GROW Your Team Through Coaching

Missouri SW-PBS Summer Training Institute

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Learning Outcomes

❑ Discover why coaching is the "go to" approach for interacting with people.

❑ Identify and practice using the four components of the GROW framework of coaching.

❑ Develop a list of powerful questions to support the GROW model.

❑ Identify and learn to use the coaching skills of active listening and powerful questioning.

The Case for Coaching

Who Are You As a Leader?

Take the Leadership Styles Survey

Based on *Primal Leadership* by Daniel Goleman

The Six Leadership Styles

Learning Talk

Coercive/Commanding

Authoritative/Visionary

Affiliative

Democratic

Pacesetting

Coaching

Resonance versus Dissonance

Leadership styles that create **resonance**:

- Authoritative/Visionary
- Coaching
- Democratic
- Affiliative

Leadership styles that create **dissonance**:

- Coercive/Commanding
- Pacesetter

This does not mean don't use these styles; it means use for only short periods of time.

Resonance leadership in action.

Which resonance leadership style(s) do you see in action?
https://www.youtube.com/watch?v=RCVdgFin8uQ

There is a time for *dissonance* leadership.

Which dissonance leadership style(s) do you see in action?
https://www.youtube.com/watch?v=YPHFSMgCLes
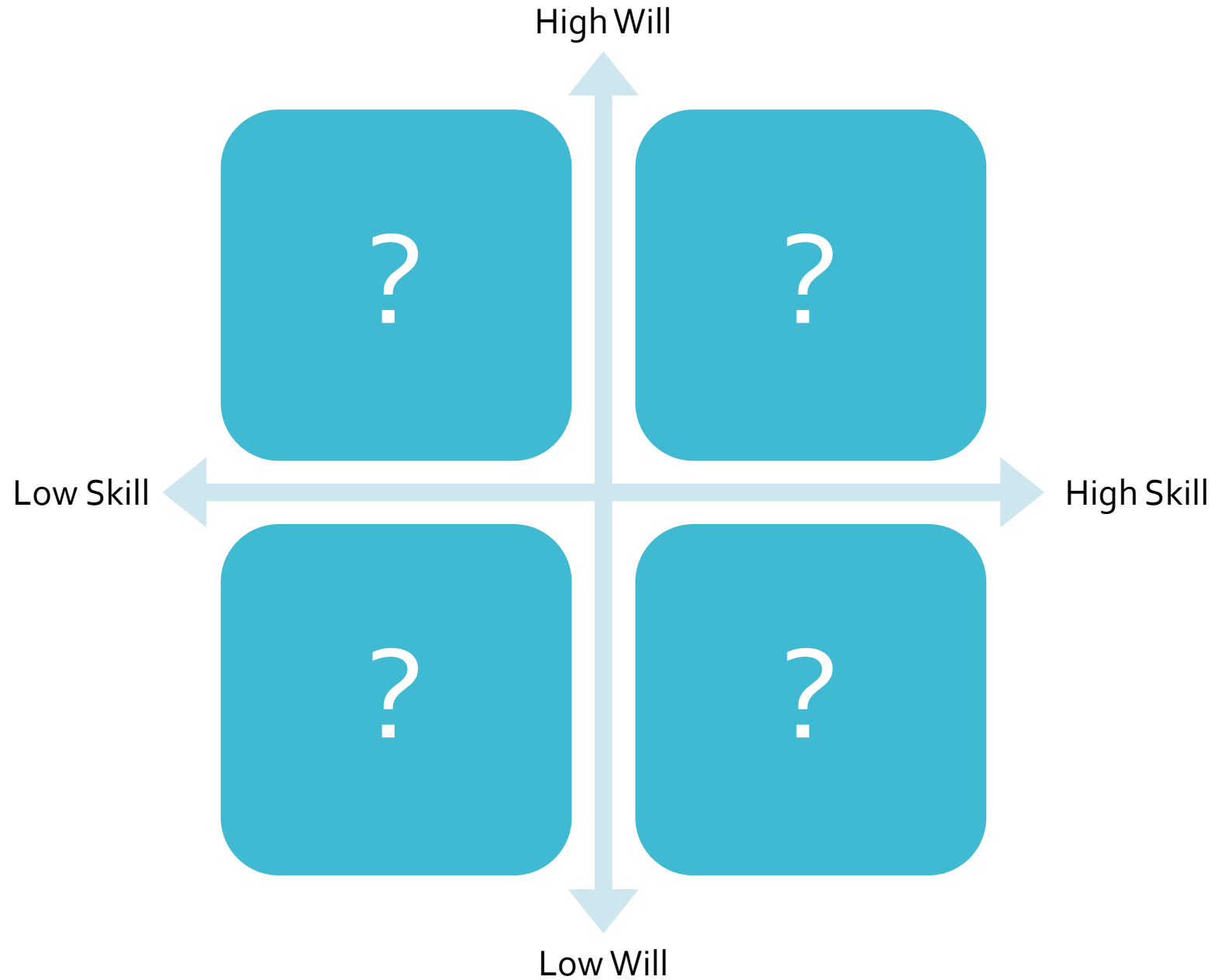
Now I know my leadership style, so what?

