

# Administrator As Coach



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MO SW-PBS & MTSS:

**BRIDGING THE GAPS**

# Learning Outcomes

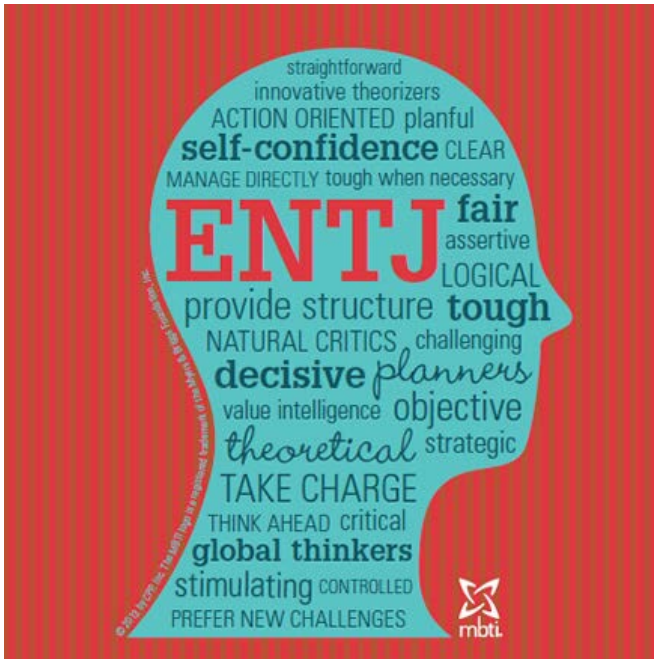
- Discover your default leadership style
- Match leadership styles to staff based on the skill-will matrix
- Identify and practice using the four components of the GROW framework of coaching
- Develop a list of powerful questions to support the GROW model

# Who Am I?





# Who Else Am I?



**Relator**  
**Strategic**  
**Activator**  
**Connectedness**  
**Ideation**

**Green: Quick Start**

**AUTHORITATIVE/VISIONARY - PACESETTER**

# 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?

<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=YPHF5MgCLes>

Now I know my leadership style,  
so what?



