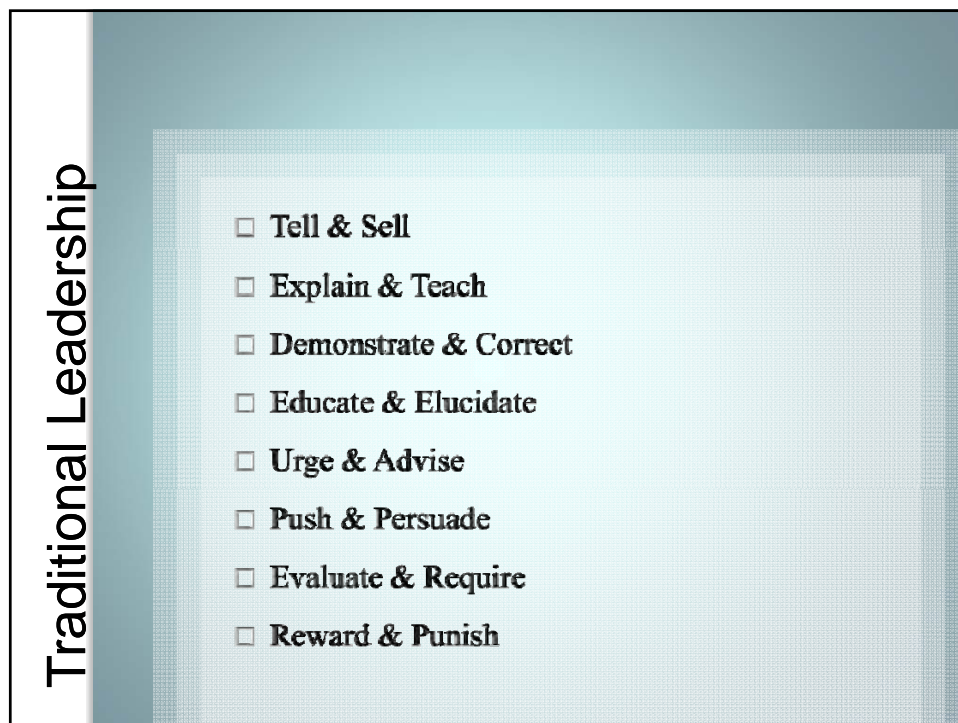




Service Leader as Coach
Calling Forth Motivation and Movement

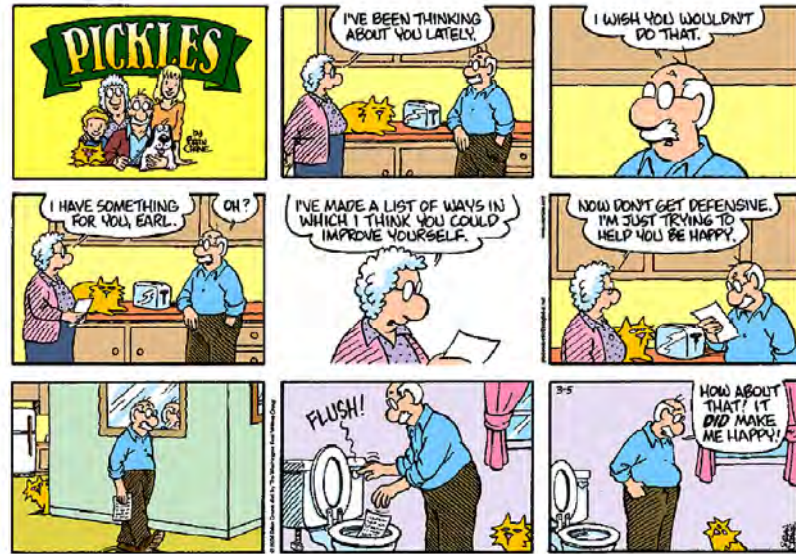
Bob Tschannen-Moran
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Traditional Leadership

- Tell & Sell
- Explain & Teach
- Demonstrate & Correct
- Educate & Elucidate
- Urge & Advise
- Push & Persuade
- Evaluate & Require
- Reward & Punish

Traditional Impact



“I’m always ready to learn,
although I do not always like
being taught.”