Leadership and Your Teachers, Teams, Colleagues, etc…

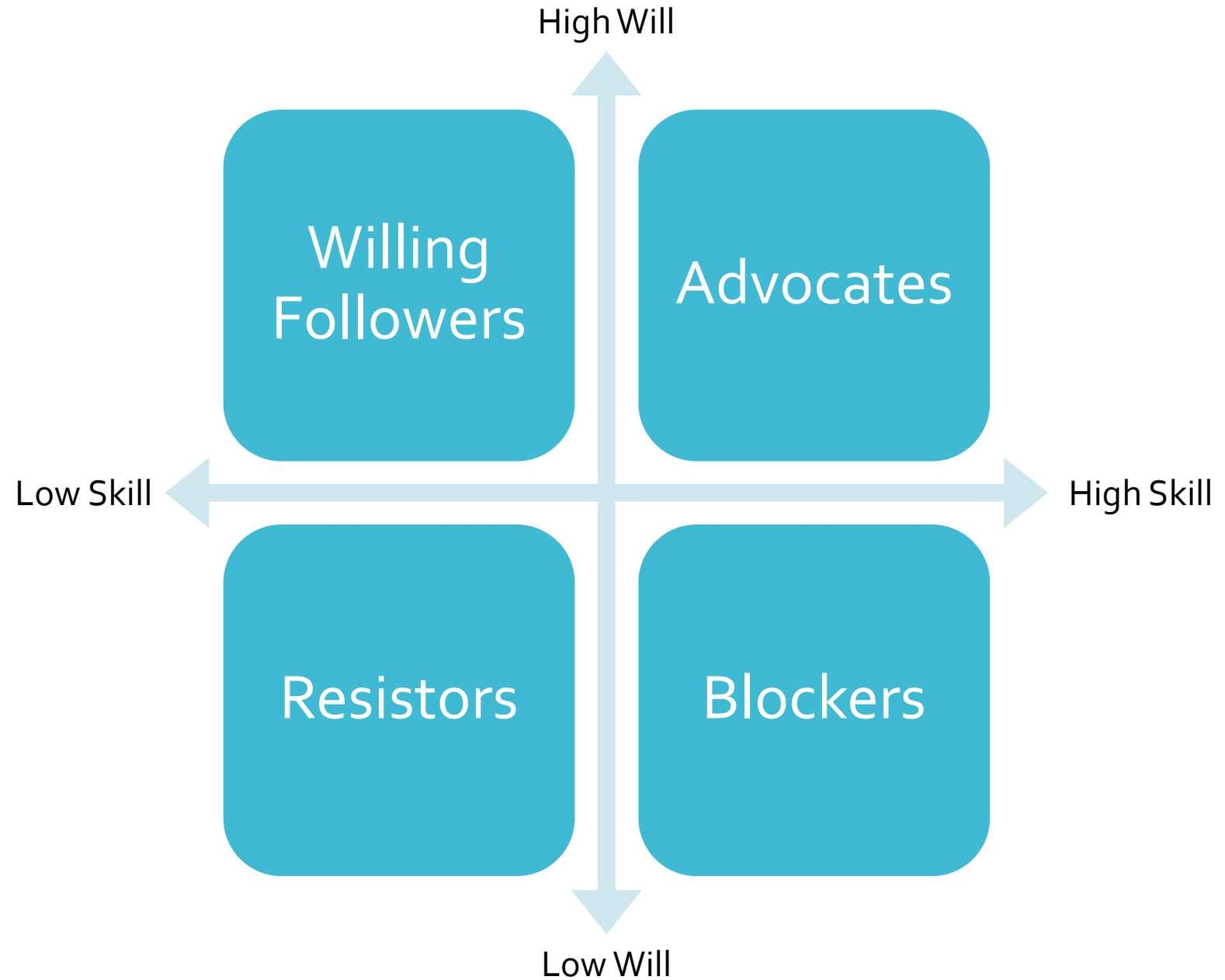## Individuals can be grouped based upon their skill and will.

