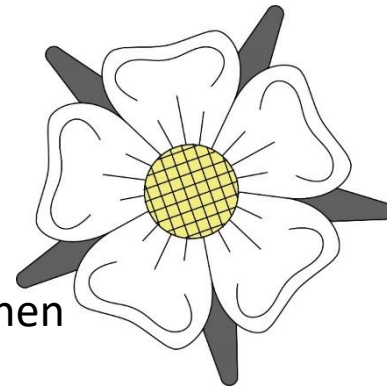


John Taylor Free School

Developing a Coaching Culture



ABOUT THIS SESSION:

This session will explore what coaching is and what coaching isn't. It will look at different models for coaching which enable a formal coaching structure within an organisation. It then look at how informal dialogues improve the quality of conversations in schools for both students and staff.

ABOUT THE FACILITATOR:

Sue Plant has been working in education for over 23 years and fulfilled a wide range of roles in secondary schools from pastoral to curriculum, Director of P16 Education, teaching and learning. She has been an Interim Principal and Associate Trust Principal and JTMAT is the 3rd highly successful Trust that she has worked for. Coaching is part of her way of working; she set up her first coaching model in school about 15 years ago and has developed both student and staff coaching approaches.

ADVANCED READING:

<https://www.integritycoaching.co.uk/>

WIDER READING:

The Leader's Guide to Coaching in Schools by Christian Van Nieuwerburgh

Developing a Coaching Culture

Set performance goals

Commit to collaborative learning

Offer the benefit of their experience and expertise

Enable others to identify their true goals

Withhold judgement

Engage in two way learning

Provide critical analysis

Reflect other experiences

Providing support and challenge

Balance positive and negative feedback

Provide constructive feedback

Listen in order to understand

Offer suggestions when invited

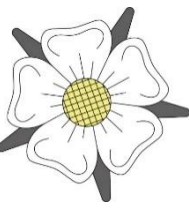
Tell other people what to do

Pose curious questions

Secure focus and commitment

Provide answers and solutions

Help other learners to improve



Coaching in Education

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

(Downey, 2003:21)

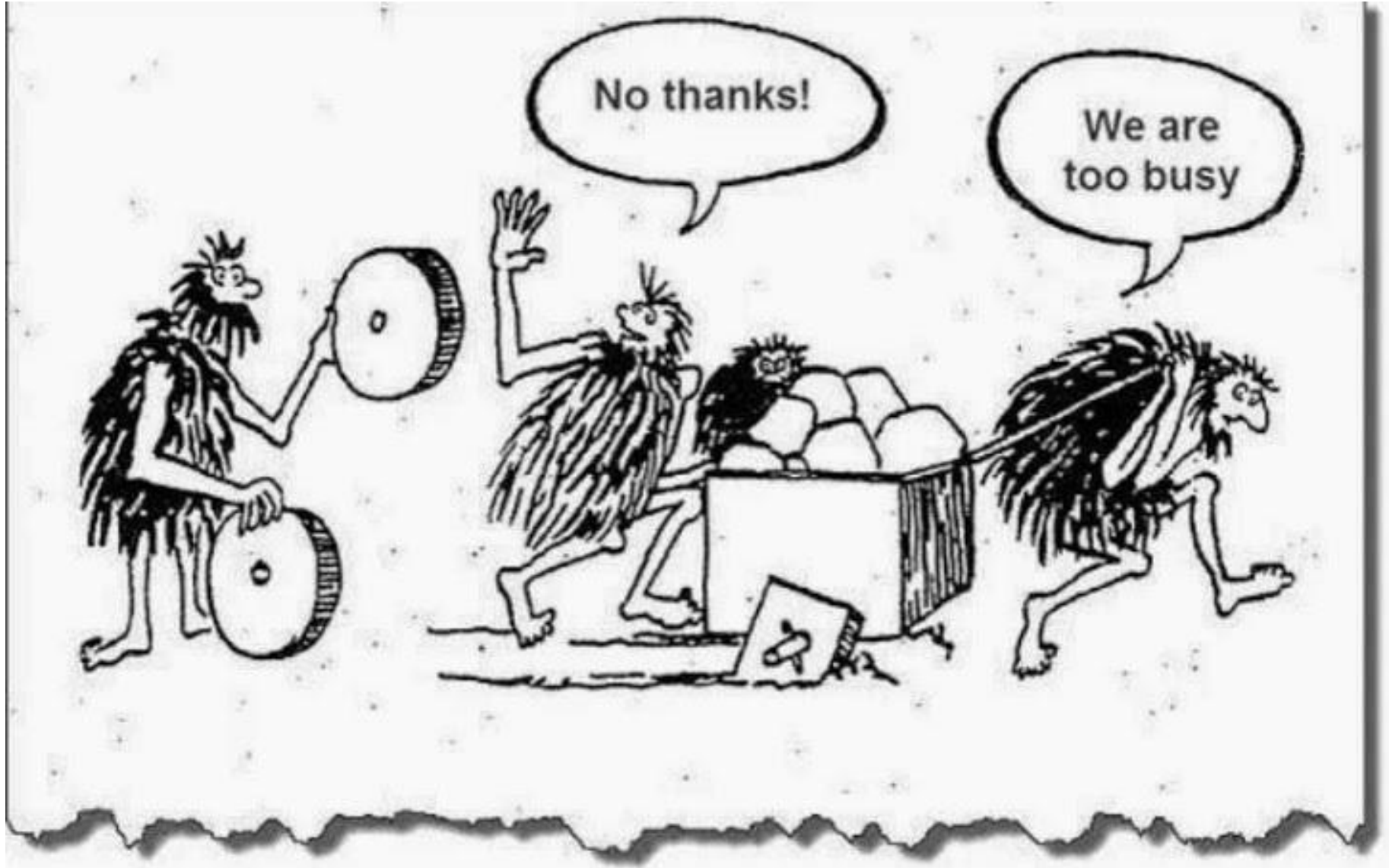
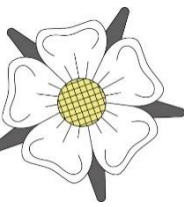
“Unlocking people’s potential to maximise their own performance”