~ *Winston Churchill*

Coach Approach

- Listen & Learn
- Inquire & Explore
- Collaborate & Create
- Empathize & Understand
- Observe & Discover
- Connect & Contribute
- Brainstorm & Choose
- Experiment & Execute

Sir John Whitmore



Paired Interviews

- Think of a time when you took an “ask-don’t-tell” approach as a leader.
- What did you value most about that experience?
- What did it generate in the way of energy and ideas?
- What helped you to take that stance?
- If you could more fully take an “ask-don’t-tell” approach in your relationships with the people you lead, what would that look like?

“A world of questions
is a world of possibility.”

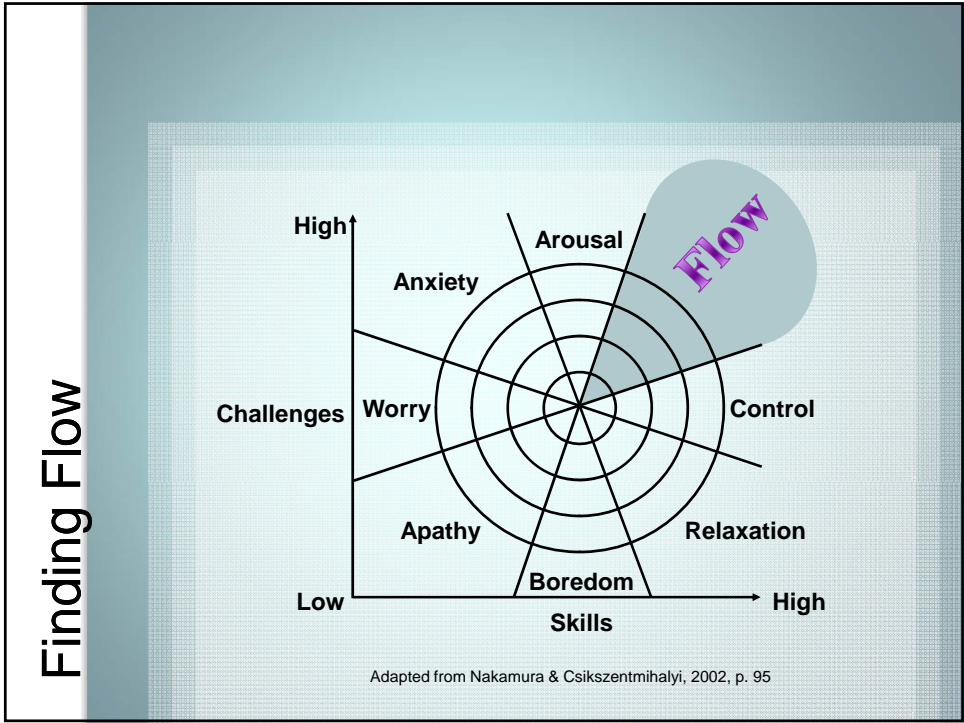
~ *Marilee Adams*

Types of Motivation

- **Extrinsic motivation** – low investment, gain rewards and avoid punishments
- **Introjected motivation** – self-imposed, related to self-esteem, looking good
- **Integrated motivation** – done for the sake of personally important outcomes
- **Intrinsic motivation** – activities that are interesting, exciting, challenging, and performed for satisfaction alone

Types of Motivation

- **Extrinsic motivation** – I'm here because I have to be here.
- **Introjected motivation** – I'm here because someone I admire is here.
- **Integrated motivation** – I'm here because it serves me well.
- **Intrinsic motivation** – I'm here because I *love* learning about coaching and human motivation.



Trust Matters

“People do better
when they are not governed,
constricted, and tightened up by
fear.”