Skill: Current level of *effectiveness* which is a combination of experience and expertise.

Will: *Motivation* to develop, to go on learning, to be creative and take risks in order to bring about change and continuous improvement, in the interest of students.
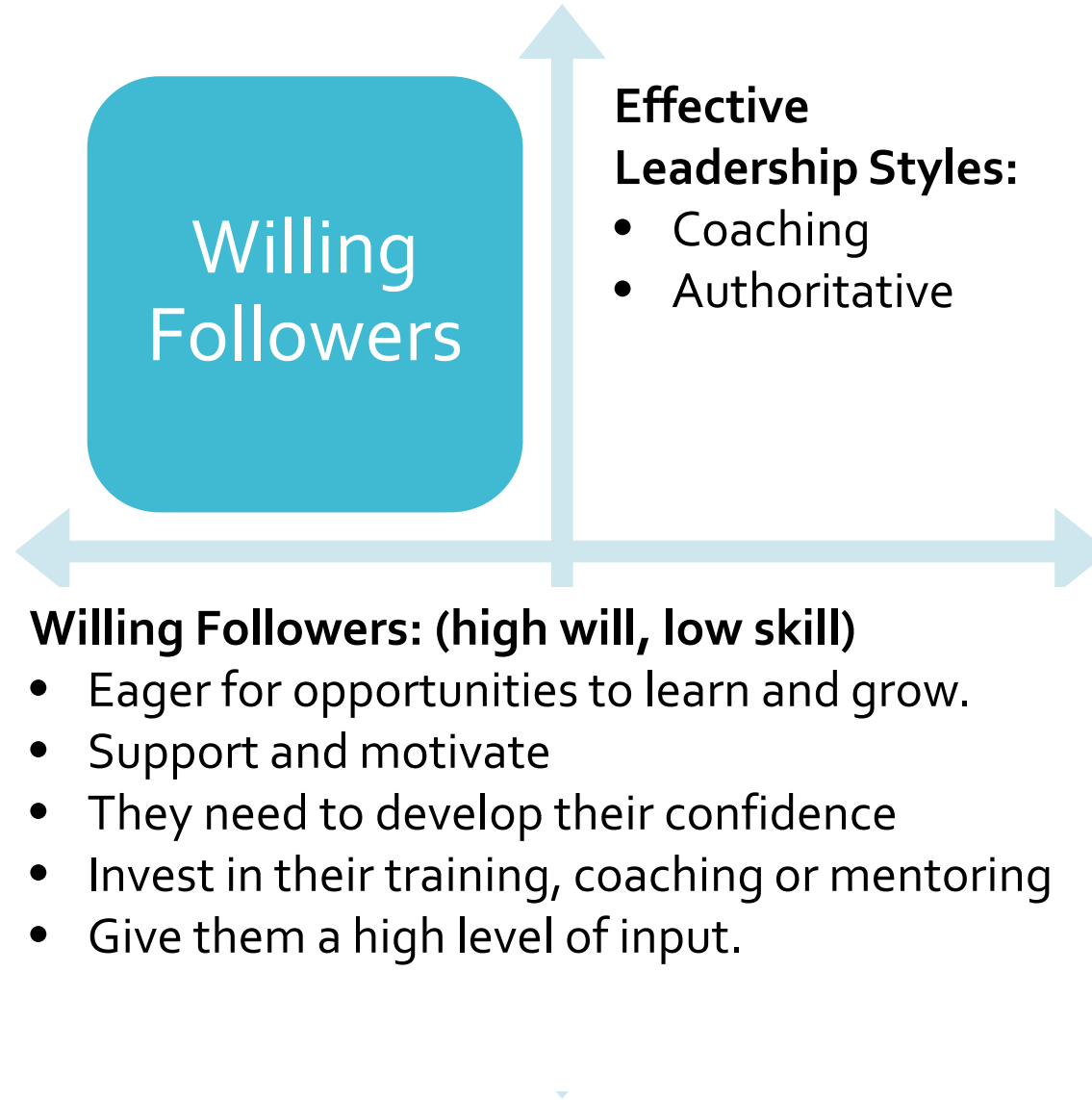
Skill-Will Matrix