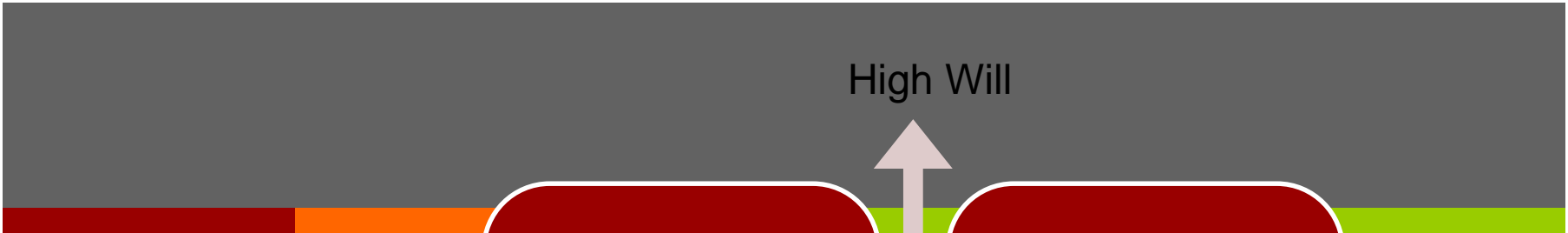


# Leadership and Your Teachers, Teams, Colleagues, etc...

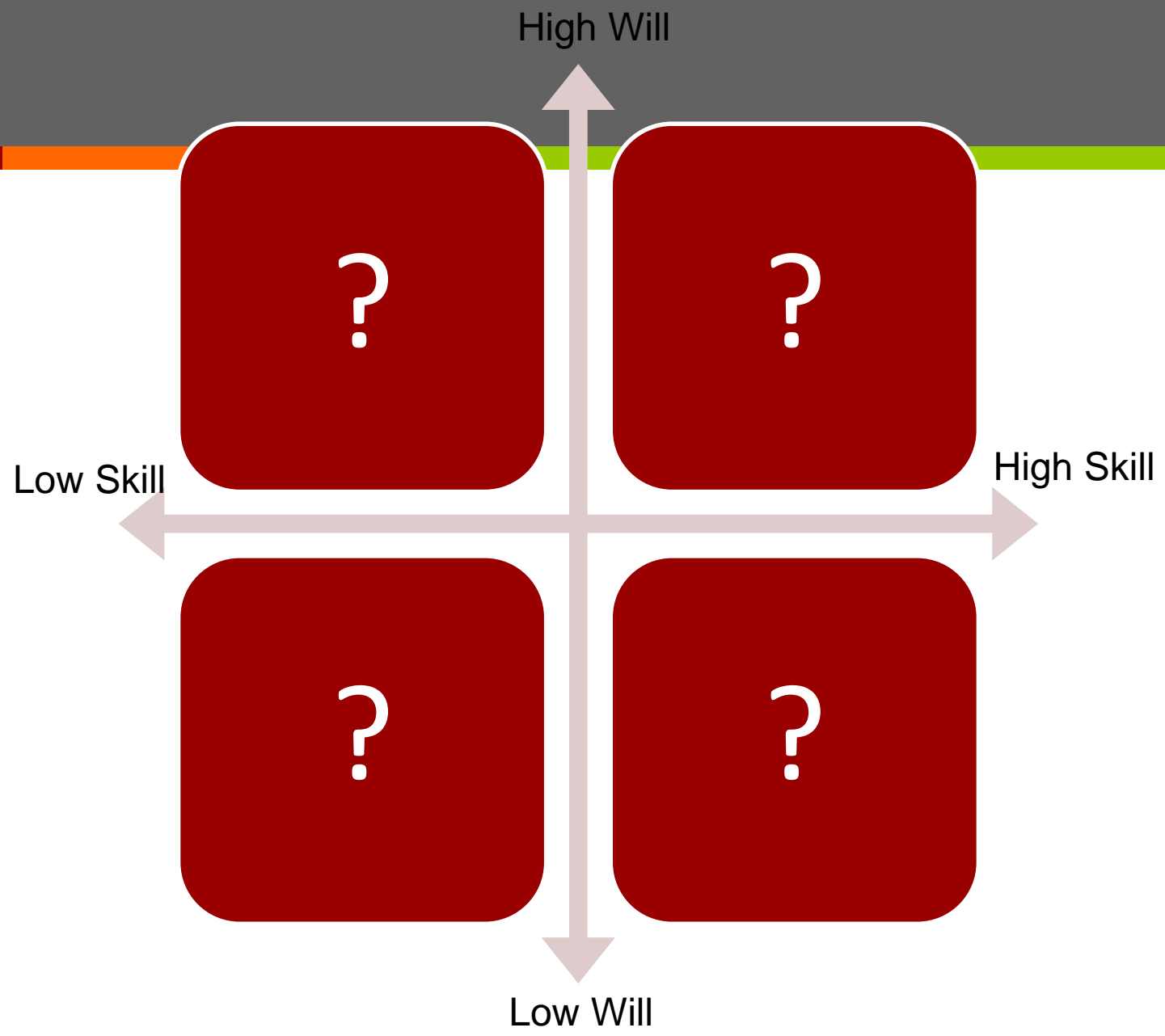
**Individuals can be grouped based upon their skill and will.**