~ *Rosamund Stone Zander*

Empathy Matters

“We must remember this simple
truth:
the human soul does not want to
be fixed;
it wants simply to be seen and
heard.”

~ *Parker Palmer*

Appreciation Matters

**“The sparkle of good feelings
awakens motivation to change.”**

~ Barbara Fredrickson

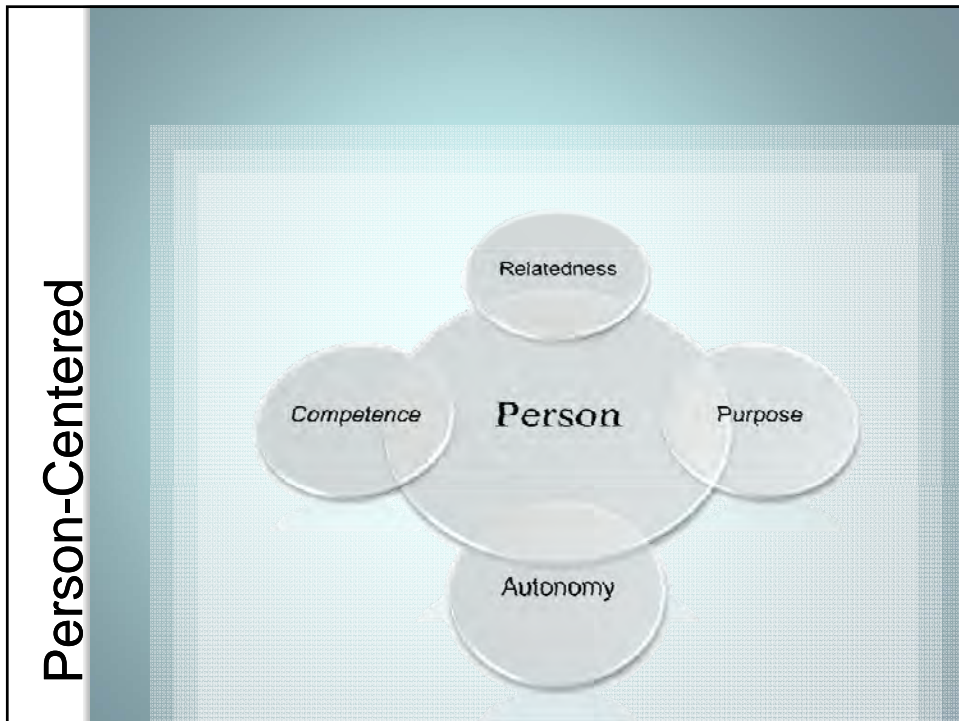
Meaning Matters

**“Our obligation is to give
meaning to life and in doing so to
overcome the passive, indifferent
life.”**

~ Elie Wiesel

Motivational Leadership

Person-Centered,
No-Fault,
Strengths-Based



“The person-centered approach rests on a basic trust in human beings, and in all organisms, to flow toward the constructive fulfillment of their inherent possibilities.”