(Whitmore 2009:11)

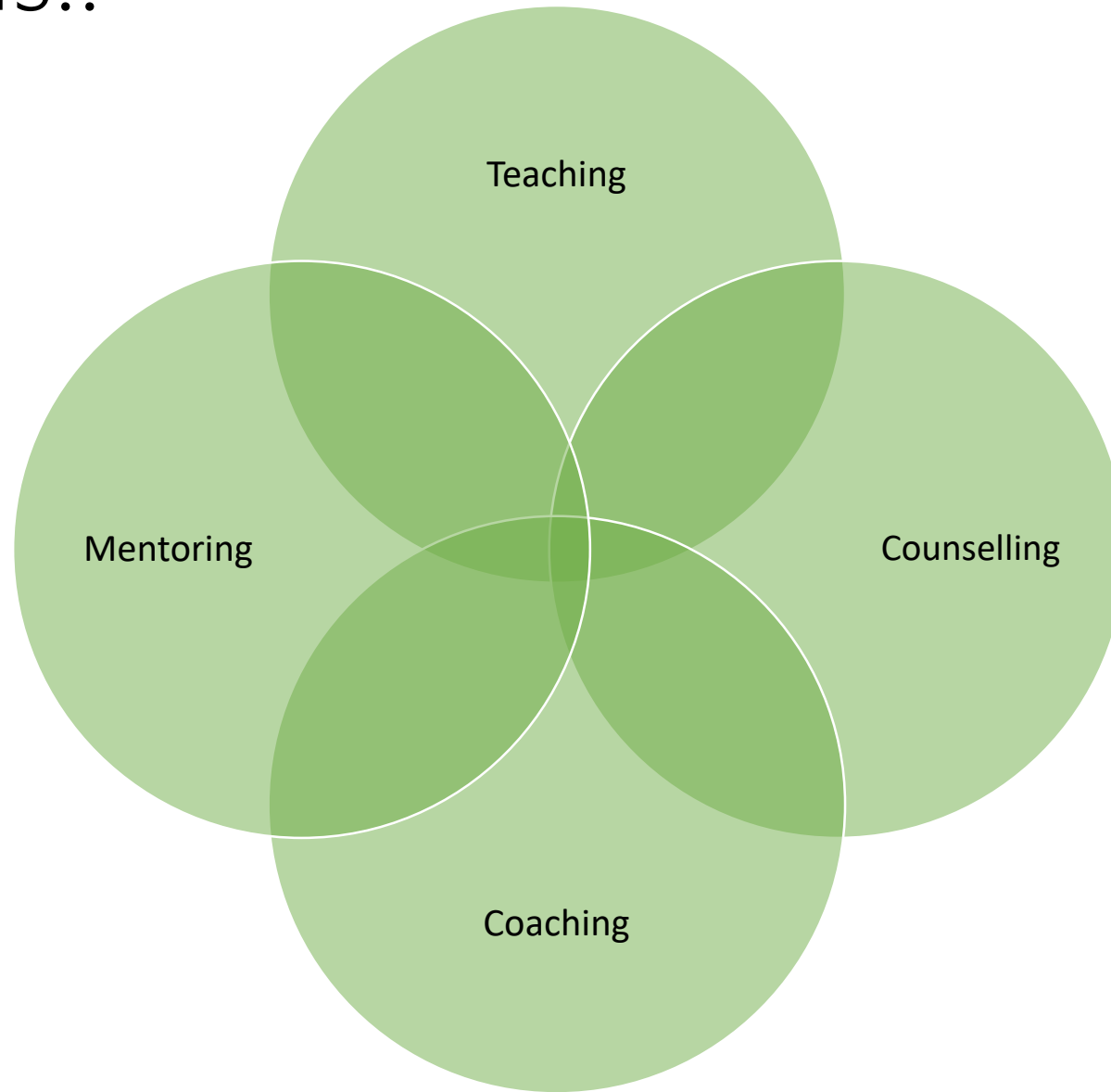
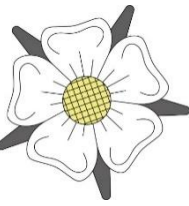
“..a human development process that involves structured, focused interaction and the use of appropriate strategies, tools and techniques to promote desirable