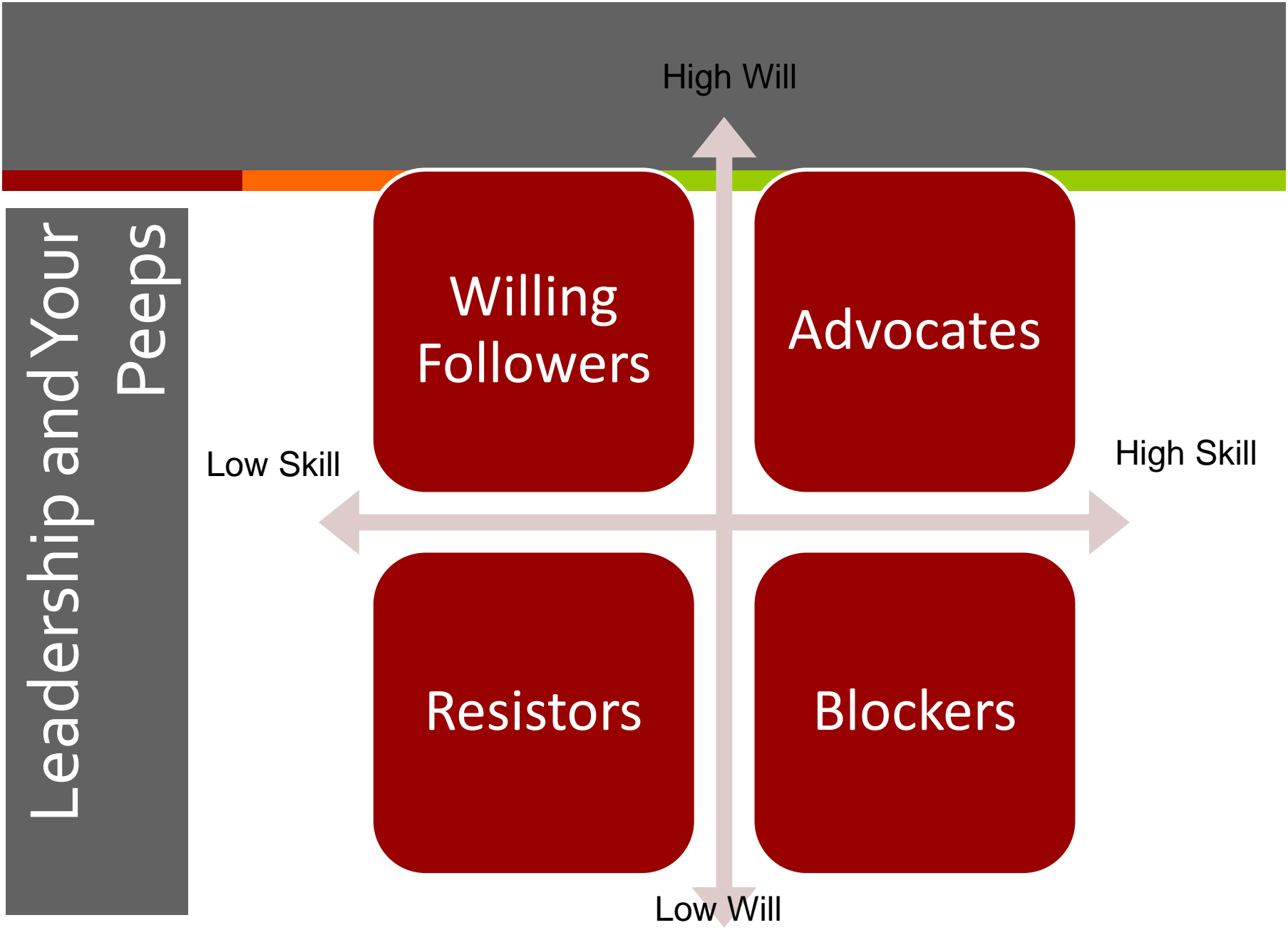
**Skill:** Current level of *effectiveness* which is a combination of experience and expertise.

