



# Leading CLD Through Coaching

## Session 2



Education  
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## Session overview

- Reconnect with learning from session 1
- Deepen listening and asking questions
- What next for my coaching journey



What do you remember about session 1, what was the highlight for you?

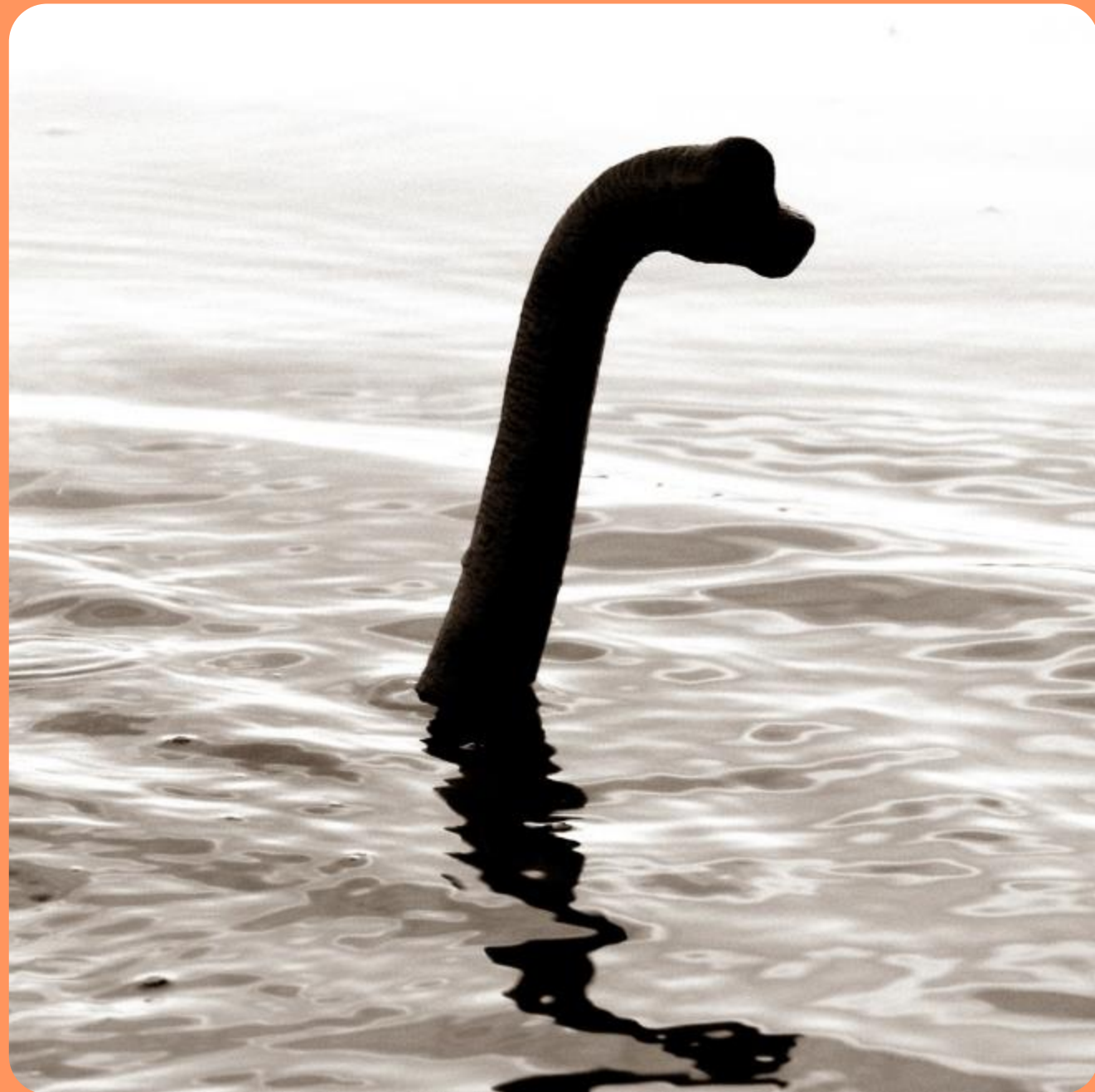
# The Coaching Habit



'The Coaching Habit - Say less, Ask more and Change the way you lead forever (Michael Bungay Stanier)'

2 Sessions will offer the opportunity to:

- Build a coaching habit and skills which will support your day to day practice as a leader
- Translate insights and learning about coaching into action in your role as a leader
- Share practical tools and suggestions which will support you to practise your coaching approach.



