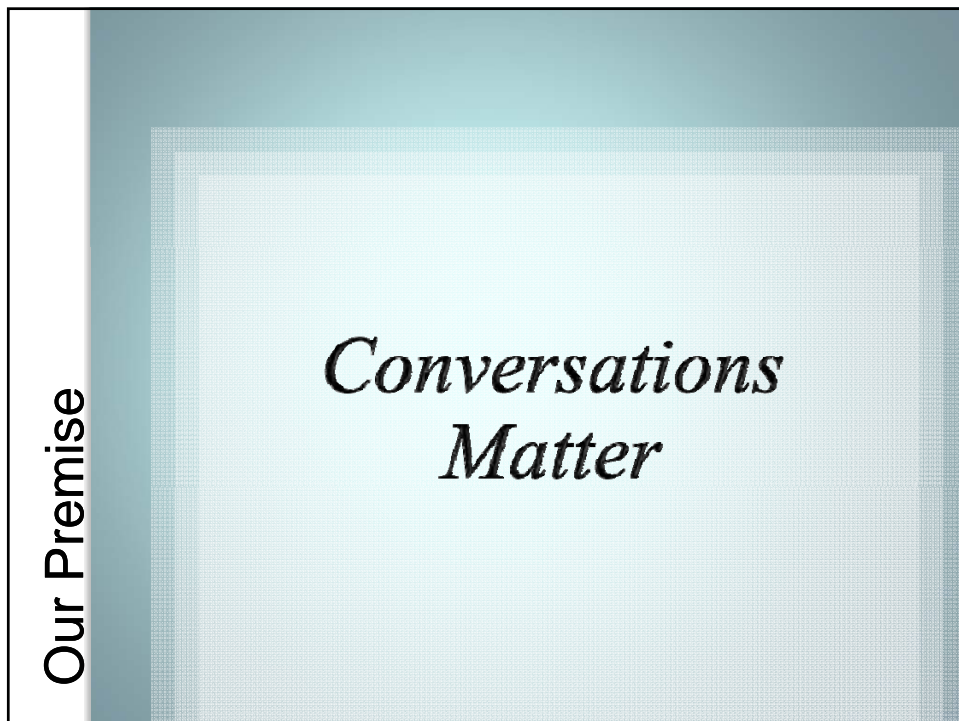


Evocative Coaching
Transforming Schools
One Conversation at a Time

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Our Premise

*Conversations
Matter*

“It takes courage to start a conversation. But if we don’t start talking to each other, nothing will change. Conversation is the way we discover how to transform our world, together.”