~ *Carl Rogers*



No-Fault

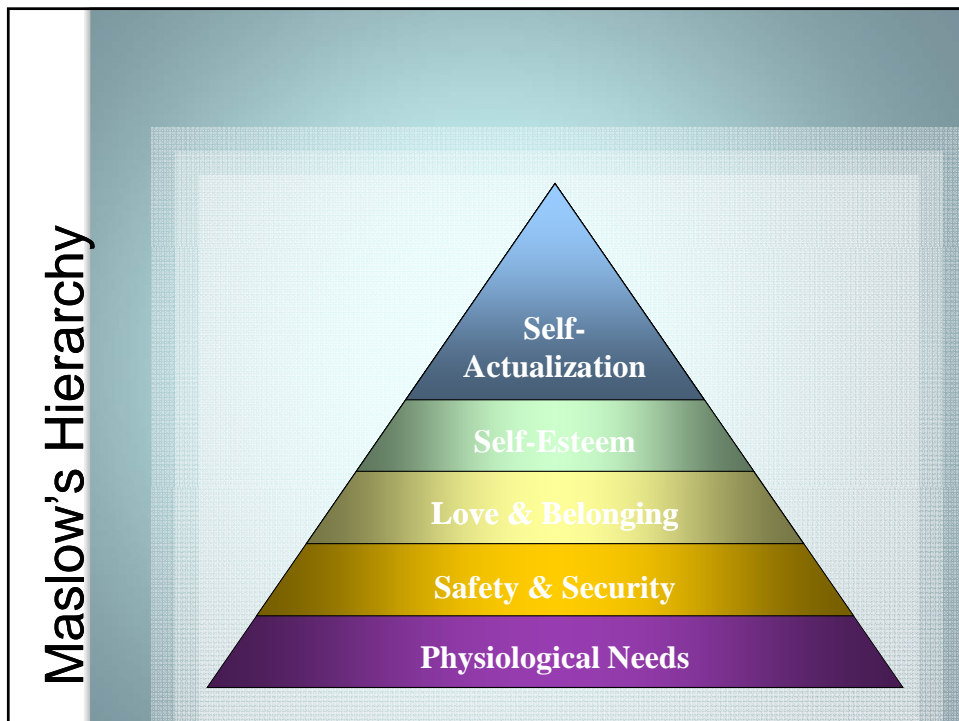
- Nonjudgmental Stance
- Authentic Caring
- Story Listening
- Respectful Understanding
- Life-Giving Presence

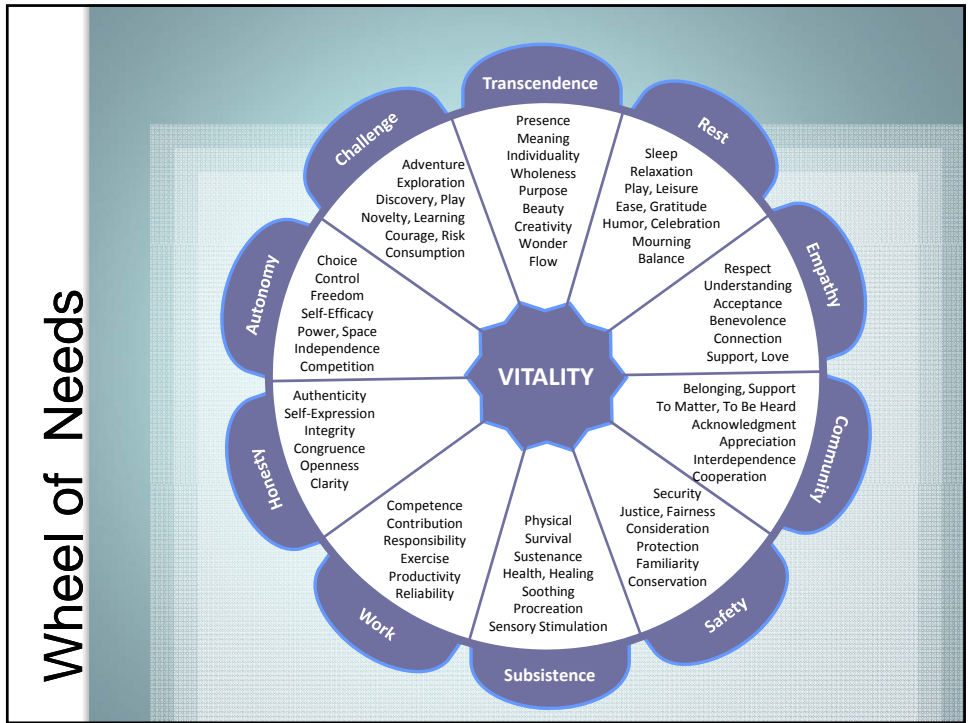
“Emotions matter.
An average negative experience
compromises optimal performance
for approximately four hours.”