Willing Followers

Effective Leadership Styles:
- Coaching
- Authoritative

Willing Followers: (high will, low skill)
- Eager for opportunities to learn and grow.
- Support and motivate
- They need to develop their confidence
- Invest in their training, coaching or mentoring
- Give them a high level of input.

Skill-Will Matrix

Effective Leadership Styles:
- Authoritative
- Coaching
- Democratic
- Pacesetting

Advocates

Advocates: (high will, high skill)
- Eager for opportunities to further develop
- Involve them in all aspects of the change process
- Use their energy to support and motive others
- Delegate significant areas of work to them
- Don't neglect them
- Develop them as the school leaders of the future.

Skill-Will Matrix

Resistors: (low will, low skill)
- Afraid of failure
- May be afraid to change or suffer from a lack of confidence
- Encourage and support them
- They need to see early success for their efforts.
- Ensure opportunities for step by step progress and success.
- Pair them with a colleague or mentor
- Explain the value of the work from your perspective so they can connect.

Resistors

Effective Leadership Style:
- Coaching
- Commanding/ Coercive

Skill-Will Matrix

Blockers: (high skill, low will)

- Don't see the value in your priorities or projects
- As much as possible, use their knowledge and expertise
- Make sure they feel valued
- Surround them with people working positively with high levels of will – and wait for them to be affected.
- Decide how much energy to invest and then:
  - Give small achievable tasks
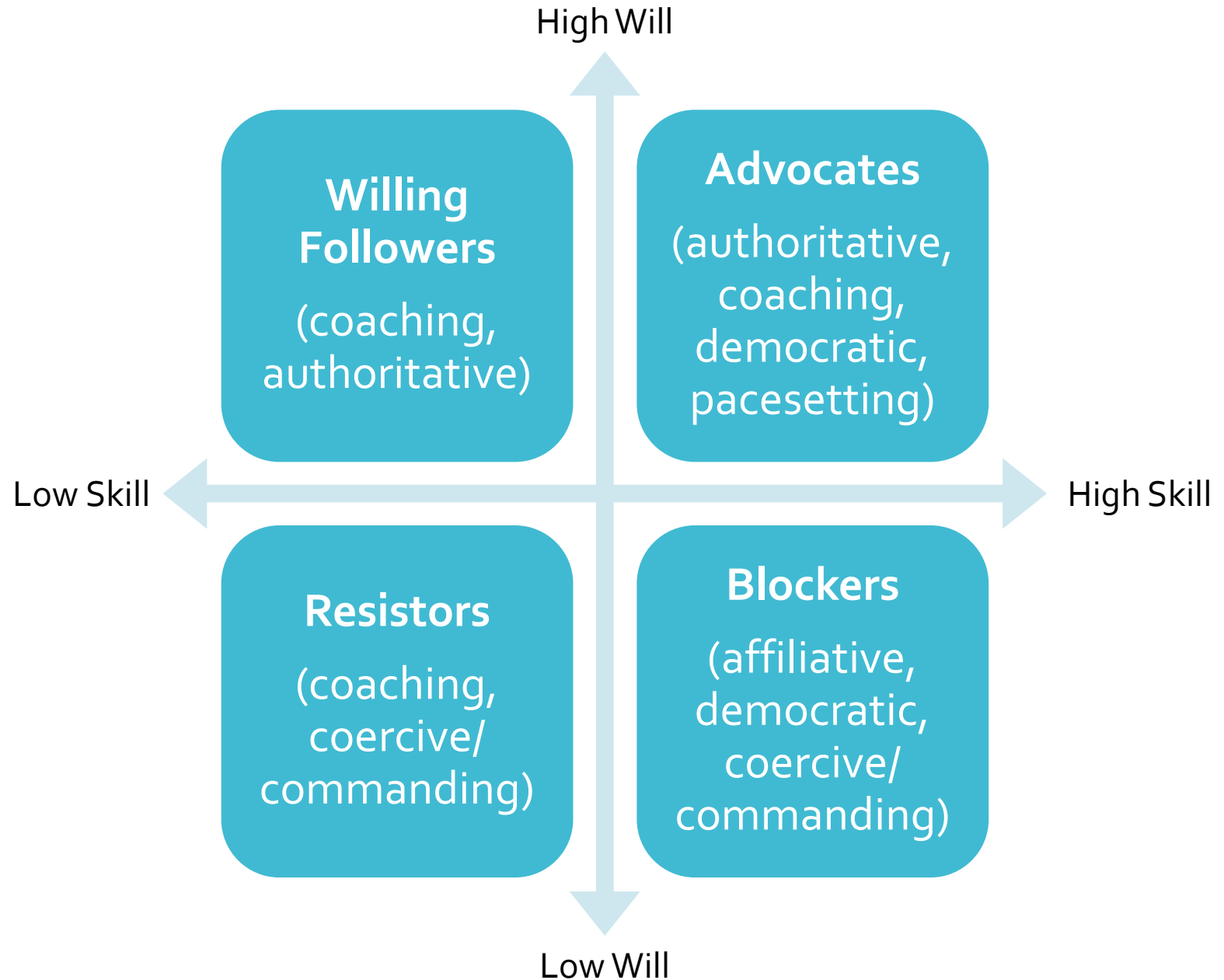 - Monitor closely

Effective Leadership Styles:

- Affiliative
- Democratic
- Coercive/ Commanding

Blockers

Continue Your Learning

- Article: ***Leadership That Gets Results*** by Daniel Goleman

- Book: ***Primal Leadership*** by Daniel Goleman

So what?!

- The coaching leadership style is effective for **3 out of the 4** "types" of peeps you encounter!
  - Willing Followers
  - Advocates
  - Resistors

- No other leadership style works with this many "types" of peeps.

What is GROW Coaching?

GROW Coaching Model

Helping Others on their Journey

Why GROW?

- It's easy and efficient
- Honors the coachee and creates **solution ownership**
- Recognizes you, the coach, are not the expert on the coachee's situation
- Doesn't "tell" (that's training); but guides through **effective questioning**
- Creates **forward movement**