~ Meg Wheatley

Two Conversations

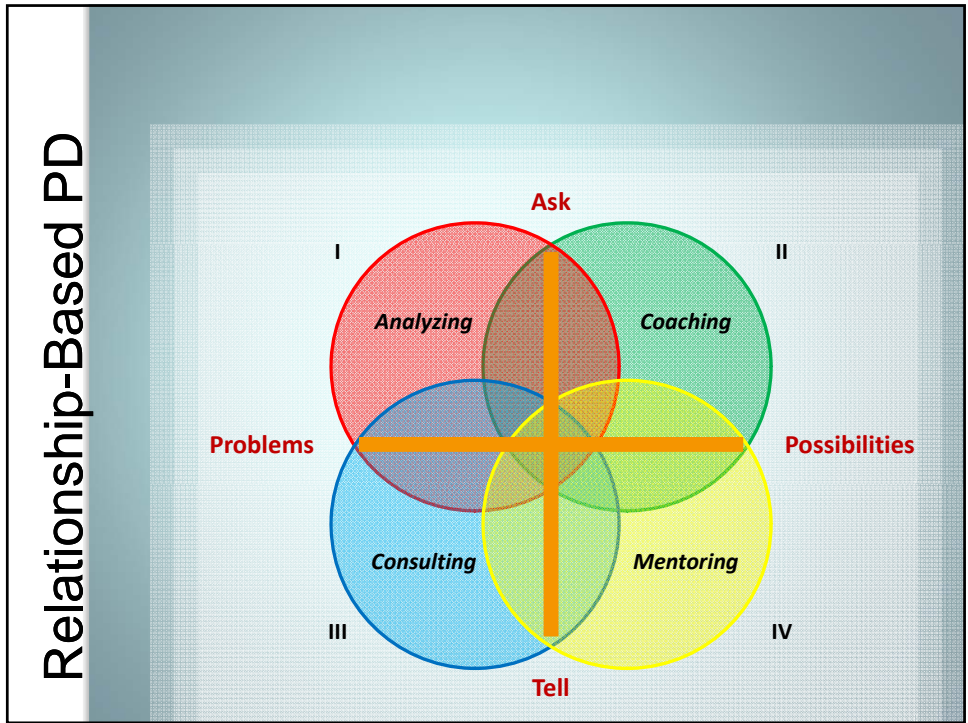
Evaluation	Development
<input type="checkbox"/> Mandated	<input type="checkbox"/> Elective
<input type="checkbox"/> Expert Based	<input type="checkbox"/> Inquiry Based
<input type="checkbox"/> Documenting Competencies	<input type="checkbox"/> Growing Capacities
<input type="checkbox"/> Certifying Minimums	<input type="checkbox"/> Evoking Maximums
<input type="checkbox"/> Verifying Ethics	<input type="checkbox"/> Encouraging Professionalism
<input type="checkbox"/> Standardized	<input type="checkbox"/> Individualized
<input type="checkbox"/> Comprehensive View	<input type="checkbox"/> Targeted Focus
<input type="checkbox"/> Hierarchical	<input type="checkbox"/> Collegial

Contemporary Impasse



Functional Clarity

- ❑ Both are Valuable and Necessary
- ❑ Common Ground: Student Learning & Success
- ❑ Evaluation establishes the Baseline
- ❑ Development raises the Bar when it is:
 - Universal
 - Career-Long
 - Teacher-Centered
 - No-Fault
 - Strengths-Based

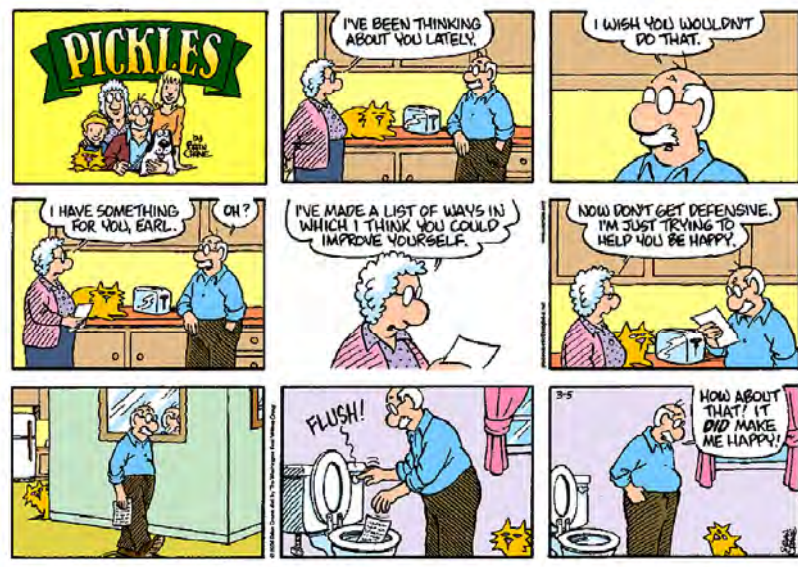


- Traditional Coaching**
- Tell & Sell
 - Explain & Teach
 - Demonstrate & Correct
 - Educate & Elucidate
 - Urge & Advise
 - Push & Persuade
 - Evaluate & Require
 - Reward & Punish

run, fatboy, run



Traditional Impact



“People don’t resist change.
They resist being changed.”

~ *Irving Borwick*

Evocative Coaching

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



Paired Interviews

What has been your best experience of learning through an “ask-don’t-tell” approach? Tell the story.

