Leadership Coaching Institute

John Campbell, Christian Van Nieuwerburgh, Jim Knight
Better Conversations for Coaching
Questions

Why is communication so important?
What are the partnership principles?
What are the Better Conversations Habits?
Why?
Communication is central to school improvement.
We have found that the single factor common to every successful change initiative is that relationships improve. If relationships improve, things get better. If they remain the same or get worse, ground is lost. Thus leaders must be consummate relationship builders with diverse people and groups – especially with people different than themselves.

-Michael Fullan
Effective communication is an essential skill for a fulfilled life.
We are experiencing a radical brokenness in all of existence. Times are out of joint. Alienation and disharmony, conflict and turmoil, enmity and hatred characterize so much of life.

-Desmond Tutu, No Future Without Forgiveness
1 in 3

“Loneliness Among Older Adults,”
AARP, September 2010
There is reason for hope
Complex, fulfilling relationships don’t suddenly appear in our lives fully formed. Rather, they develop one encounter at a time.

-Gottman (2001) *The relationship cure*
1. List 10 people with whom you have many important conversations.
7 Principles
Partnership Principles

2:00
Principle One

Equality
The world’s problems begin with the belief that some human lives are more valuable than others.

-Nelson Mandela
Identify someone who truly sees others as equals.

What do they do that shows that they see others as equals?
THE DON DESHLER Leadership Award
Identify someone who truly sees others as equals.

What do they do that shows that they see others as equals?
Principle One

Equality

2:00
Principle Two

Voice
What people need is a good listening to.

-Marylou Casey
FIRST, BREAK ALL THE RULES
WHAT THE WORLD’S GREATEST MANAGERS DO DIFFERENTLY
FROM GALLUP
Foreword by Jim Harter, Ph.D.

NOW INCLUDES
Access to the Clifton StrengthsFinder Assessment and the Q12 Employee Engagement Survey
Student Voice
The Instrument of Change

Russell J. Quaglia
Michael J. Corso
Principle Two

Voice

2:00
Principle Three

Choice
Daniel H. Pink

author of the New York Times bestseller

A Whole New Mind

DRiVE

The Surprising Truth
About What Motivates Us
• Control doesn’t work
WHY WE DO WHAT WE DO
Understanding Self-Motivation
EDWARD L. DECI
with RICHARD FLASTE
control is an easy answer. It . . . sounds tough, so it feels reassuring to people who believe things have gone awry . . . however, it has become increasingly clear that the approach simply does not work . . . the widespread reliance on rewards and punishments to motivate responsibility has failed to yield the desired results. Indeed, mounting evidence suggests that these so-called solutions, based on the principle of rigid authority, are exacerbating rather than ameliorating the problems. (pp. 1–2)

-Edward Deci, Why We Do What We Do
Choice

- Control doesn’t work
- Control diminishes people
Saying no is the fundamental way we have of differentiating ourselves. To take away my right to say no is to claim sovereignty over me ... if we cannot say no, then saying yes has no meaning.

-Peter Block
The opposite of love is control.

-Donald Miller
Choice

- Control doesn’t work
- Control diminishes people
- Autonomy doesn’t mean people can choose to be unprofessional
Choice

- Control doesn’t work
- Control diminishes people
- Autonomy doesn’t mean people can choose to be unprofessional
- Autonomy involves responsible accountability
Principle Three

Choice

2:00
Principle Four

Reflection

2:00
Principle Four

We approach others as learners not judgers.
It’s not our differences that divide us. It’s our judgments about each other.

-Margaret Wheatley, Turning to One Another
There are many ways we can roll our eyes that don’t involve our eyes.

-Michael Fullan
THE SIX SECRETS OF CHANGE
What the Best Leaders Do to Help Their Organizations Survive and Thrive
MICHAEL FULLAN
Author of Change Leader & Leading in a Culture of Change
Principle Four

Reflection

2:00
Principle Five

Dialogue

2:00
Bohm
On Dialogue
Conditions for Dialogue*

1. Humility
2. Hope
3. Faith
4. Critical Thinking
5. Love

*Paulo Freire
Love
Engaging the will for the good of another
Ultimately, our greatest joy is when we seek to do good for others.