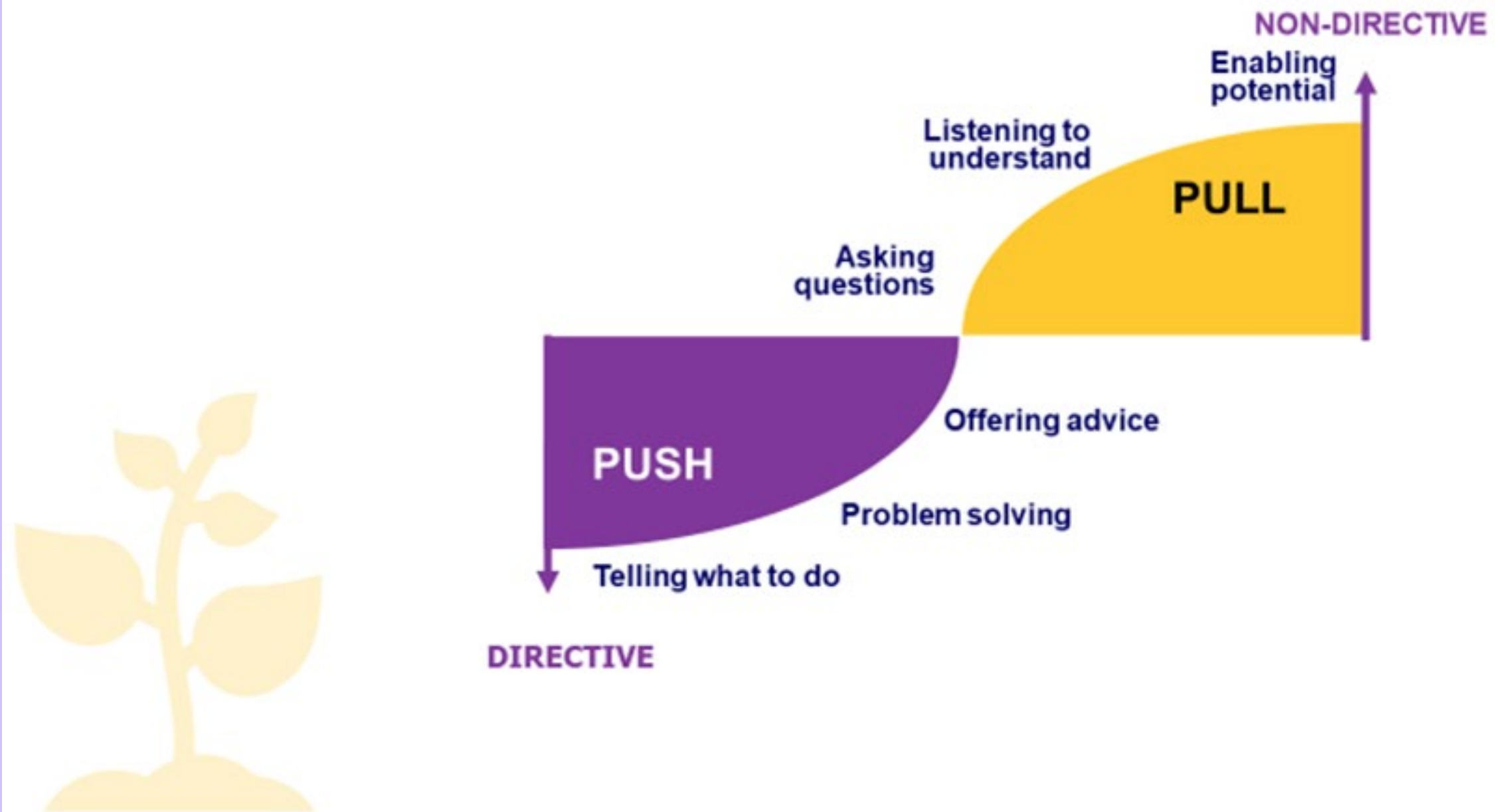
Taming your advice monster  
Michael Bungay Stanier

Staying curious a little bit longer

What is the real challenge?