- What did you value most about that experience?
- What did it generate in the way of energy and ideas?
- In what sense, if any, did the learning “stick”?
- If you could make any three wishes come true for your own learning and growth, what would they be?

Questions are Evocative ***Evocative***

Calling to mind, bringing into existence, causing to appear, summoning into action, finding one's voice (from Latin *ēvocāre*, to call).

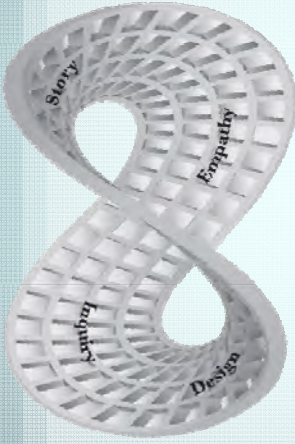
 Coaching

Transporting to a desired destination in a comfortable carriage (from Hungarian *kocsi*, after Kocs, a town where such carriages were first made).

Evocative Coaching


**Calling forth motivation
and movement in people,
through conversation
and a way of being,
so they achieve desired outcomes
and enhance their quality of life.**

Core Elements



- Person-Centered
- No-Fault
- Strengths-Based

Person-Centered



“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

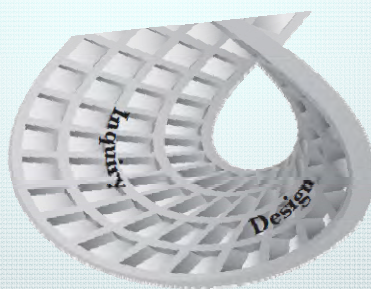
- Nonjudgmental Stance
- Authentic Caring
- Story Listening
- Expressing Empathy
- Hearing the Golden Sigh

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

~ Rosamund Stone Zander

Strengths-Based

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



“The more we know
about our strengths,
the better our changes will be.”

Coaching Presence

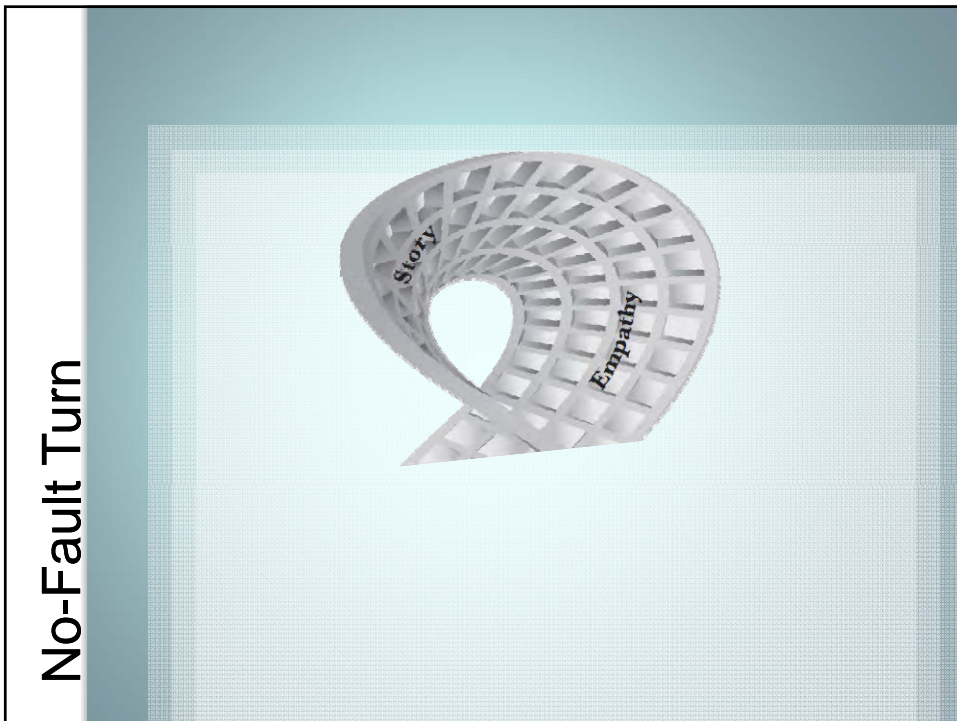


Monty Roberts

- 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*



Our Premise

“People need to be heard before they can be helped, and stories carry the heart of what they want others to know.”

