing
- Generalizing about problems/solutions
- Criticizing when mistakes are made
- Questioning to diagnose or advise
Types of Coaching

- Leadership Coaching
- Instructional Coaching
- Blended Coaching
ICF Core Competencies

A. Setting the Foundation
   1. Meeting Ethical Guidelines and Professional Standards
   2. Establishing the Coaching Agreement

B. Co-creating the Relationship
   3. Establishing Trust and Intimacy with the Client
   4. Coaching Presence

C. Communicating Effectively
   5. Active Listening
   6. Powerful Questioning
   7. Direct Communication

D. Facilitating Learning and Results
   8. Creating Awareness
   9. Designing Actions
  10. Planning and Goal Setting
  11. Managing Progress and Accountability
Which parts do you currently do?

Which parts are growth opportunities for you?
BREAK
Assessments

**Types of Assessments:**
- Behavioral Event Interview (BEI)
- Turnaround Competencies Self-Assessment
- Turnaround Competencies 360 Evaluation
- Values Clarification
Behavioral Event Interview (BEI)

**Description:** Competency assessment based on past actions and thinking

**Example:** Public Impact Selection Development Evaluation Toolkit
Turnaround Competencies Self-Assessment

Description: Leader self-assessment of competencies

CTEP
Turnaround Leader Competencies Self-Assessment

The competencies in this tool are based on Competence at Work by Spencer and Spencer and can be used to assist the turnaround leader reflection on current competency levels. The leader can use this tool to identify areas of strength that can be leveraged for increased success. Another purpose is to identify potential areas for professional growth and development to achieve maximum performance.

Driving for Results Cluster – These enable a relentless focus on learning results.

- **Achievement**: The drive and actions to set challenging goals and reach a high standard of performance despite barriers.
- **Initiative and Persistence**: The drive and actions to do more than is expected or required in order to accomplish a challenging task.
- **Monitoring and Directiveness**: The ability to set clear expectations and to hold others accountable for performance.
- **Planning Ahead**: A bias towards planning in order to derive future benefits or to avoid problems.

Influencing for Results Cluster – These enable working through and with others.

- **Impact and Influence**: Acting with the purpose of affecting the perceptions, thinking and actions of others.
360° Evaluation

**Description:** 360° leader evaluation tools typically include a self-assessment paired with feedback from supervisors, peers, and direct reports to evaluate leader competencies and behaviors.

**Example:** Leadership Practices Inventory (LPI) is a 360-degree assessment tool developed by Kouzes and Posner to evaluate the effectiveness of leaders as well as the commitment, engagement, and satisfaction of those that follow.
**Values Clarification**

**Description:** A checklist that helps leaders determine the most important forces that drive their actions.

| Values Clarification Activity | Accomplishment | Achievement | Adventure | Affection (love and caring) | Ambition | Autonomy | Balance | Beauty | Challenging problems | Change/variety | Cleanliness | Community | Competence | Competition | Cooperation | Fun | Growth | Having a family | Helping others | Helping society | Honesty | Independence | Influencing others | Inner harmony | Inner passion | Innovativeness | Integrity | Intellectual status | Involvement | Improving society | Job tranquility | Public Service | Quality | Recognition | Relationships | Religion | Reputation | Responsibility and accountability | Security | Self-control | Self-respect | Sophistication | Stability | Status | Supervising others | Teamwork |
Active Listening

- Be present and attentive
- Establish rapport
- Listen for the essence
- Set aside judgment and personal agendas
- Listen for style preferences
Active Listening Levels

Level 1: Internal Listening
The coach hears the words of the leader, but listens to the coach’s own internal voice.

Level 2: Focused Listening
The coach concentrates completely on the leader.

- Source: Co-Active Coaching
Paraphrasing

Types of Paraphrases:

1. Acknowledging and clarifying
2. Summarizing and organizing
3. Shift level of abstraction

- Source: Cognitive Coaching
Reflection

• Write a very brief reflection for each area of this morning’s presentation.

• When we come back from lunch, you will be sharing your reflections with others.
LUNCH
Walk About Review

• Using your reflection grid, walk about and share a reflection and get a reflection from someone else for each topic.

• Try to get all six boxes filled in by the end of the 5 minutes.
Powerful Questions are:
• open-ended, using plural language;
• non-judgmental, assuming positive intent;
• personal or self-directed; and
• forward moving.

Powerful Questions Activity

In groups of 3 at your table:

1. Review “Powerful Questions for Coaching Turnaround Leaders”.
2. Highlight 1 question you like in each set.
3. Share and discuss questions in groups of three.
4. As a group, craft one more question in each set.
5. Post your new questions on the wall.
6. Share some favorites (from document and post it notes) with the whole group.
BREAK
Providing Effective Feedback

“Ideally, feedback is just data. If presented properly, feedback is not positive or negative. It is just data to make someone aware of the impact of his/her skills and behaviors on others. As most people know, good feedback is not evaluative but is descriptive, specific and timely.” - Folkman

• Read Forbes Article
• What makes providing feedback difficult or easy for you?
Providing Effective Feedback

Steps when providing feedback:
• Ask permission to give feedback
• Ground feedback in observable data
• Keep feedback bite-sized
• Align with the leader’s goals and action/competency development.
Providing Effective Feedback

Honest feedback includes:
• Telling the truth; being candid
• Revealing the coaches thoughts and perceptions
• Identifying mismatches between what is said and what is known
• Challenging distortions or gaps
• Assuming positive intentions; no put downs
Feedback Practice

- Organize into triads
- 2 people engage in a coaching session
- 1 person observes
- Observer provides feedback to coach
- Switch
Coaching Session

GROW:
Goal
Reality
Options
Way forward

Way forward

Options
FOCUS
Goal
Reality
Accountability measure examples:

- Email summary of actions
- Assignment or exercise to provide practice time
- Begin each session with a reflection
Coaching Assignment Examples

- Values Clarification
- Ladder of Inference
- Visioning / Visualization
- Appreciative Inquiry
- Big Rocks – Prioritization
- Role Playing
- Read an Article / Watch a Video
- Observe a Demonstration
Values Clarification

- Values define the ideas and concepts a leader finds most important. In a values clarification activity, a leader ranks a list of values in order of importance and explores the influence values have on leadership decisions.
Ladder of Inference

• The Ladder of Inference is a framework for understanding decision-making created by psychologist Chris Argyris. It describes the process from thought to action.
Visioning/Visualization

- In visualization, the leader imagines him/herself in a situation. Visualization allows the leader to mentally walk through a situation from beginning to end.
Coaching Assignments

Appreciative Inquiry

- Appreciative Inquiry is a model for decision-making and strategic change in an organization based on leader strengths.
Coaching Assignment
Examples

Big Rocks-Prioritization
• Big Rocks is an exercise that encourages leaders to arrange their actions according to importance and spend their time based on this prioritization.
Role Playing

• Role playing is when a leader practices the skills required for an action or competency before having to apply those same skills in a real-life situation.
Read an Article/Watch a Video

- Leaders may read a book or an article or watch a video or talk to an expert to increase their content knowledge in a specific area.
Watch a Demonstration

- Leaders may visit another school or watch a video demonstration of a specific leadership skill that they are working on developing.
3-2-1 Reflection

Write down:

3 ideas you are taking away with you
2 questions you are still pondering
1 action you are committed to taking
Closing Circle
Evaluation