and sustainable change for the benefit of the coachee and potentially for other stakeholders”

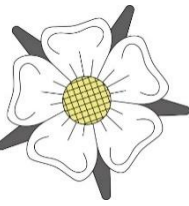
(Cox, Bachkirova and Clutterbuck 2014:1)

But all too often...



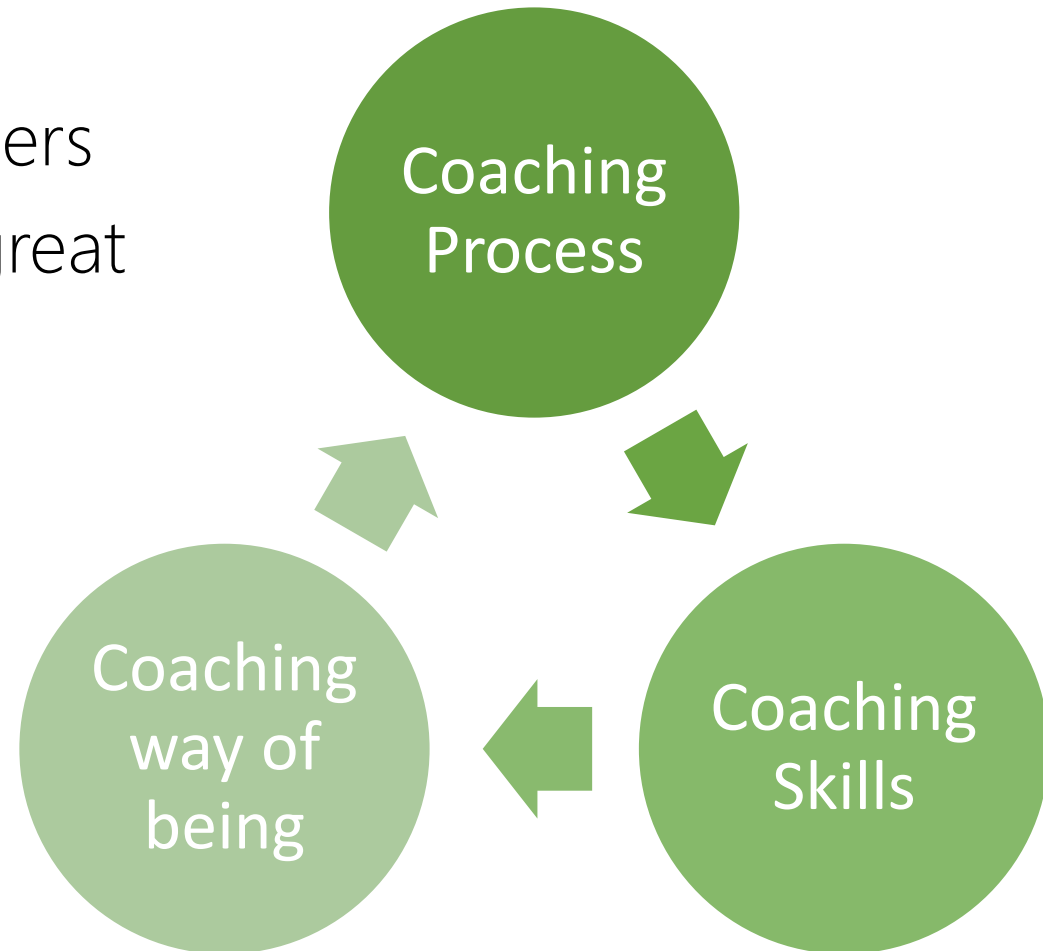
Coaching is..