**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.



# Leadership and Your Peeps





# Leadership and Your Peeps

High Will

Willing Followers

Advocates

Low Skill

High Skill

Resistors

Blockers

Low Will



# 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: (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



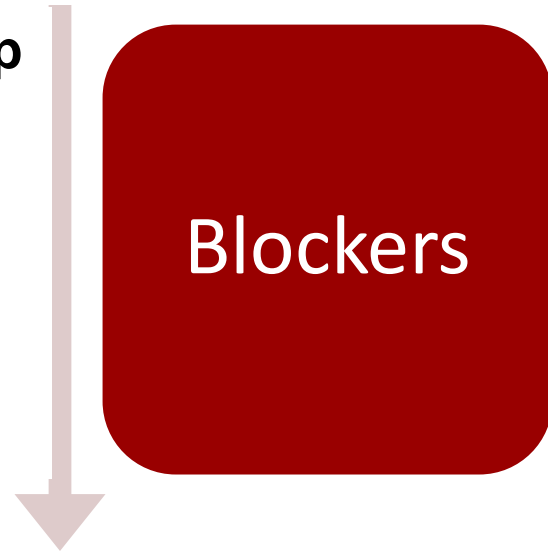
# Skill-Will Matrix

## **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

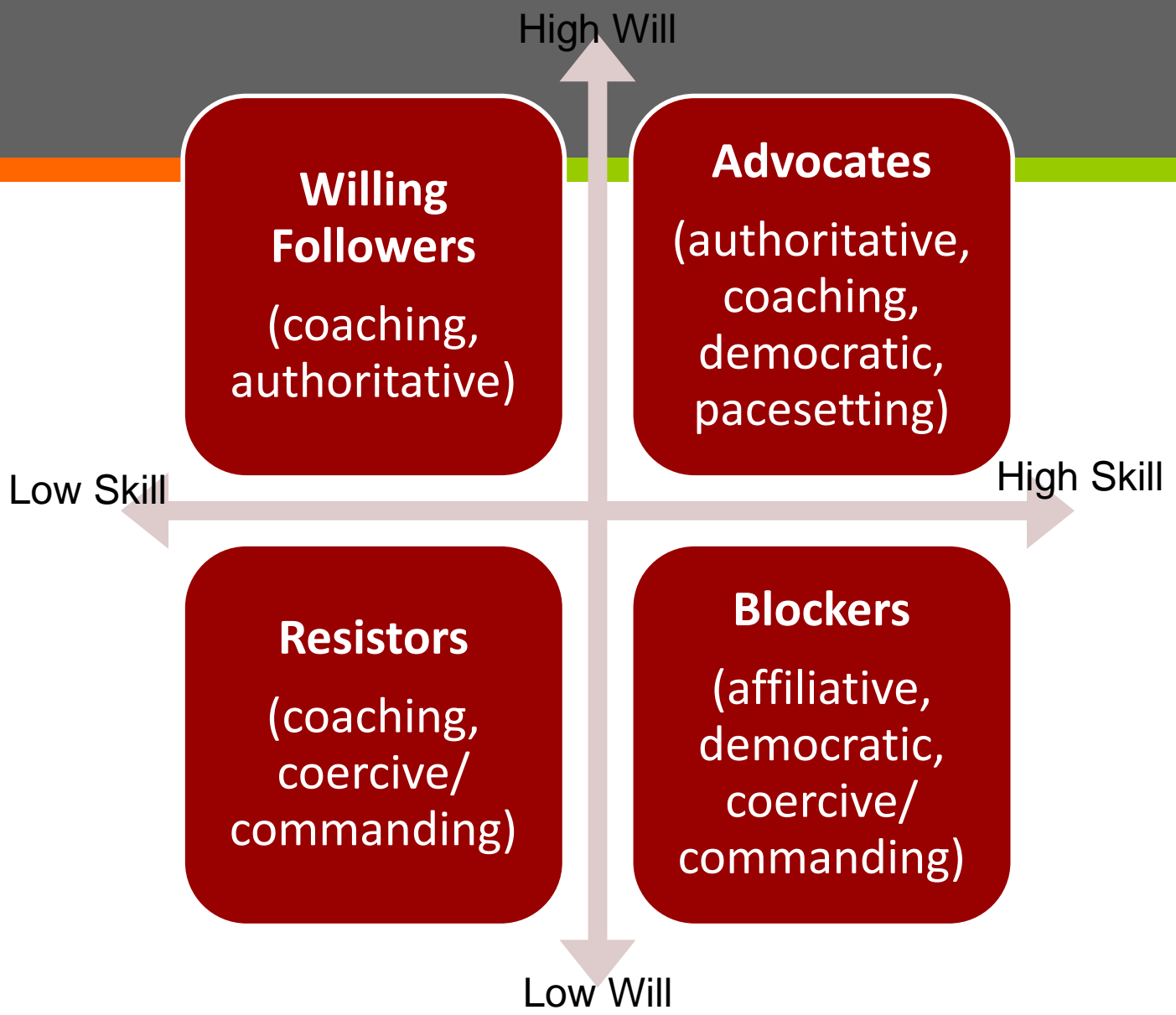
## **Effective Leadership Styles:**

- Affiliative
- Democratic
- Coercive/  
Commanding





# Leadership and Your Peeps





# 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.

# Visual Anchor




# What is Coaching?

**Coaching** is a process of helping another individual *realize their inner potential*, delivering fulfillment to both the individual and the related organization.