~ Izzy Justice

Hear the Story

- Listen Mindfully
- Listen Quietly
- Listen Imaginatively
 - Vantage Points
 - Pivot Points
 - Lesson Points





No-Fault Presence

Monty Roberts

- Join Up**
- A Way of Being**
- Fostering Trust & Rapport**
- Calm Assurance**
- Playfulness**
- Openness to Possibility**

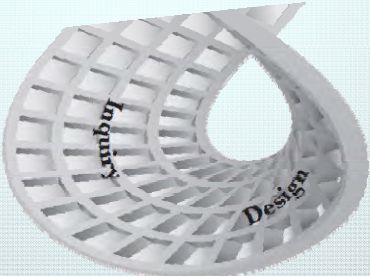


“I don’t want horses to work out of fear, but out of willingness. To destroy the willingness in a horse is a crazy, unforgiveable act.”

~ Monty Roberts

Strengths-Based

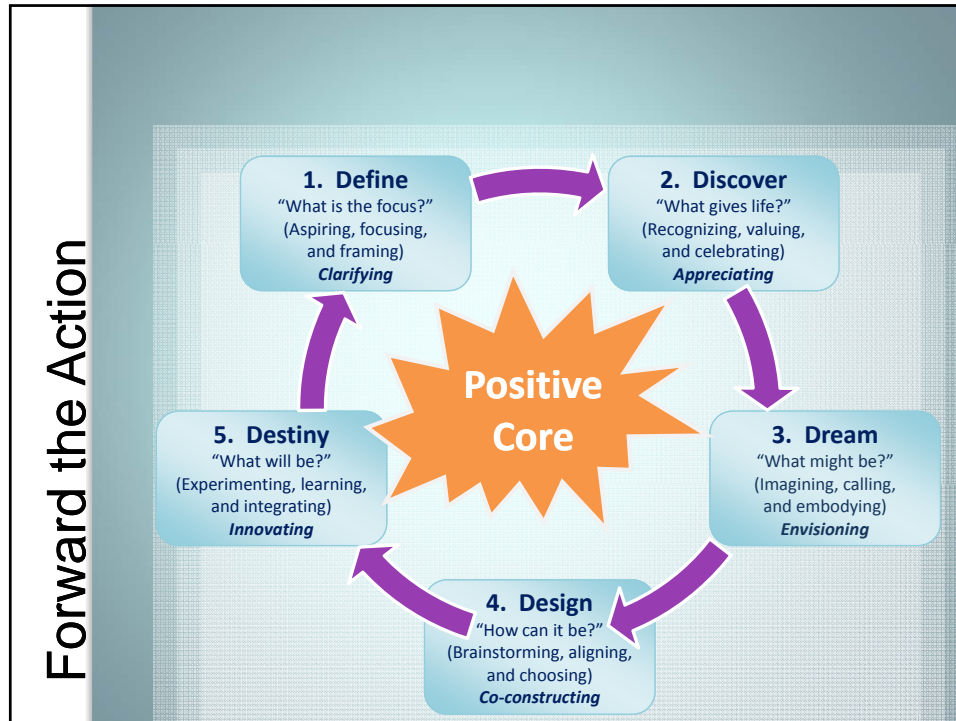
- Appreciative Stance
- Discovering Vitality
- Inviting Possibility
- Brainstorming Ideas
- Designing Experiments



“Excellence is not the opposite of failure. To learn about success you have to study success. Only successful examples can tell you what excellence looks like.”

~ *Marcus Buckingham*





“Don’t ask what the world needs.
 Ask what makes you come alive
 and go do it. Because what the
 world needs are people who have
 come alive.”