Archbishop Desmond Tutu
The Book of Joy
I have decided to stick with love. Hate is too great a burden to bear.
Dr. Martin Luther King
How easy is it for you to choose love over hate?

How easy is it for you to “engage your will for the good of others?”
Principle Six

Praxis

2:00
Principle Seven

Reciprocity

2:00
Principle Seven

Conversation should be life-giving.
Nonviolent COMMUNICATION
A Language of Life

2nd Edition

Marshall B. Rosenberg, Ph.D.

Endorsed by
Arun Gandhi, Deepak Chopra, Marianne Williamson, John Gray, Jack Canfield, Anthony Robbins, Dr. Thomas Siever, Diane Esther, and more
Life-alienating

- moralistic judgments
- making comparisons
- making demands
- denial
- labeling others
How would your life be different if ... you walked away from gossip and verbal defamation? Let today be the day ... speak only the good you know of other people and encourage others to do the same.

-Steve Maraboli
Reciprocity

Conversation should be life-giving.
7 Principles

1. Equality.
2. Choice.
5. Reflection.
6. Praxis.
7. Reciprocity.
Habits
To be authentic, you need to act in a way that is consistent with what you believe.
Listen
On a scale of 1-5, how seriously are you going to take this activity?

On a scale of 1-5, how vulnerable are you willing to be during this activity?
Michael Bungay Stanier’s Five Questions

The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever

Wall Street Journal Bestseller

Bestselling Author of Do More Great Work
Michael Bungay Stanier’s

Five questions

• What’s on your mind?
• What’s on your mind?
Michael Bungay Stanier’s
Five questions

• What’s the real challenge …?  
• And what else?
Michael Bungay Stanier’s

Five questions

• What’s the real challenge …?  
• And what else?
Michael Bungay Stanier’s

Five questions

• What do you want?
Michael Bungay Stanier’s Five questions

• What do you want?
Michael Bungay Stanier’s
Five questions

• What was most useful?
Michael Bungay Stanier’s
Five questions

• What was most useful?
Your Questions

What did this activity prompt you to think about the way you listen and ask questions?

Will you try to do anything differently in the future?

2:00
Five questions

• What’s on your mind?
• What’s the real challenge …?
• And what else?
• What do you want?
• What was most useful?
Connect

2:00
Failure to connect can hinder your career. It can interfere with friendships. It can weaken your relationships with relatives, including your kids. It can even ruin your marriage.

Gottman, p.25
“A bid can be a question, a gesture, a look, a touch--any single expression that says ‘I want to feel connected to you.’ A response to a bid is just that--a positive or negative answer to somebody’s request for emotional connection.”

Gottman
Turning Toward
When someone turns away from a bid, the bidder loses confidence and self-esteem. In our observation studies, we see how people almost seem to "crumple" when their partners turn away. The bidders don’t get puffed up with anger; they don’t get indignant; they just seem to fold in on themselves.

Turning Against
In what ways do your own experiences suggest that Gottman’s research is right or wrong?
Trust

2:00
What is Trust

1. Character
2. Reliability
3. Competence
4. Warmth
5. Stewardship
LOOKING AHEAD:

Building Trust

Use this form to consider the factors that influence trust—character, competence, reliability, warmth, and stewardship. Identify any changes you can make to become more trustworthy.

CHARACTER
Are you honest, transparent, and nonjudgmental? Do you need to change so that you can be more trustworthy?


COMPETENCE
How can you increase the value of what you share? Do you need to be more focused or precise? Do you need to increase your depth of knowledge?


RELIABILITY
What organizational rituals and boundaries can you add, or what activities can you quit so you can be more reliable?


WARMTH
Do you need to get better at demonstrating empathy, listening, being a witness to the good, or being vulnerable to encourage trust?


STEWARDSHIP
Do you need to change your outlook on life in any way so that you are less concerned with yourself and more concerned with others?


2:00
Find Common Ground
I note the obvious differences between each sort and type, but we are more alike, my friends, than we are unalike.

—Maya Angelou
I C.A.R.E.

- Interests
- Convictions
- Activities
- Roles and Responsibilities
- Experiences
hello@instructionalcoaching.com