- Motivation
- Excellence
- Achievement
- Intrinsic learning
- Intense satisfaction





“Coaching is the art of facilitating the performance, learning and development of another”

Myles Downey

*Effective Coaching*



# Coaching is **NOT**...

- Leading
- Managing
- Instruction
- Mandating
- Disciplinary
- Giving advice
- Offering opinions



# A Coach Does **Not** Need...

- To be right
- To be the expert
- To know the “right” answer
- To be in control
- To “fix” it
- To heal it or make it better



# A Coach Needs...

To remove any “**interference**” an individual/team might be experiencing in order to realize that individual’s own *extraordinary* innate abilities



# What is Interference?

Interference is *anything that distracts* the individual/team from being successful:

- Fear
- Lack of concentration
- Anger
- Boredom
- Trying too hard
- Lack of self-confidence



# Coaching is Successful When...

- There are both action and awareness:
  - Clear goals have been set
  - Understanding is achieved
- “Interference” is gone
- There is a balance between the skill level and the desired outcome





# A Coach is successful when...

**The individual or team they are coaching is successful at attaining a higher level of performance.**

**It is not the coach who “wins” .**



# Why GROW Coaching?

- 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**

# What is GROW Coaching?





# In a Nutshell



Goal

G



Reality

R



Obstacles  
/ Options

O



Way  
Forward

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

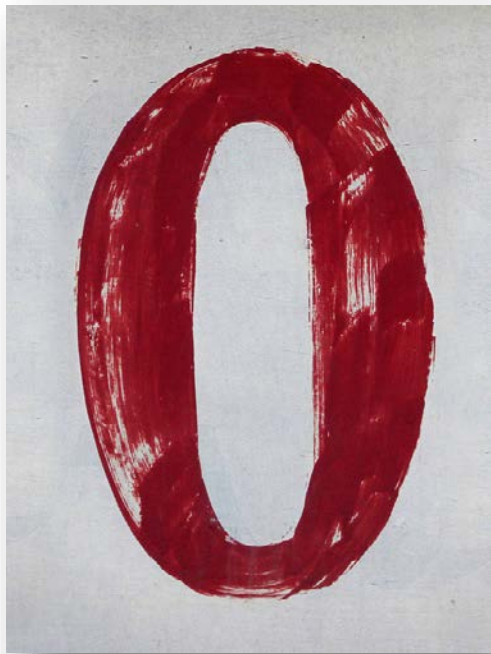


Discussing the current reality is key. Don't move forward until you fully consider your starting point.

*“What is happening now?”*

**\*\*This is the step most often skipped**

# Explore OPTIONS/OBSTACLE



Brainstorm as many options as possible. 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

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

*“What will you do?”*

This stage is about committing 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/Obstacles

- 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?

# Fish Bowl Experience

<https://www.youtube.com/watch?v=6f3X2PEsV-Q&t=70s>

Jot down or mark questions you hear to support the four areas of GROW.

If you think of a question that could have been asked, jot it down as well.



## 3 Minute Stop and Jot

Capture any additional questions you might ask for each area of the GROW Model.

Capture **“What Went Well”** and **“Even Better If”** for the role play video.



# What Questions Do You Have?

(Before you get to try it on your own!)





Who do you need to coach soon?



# Role Playing Protocol

1 minute:

Clarify & Confirm Coaching Scenario

5 minute:

Role play coaching conversation

2 minutes:

WWW and EBI



# Visual Anchor







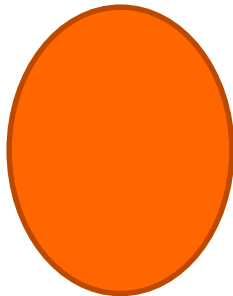
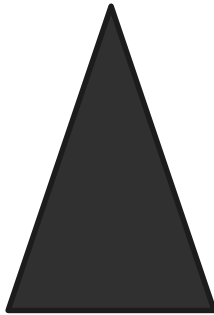
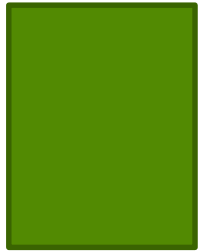
# Reflect and Debrief

Hmmm.....

What squares with your thinking?

Name 3 points you'll remember.

What's still circling around in your mind?





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