# Coaching Spectrum

## Coaching Spectrum



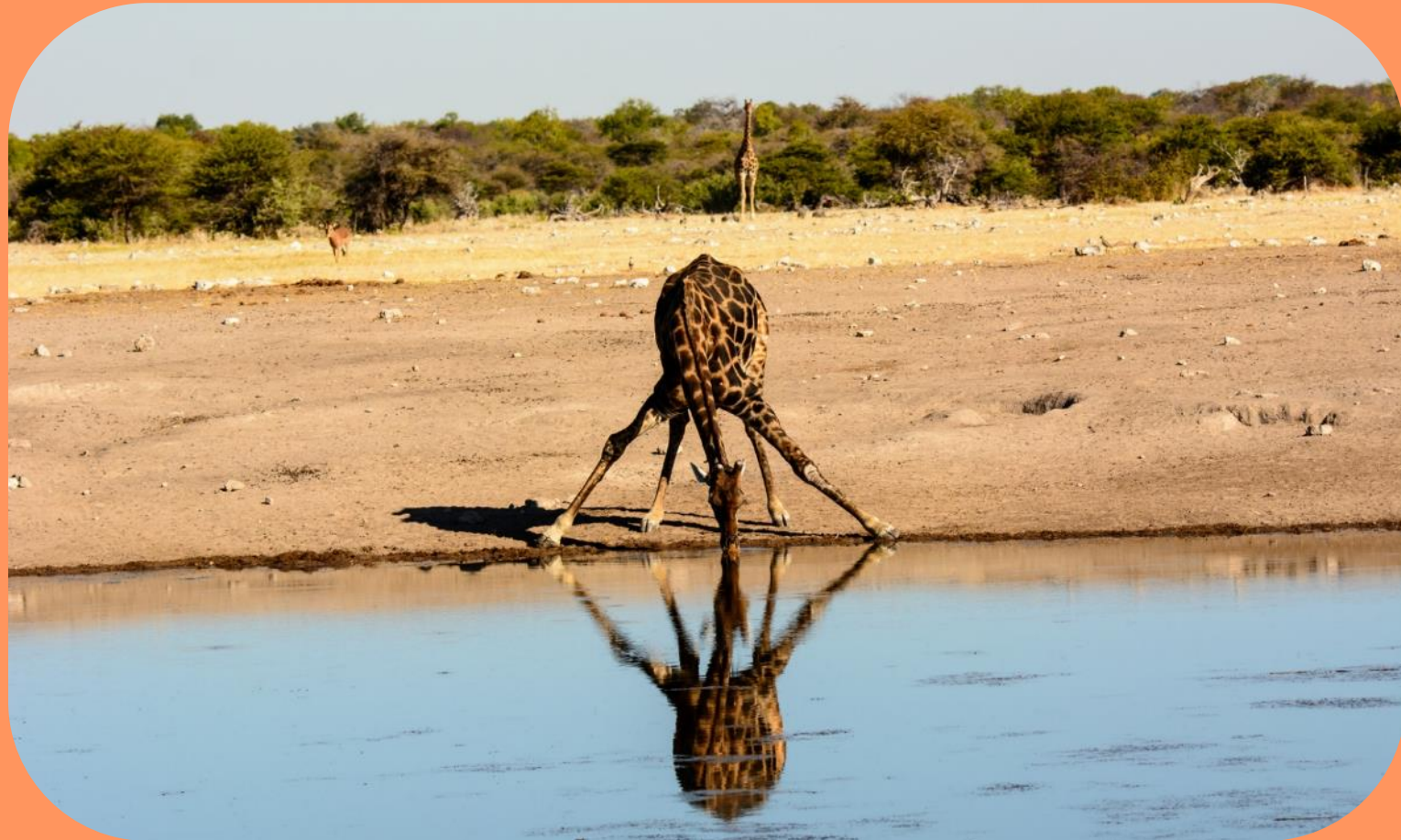


## Overview of Otto Sharmar 4 levels of listening





# Reflection and Discussion



In groups:

Since we last met:

- Share your reflections and learning since we last met.
- How has coaching featured in your role as a leader?
- What questions do you have about coaching now?
- Anything else?