Story Elements

- Characters**
- Intent**
- Actions**
- Struggles**
- Details**

Listening Essentials

- Quiet Listening
- Mindful Listening
- Reflective Listening
- Imaginative Listening

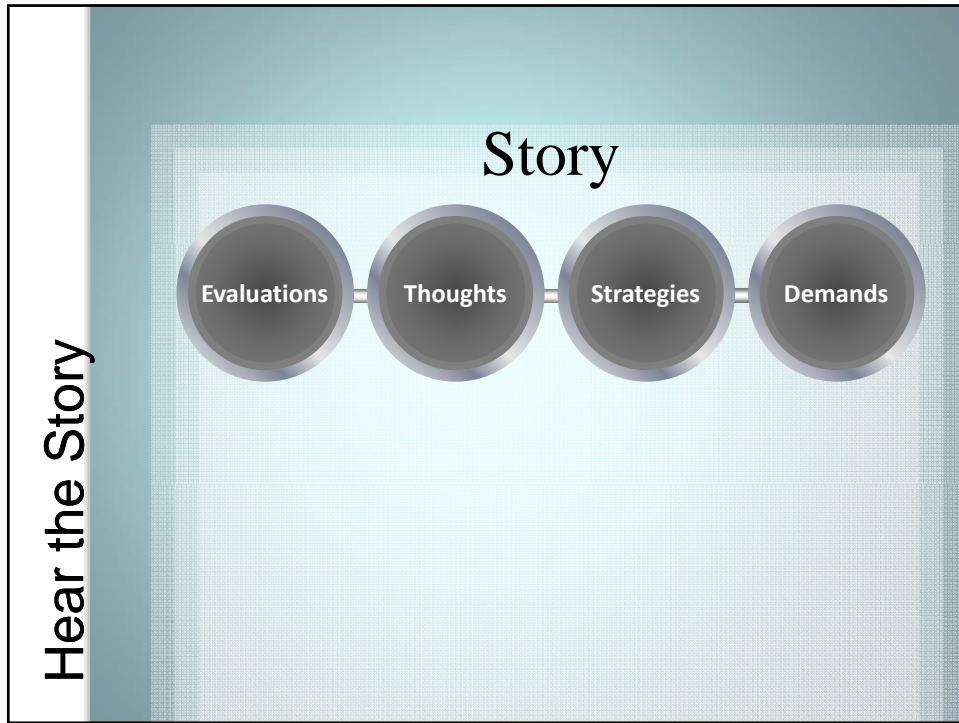
Listening Well

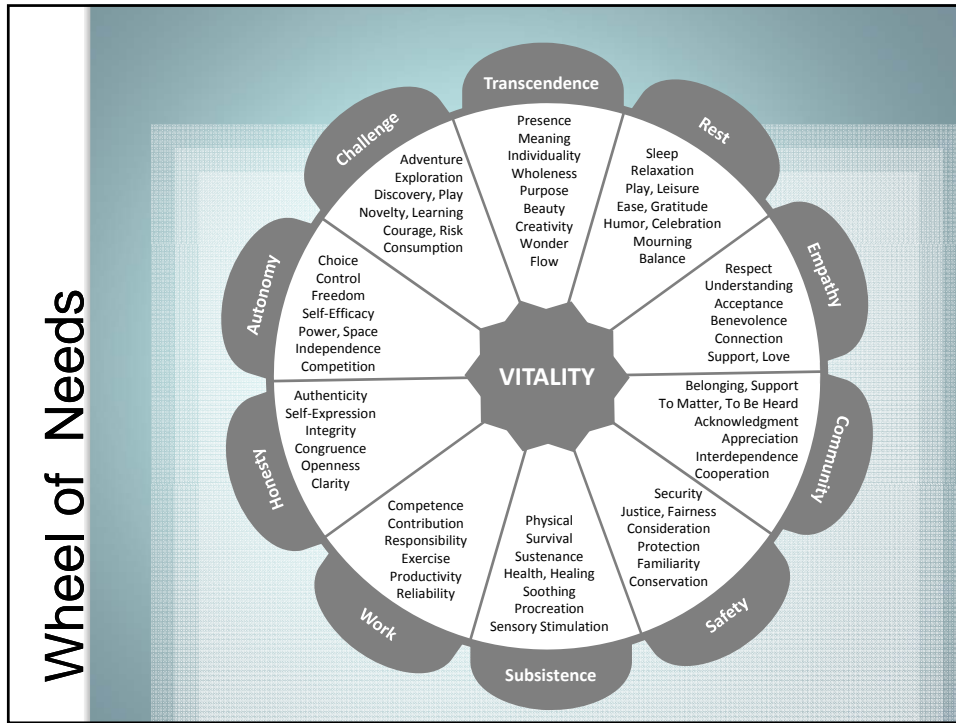
SISTENT

WAIT and SEE

- Why**
- Am**
- I**
- Talking**
- and*
- Stop**
- Explaining**
- Everything**

“Listening carefully, attentively,
patiently, and deeply
is the first work of coaching.”





- Expressing Empathy**
- ❑ ***Pity:*** Grieving another person’s experience
 - ❑ ***Sympathy:*** Emotional contagion with another person’s experience
 - ❑ ***Empathy:*** Respectful understanding of another person’s experience



Our Premise

“Discovering and exploring strengths awakens curiosity, willingness, wholeheartedness, and organizational alignment. It is a better way to change.”

Two Change Paradigms

<u>Deficit-Based Approach</u>	<u>Strength-Based Approach</u>
Identifying What's Wrong	Celebrating What's Right
Analysis of Causes	Discovering What Gives Life
Analysis of Possible Solutions	Envisioning What Enhances Life
Plan of Action & Treatment of Causes	Innovating What Honors Life
Schools as Problems to be Solved	Schools as Callings to be Embraced



“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

Discovering Strengths

- Appreciative Interviews
- Appreciative Assessments
- Appreciative Observations



CELEBRATE
WHAT'S
RIGHT
WITH THE
WORLD™
with
Dewitt Jones



*“By celebrating what’s right,
...we find the energy
to fix what’s wrong.”*



Observing Vitality

- **Observing Success**
positive self-monitoring



□ **Observing Reality**
inductive self-monitoring

Observation Essentials

OARS

- **Observable**
not evaluative commentary
- **Actionable**
quick wins bolster self-efficacy
- **Relevant**
tied to self-directed learning goals
- **Surprising**
reveals new aspects of experience

Design Thinking

An exploratory process that opens new horizons and uncovers previously overlooked possibilities for constructing better products, approaches, and organizations through positive discourse.

Stanford d.School

Join other graduate students at the **d.SCHOOL** to tackle **BIG PROJECTS** & become a leader in **MULTIDISCIPLINARY INNOVATION**

DESIGN THINKERS

IMMERSE yourself in the **DESIGN PROGRAM** and get a **GRADUATE DEGREE** in design thinking