~ *Howard Thurman*

Strengths-Based Schools

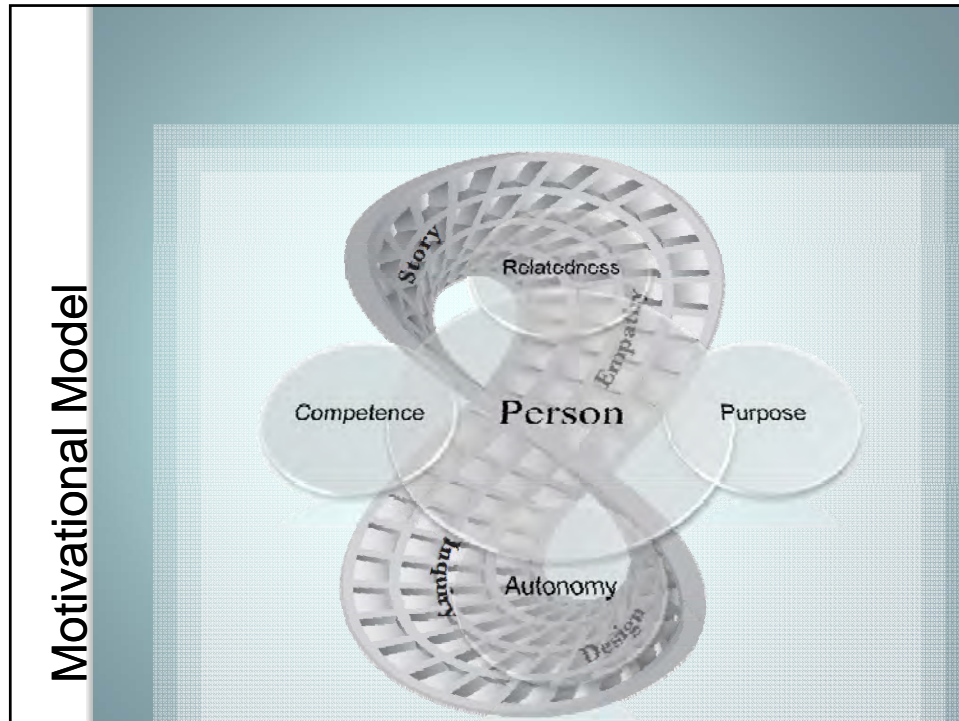


Jennifer Fox

- Discovering Strengths**
 - **Listening**
 - **Observing**
 - **Celebrating**
- Developing Strengths**
 - **Activity Strengths**
 - **Learning Strengths**
 - **Relationship Strengths**

World Cafe

- What's important to you about coaching leadership and why do you care?**
- What opportunities do we see?**
- What do we still need to learn?**
- What assumptions are we making?**
- How could we test those assumptions?**
- What's taking shape here?**
- What's emerging that's new for you?**



“The antidote for exhaustion
is not necessarily rest.
The antidote for exhaustion is
wholeheartedness.”

~ Brother David Steindl-Rast

Smile

Why do we stop smiling?
Little children do it with such reckless abandon.
At the slightest provocation
(And often with no provocation at all)
They burst out smiling
Not just with their mouths
But with their eyes
And their whole beings.

Even the animals find time to smile.
Squirrels roll in the mulch
With obvious delight
And blue jays pass food back and forth
Without apparent concern.
Then, of course, there is the cacophony of cawls
As though all the world
Was trying to smile
As the sun brightens the day.

They say it takes far fewer muscles to smile
Than to frown.
Why do we choose the harder way?
Why do we fight over who's right or wrong?

Who's up or down? Better or worse? Richer or poorer?
These things are not unimportant.
But they're no reason to stop smiling.

Life is, after all, how we find it.
No one gets to start at the beginning.
We all step into the same raging river
Are born and raised in the same condition
Of hopeful expectation
That in even the worst of times
There is reason to smile
And with just a simple facial gesture
There are untold mysteries to discover.

Smile.
It really is the least we can do.
From the not so distant parts
Of our childhood being
We can recover
In the twinkling of an eye
That part of ourselves
And of our world
That's not afraid to smile.

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