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# New Learning

1. Creating a space to think

2. Questions





View video on

<https://youtu.be/UbOijh3CVps>



Nancy Kline

# Components of creating a thinking environment

Ease

Equity

Attention

Place

Encouragement

Diversity

Incisive questions

Appreciation

Feelings

Information

# Time to think



In groups:

A volunteer presents a leadership challenge and group members give them the time to think.

Wait for the presenter to give you permission to start asking questions to help their thinking.

# The Power of Questions



## Reasons for questions:

To use as a powerful tool for learning and understanding

To Create Awareness

To Generate Responsibility

...

To Encourage Enquiry and Discovery

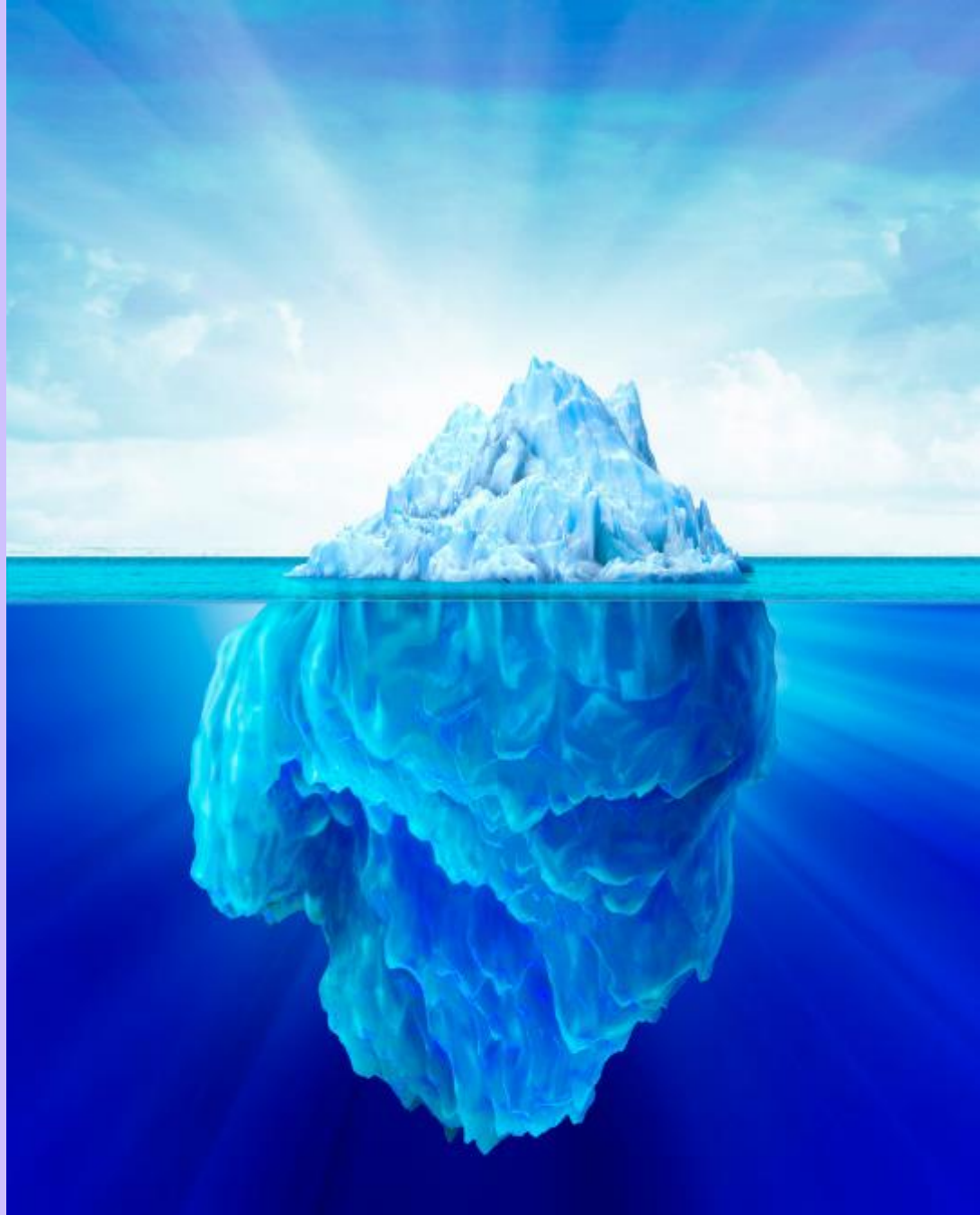
To Generate Commitment

To Gain Clarity





Why not Why?



## Top Tips for effective questions:

1. Ask open questions - what, how, who, when, where
2. Do not ask leading questions
3. Avoid problem solving
4. Avoid using 'why'

### Reframing closed questions to open questions

Closed question	Open question
1. Did that approach work? 2. Is that the sort of thing you were thinking of? 3. Will you do X or Y?	1. <b>How did it go?</b> 2. <b>What sort of thing were you thinking of?</b> 3. <b>What will your next step be?</b>

### Reframing leading questions to open questions

Leading question	Open question
1. Don't you think it would be a good idea to ...? 2. Have you thought of doing x? 3. Why don't you ...? 4. What about doing x (action)?	1. <b>What do you think would be a good idea?</b> 2. <b>What are your thoughts?</b> 3. <b>What would happen if you ..?</b> 4. <b>What will your next step be?</b>