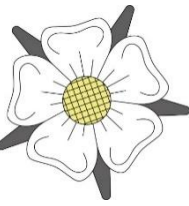




Do you *learn to* coach or *become* a coach?

You can learn to coach but...
if you are hoping to inspire others
and support them to achieve great
things for themselves,
you have to become a coach





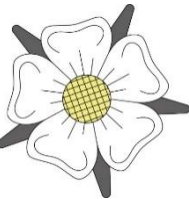
Key Elements of Coaching: Listening

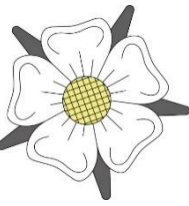
Person A – choose a subject that excites or interests you, now turn your back to the screen.

Person B – once your partners back is turned, await further instructions!

**THE QUIETER
YOU BECOME,
THE MORE
YOU CAN
HEAR**

- Please listen with a straight face, show no emotion and no verbal response.
- Listen, over enthusiastically, keep jumping in with “I know how you feel” or “the same thing happened to me when.....”
- Start doodling on a piece of paper when they are talking to you.
- After 15 seconds yawn frequently and look around the room showing you are bored.
- Smile and nod regularly but don't ask any questions.
- Listen and engage as per usual.





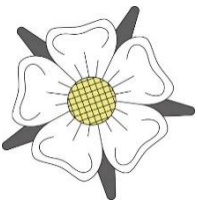
Key Elements of Coaching: Questioning



Person B (Speaker)– choose a topic

Person A (Questioner)– ask open ended questions

Person B – try and catch them out with a yes/no answer



G

- Growth
 - What goals do you want to achieve?

R

- Reality
 - What is happening now?

O

- Options
 - What could you do?

W

- Will
 - What will you do?

T

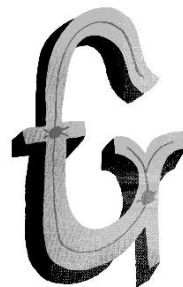
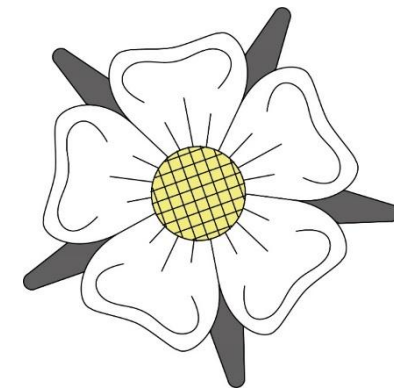
- Tactics
 - How and when will you do it?

H

- Habits
 - How will you sustain your success?