In a Nutshell

Goal Reality Obstacles / Options Way Forward

G R O W
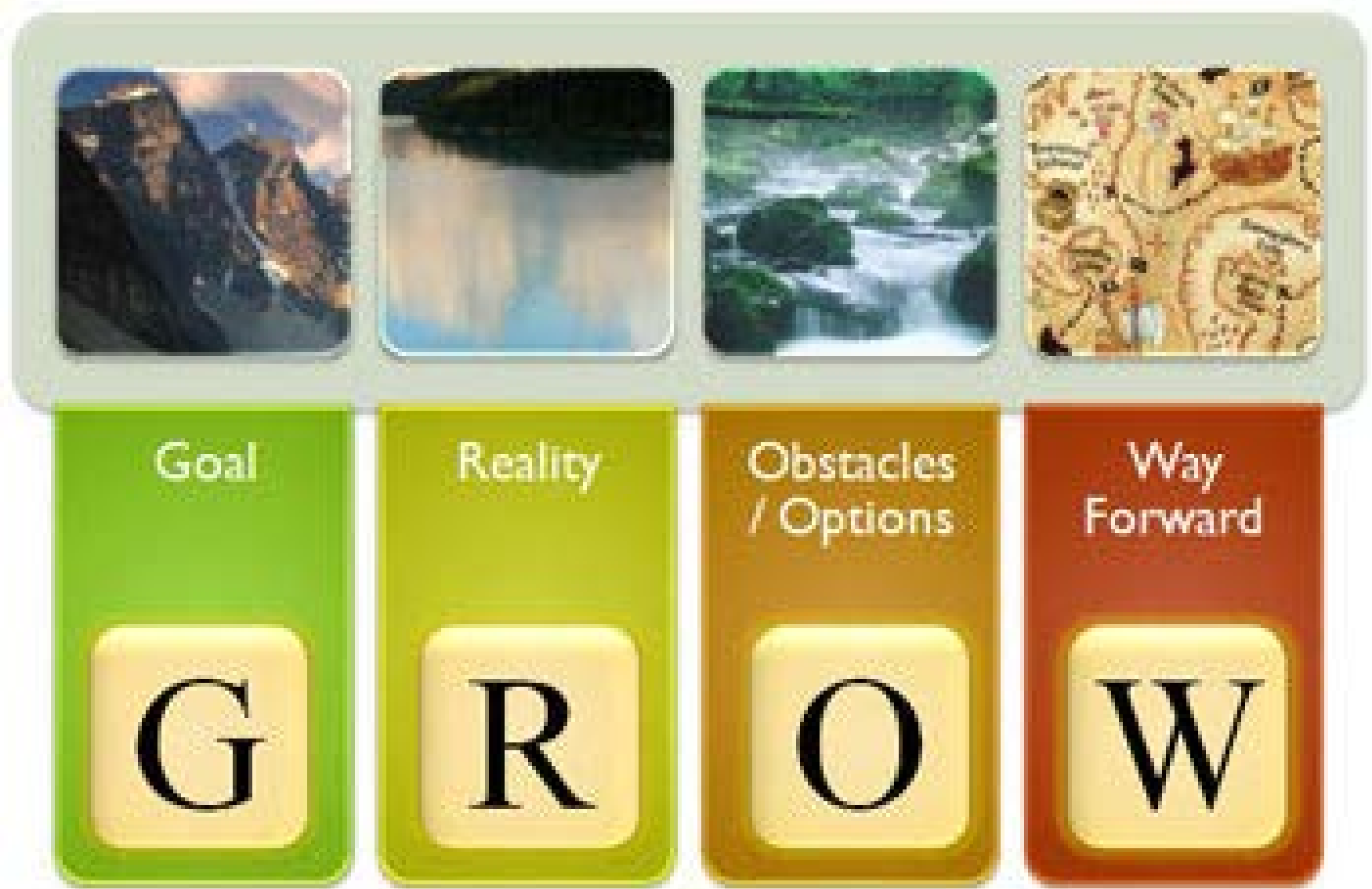
Establish the **GOAL**:

Start each coaching session agreeing upon an outcome or goal.

"What do you want to achieve?"

Be sure the goal is SMART!

Examine the Current REALITY:

Discussing the current reality is key. Don't move forward until you fully consider your starting point.

"What is happening now?"