# The CREATE model

## CURRENT REALITY (CR)

In a session or conversation, begin by discussing the current reality until both you and the other person have a clear picture of what is going on.

## EXPLORE ALTERNATIVES (EA)

Once you are both clear on the current reality and have established a baseline that you can measure any progress against, begin to explore all the possible options and alternatives.

## TARGET ENERGY (TE)

In a conversation where you are exploring options you will notice the change in energy when the purpose comes across an option, activity, idea or insight that they feel connected to - often the energy increase is on a sub-conscious level so sometimes even the person wouldn't recognise it.

# Current Reality Powerful Questions

How long have you been thinking like this / or about this? Hours / weeks / months / years?

How long do you think about it; when you do think about it; in minutes or hours?

How important is this issue to you? On a scale of 0 - 10?

Is this in your top three, five or ten priorities right now?

How committed to changing this issue are you, on a scale of 1 - 10?

How do you feel about the thinking time you have given this so far?

What are your main insights about this issue up to now?

On a scale of 1 - 10, how confident are you that you have all the information you need to take action?

# Explore Alternatives (EA) Powerful Questions

What are some possible paths you could take from here?

How do you want to explore a few different ideas for how to move this forward?

How could I best help you from here?

How do you think we might move this insight forward?

What are some different ways we could tackle this?

What other perspectives can you see this from?

# Target Energy (TE)

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What are some different ways we could tackle this?