STRUCTURING A COACHING SESSION

I'm going to try to coach you to enable you to get closer to your target...



WHAT IS YOUR TARGET?



ARE YOU HAPPY WITH THIS GOAL?



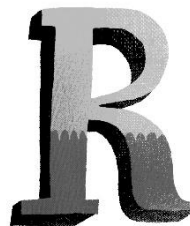
WHAT DO YOU WANT FROM ME AS YOUR COACH?



GOAL

Are you sure this is challenging enough?

Can we talk about how important it is for you to achieve this?



HOW WOULD YOU FEEL IF YOU ACHIEVED THIS?



LET'S EXPLORE THAT A LITTLE FURTHER...



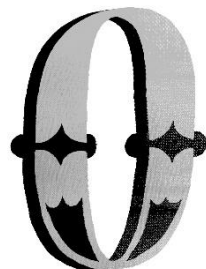
HOW ARE YOU FEELING NOW AFTER YOUR ATTEMPTS?



REALITY

What are the benefits of this happening?

Do you wish it was a more challenging target? Should we reconsider your aim?



SO, WHAT NEEDS TO BE DONE?

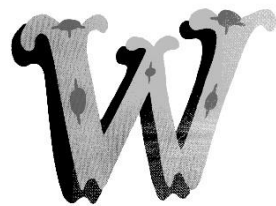


HAVE YOU ANY IDEAS ON HOW YOU ARE GOING TO REACH YOUR GOAL?

I WAS WONDERING IF IT MIGHT BE HELPFUL TO RE-ESTABLISH THE METHOD YOU USE?



OPTIONS



WHY IS/WAS THIS IMPORTANT?

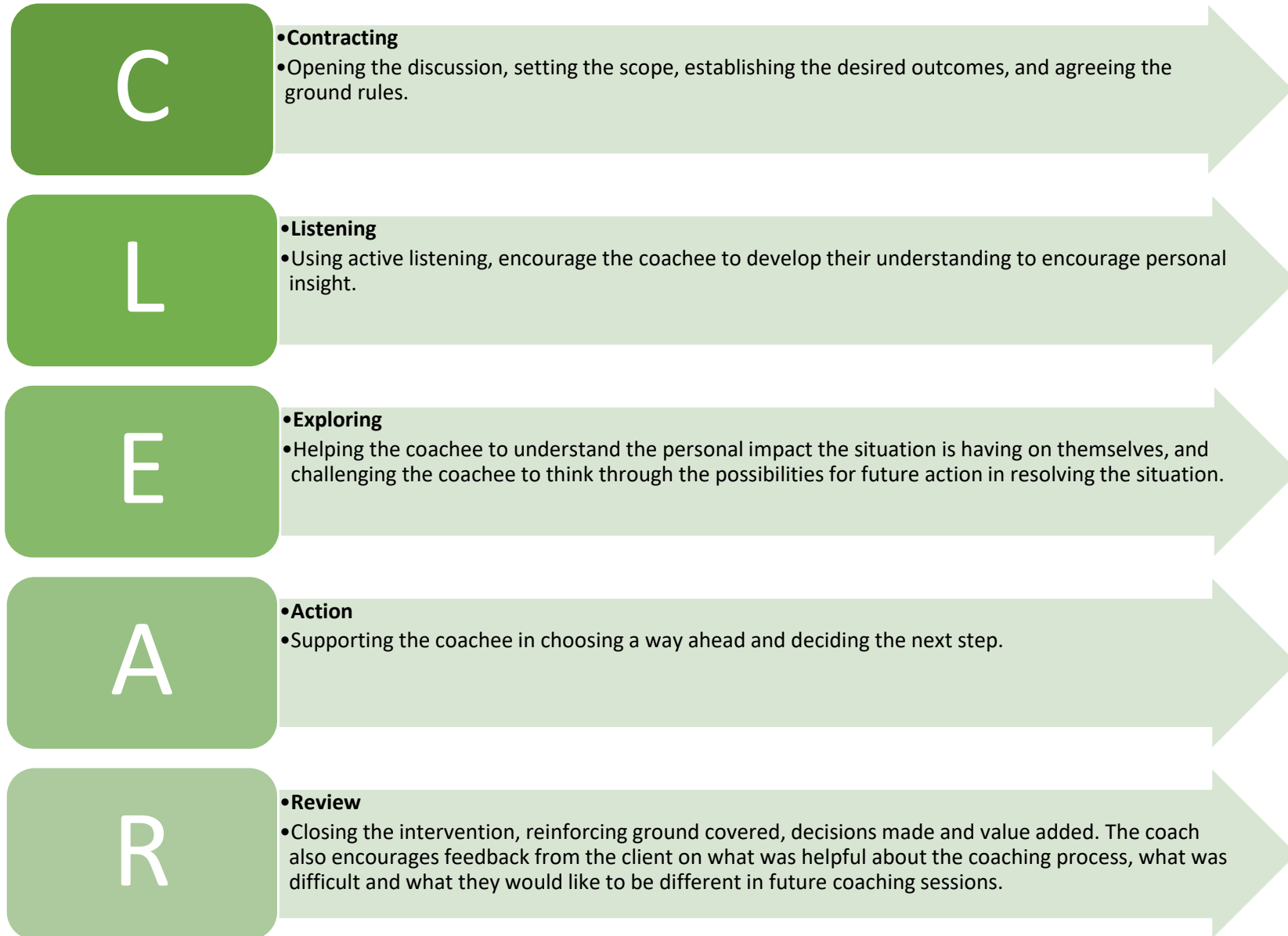
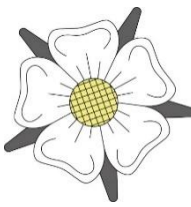