**This is the step most often skipped

Explore **OPTIONS/OBSTACLES:**

What's possible? (Based on current reality)

Brainstorm as many options as possible. As a coach, you may add suggestions, but always let the coachee "go first" and err on the side of silence rather than dominating the brainstorming. Guide towards the best option without making the decision.

"What could you do?"

Assess options that rise to the top and select one as the best option.

Establish the WAY FORWARD:

After exploring current reality and options, a clear way forward will emerge.

"What will you do?"

This stage is about <u>committing</u> to the way forward through actions.

Quality Coaching Keys

- Ask good questions

- Use active listening

The Questions Are the KEY!

Establish the GOAL

- What do you want to achieve?
- What's important to you right now?
- What areas do you want to work on?
- Describe your perfect world.
- What will make you feel like this time was well spent?

The Questions Are the KEY!

Examine the Current Reality

- What has contributed to your success so far?

- Where are you in relation to your goal?

- What's working right now?

- What progress have you made toward your goal?

- Does this goal conflict with any other goals?

The Questions Are the KEY!

Explore Options

- What are your options?
- How have you tackled a similar situation before?
- Who do you know who has encountered a similar situation?
- If anything was possible, what would you do?
- What could you do differently?
- What else?

The Questions Are the KEY!

Establish the Way Forward

- What are you willing to commit to?
- What option works best for you?
- What actions will you take?
- When will you start?
- Who will help you?
- How will you know you've been successful?

GROW and DBDM & Solution Plan

MO SW-PBS Data-Based Decision Making

1. Identify Outcomes	What is the overall outcome that your school is working toward?

2. Identify Current Status

Big-5 Report
What were the average number of ODR's per day per month? _____

What is the most frequently reported problem behavior? _____

Where are most problem behaviors occurring? _____

When are most problem behaviors occurring? _____

Who are most frequently engaged in problem behaviors? _____
(i.e. individuals, grade level, team, etc.)

3. Analyze

From Step 2, select ONE area of focus for intensive analysis

Behavior:	Location:	Time of Day:	Students:
Where:	Behavior:	Behavior:	Behavior:
When:	When:	Where:	Where:
Who:	Who:	Who:	When:

Precision Statement:

The focus problem for the month of _____ was _____
            (month)   (behavior)
in the _____ at _____O'clock, and performed by _____.
  (location)   (time)   (students)

4. Develop Plan	Develop Action Plan based on answers to analysis questions. *Use Solution Plan Template* on the back of this form.

5. Implement Plan	Plan for monitoring implementation, staff support, follow-up and feedback. Conduct ongoing data collection. How will you monitor fidelity of implementation of the plan? _____ How will you monitor progress toward desired outcome? _____

6. Evaluate Plan

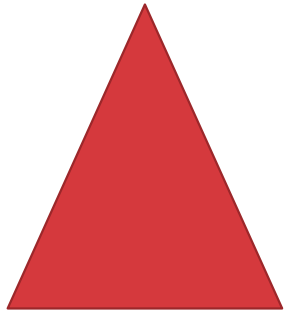|		Goal Not Met	Goal Met
	Not Implemented	Implement the plan	Go back to your data; Data cycle around your most frequent behavior
	Implemented	Re-analyze data; develop an alternate hypothesis; modify the plan to address the alternative hypothesis	

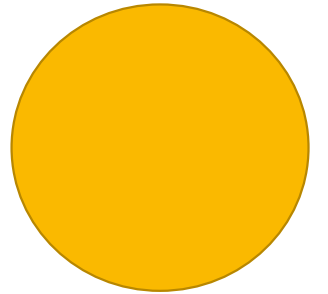Brainstorm

Debrief

Hmmm.....

What squares with your thinking?

Name 3 points you'll remember.

What's still circling around in your mind?

Visual Anchor

Continue Your Learning

1. Read ***Are You Coaching Heavy or Light***? By Joellen Killion

2. Watch this TED x Youth Talk by Katie Owens to be reminded about the importance of active listening.

3. Or check out this quick video to learn 5 steps to active listening.

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