Big Picture
We use design thinking to drive multidisciplinary innovation.
MORE >

Projects
We bring people together to tackle difficult, messy projects.
MORE >

People
We take a human approach to design, business & engineering.
MORE >

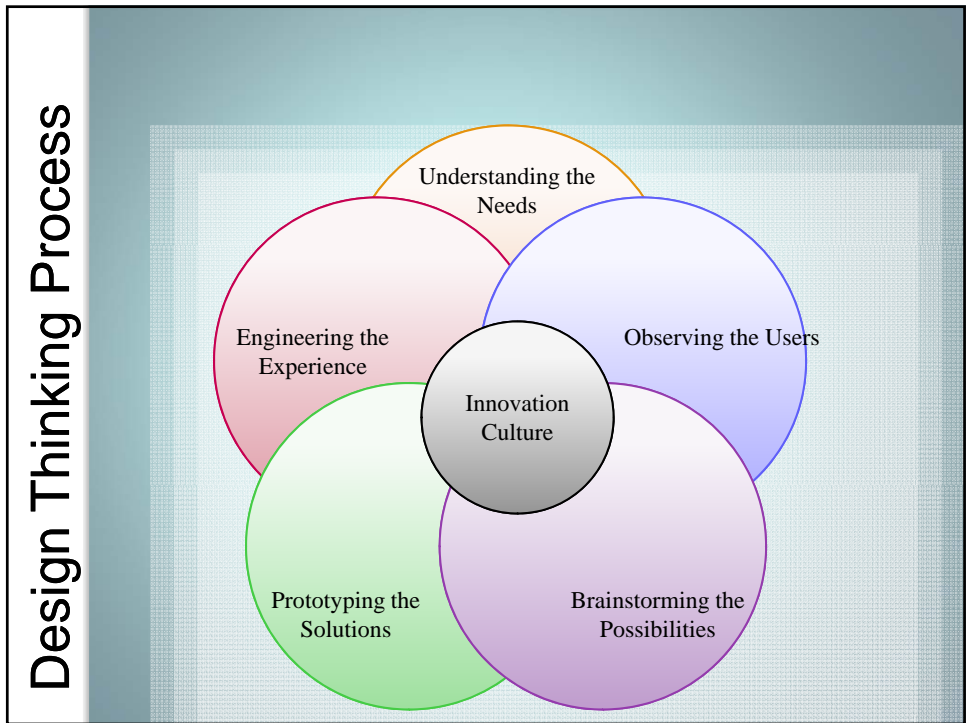
Our Place
We provide an innovation space for all of Stanford.
MORE >

Participate
Work with us, spread the word, and invest in the d.school.
MORE >

d.MANIFESTO All you need to know. On a napkin.

d.NEWS

f t RSS



“Nothing is as dangerous
as an idea when it is
the only one you have.”

~ *Émile Chartier*

Better Brainstorming

- Set playful rules.
- Stretch your mental muscles.
- Sharpen the focus
- Number your ideas.
- Build and jump.
- Leverage the space.
- Get physical.

Fail-Safe Prototyping

- Action Learning
 “Fail often to succeed sooner.”
- Design & Conduct
 S.M.A.R.T. Experiments
 Specific, Measurable, Attainable,
 Relevant, Time bound
- Awareness & Action Experiments

Aligning Environments



Coaching Exercise

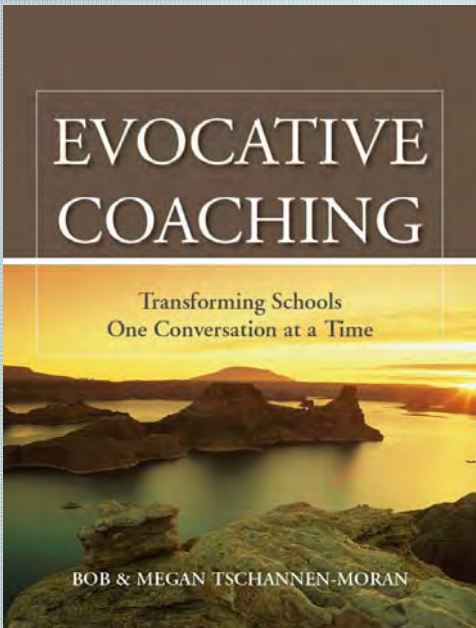
- Energy Check In**
 - 0-10
 - Color
 - Theme Song
- Clarify Learning Focus (Pick One Wish)**
- Inquire into Strengths**
- Brainstorm at Least 10 Ideas**
- Design an Experiment for your Professional Development as a Coach**

Experimental Design Template

Name		Date	Focus <input type="checkbox"/> Personal <input type="checkbox"/> Professional
State Hypothesis (If...Then...)			
Relevance to Personal Aspirations / Professional Standards			
Specific Strategies or Activities	Supporting Systems and Resources	Timeline	
Check In on Confidence Level (0-10)			
Data Collection & Reporting Procedures			

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

~ *Marilee Adams*



**EVOCATIVE
COACHING**

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