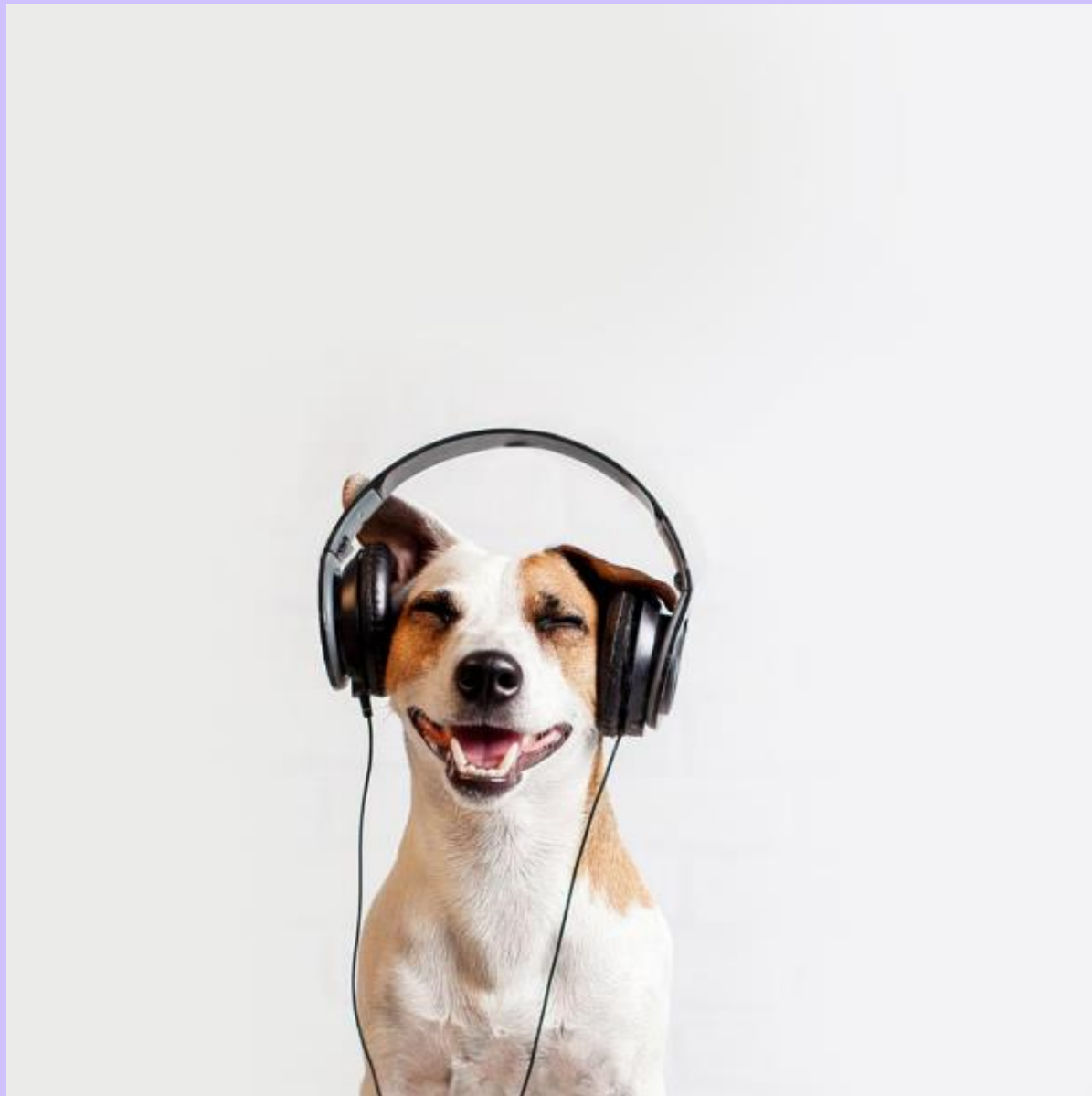
What other perspectives can you see this from?



## The Art of Listening

Julian

<https://education.gov.scot/professional-learning/coaching-in-education/asure>



# Reflecting on Your Questioning habits as a leader

By reflecting on your questioning process, you can become a more effective questioner. This will ultimately lead to deeper understanding and better learning.

- What are the goals I want to achieve with my questions?
- When or how do my questions show genuine curiosity or a need to be right?
  - Am I actively listening to the answers I receive?

## Group exercise/action learning model to explore the power of questions

1. Framing: One person in the group offers a current issue or dilemma.
2. The rest of the group list as many questions you can think of which might start a coaching conversation
3. Analyse and go deeper. Ask what assumptions are embedded in the questions? What are the most useful questions in this coaching conversation? What kind of answer are you hoping to find from asking these questions?

What was the most useful or valuable learning for you as a leader from this session?

# Coaching in Education

Welcome to the Coaching in Education online resource.

Coaching has far reaching benefits and is an approach which can have a significant impact on how we learn and develop within Scottish education. This resource is designed to support educators and leaders to:

build an understanding of coaching in education and how it can benefit learners

build skills in using a coaching approach across different contexts

develop an understanding of how a coaching approach can be applied across different contexts in education.

Coaching in Education  
Webpage