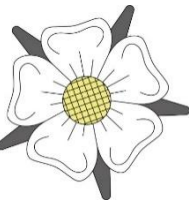
HOW CAN YOU TRANSFER THIS EXPERIENCE INTO SOMETHING ELSE YOU DO?



WAY FORWARD

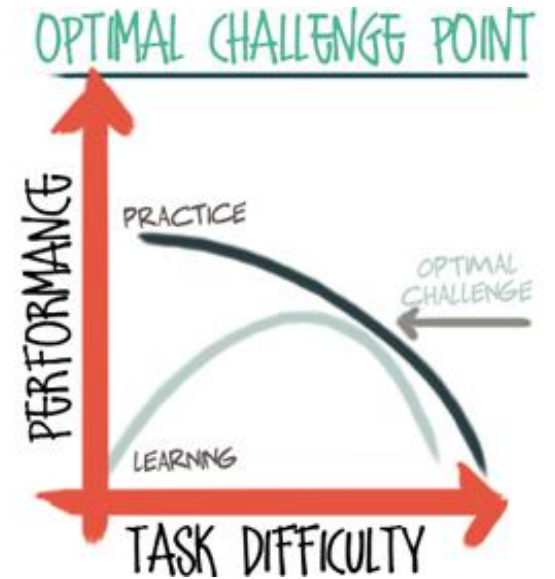
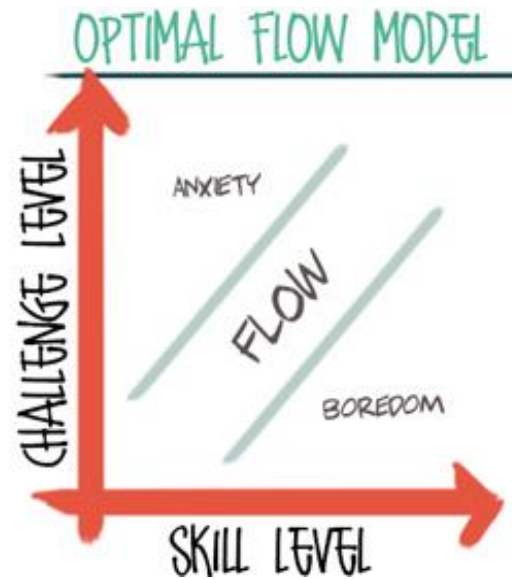
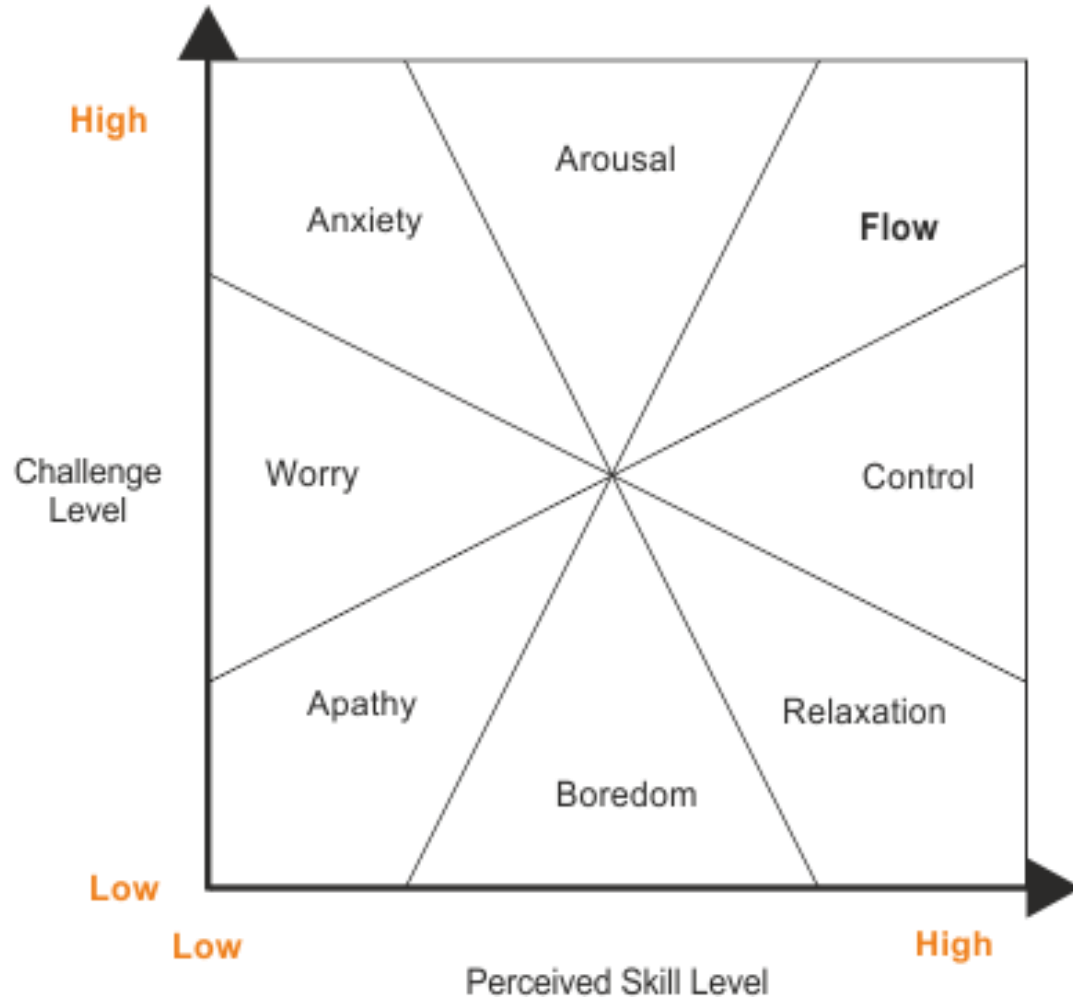
Models of Coaching: CLEAR

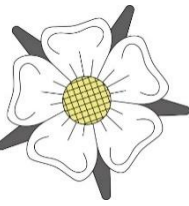




Models of Coaching: Flow

Figure 1. The FLOW Model



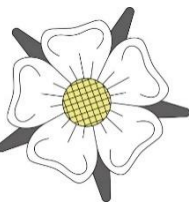


Becoming a Coach

- Being human
- Being humble
- Being respectful
- Having integrity

“Every successful individual knows that his or her achievement depends on a community of people working together”

Paul Ryan



Coaching Culture

... is one where coaching is the predominant style of managing and working together

Where a commitment to grow the organisation is embedded in a parallel commitment to grow the people within the organisation

Van Nieuwerburgh
(2018)

