

**EVOCATIVE  
COACHING**

Transforming Schools  
One Conversation at a Time

BOB & MEGAN TSCHANNEN-MORAN

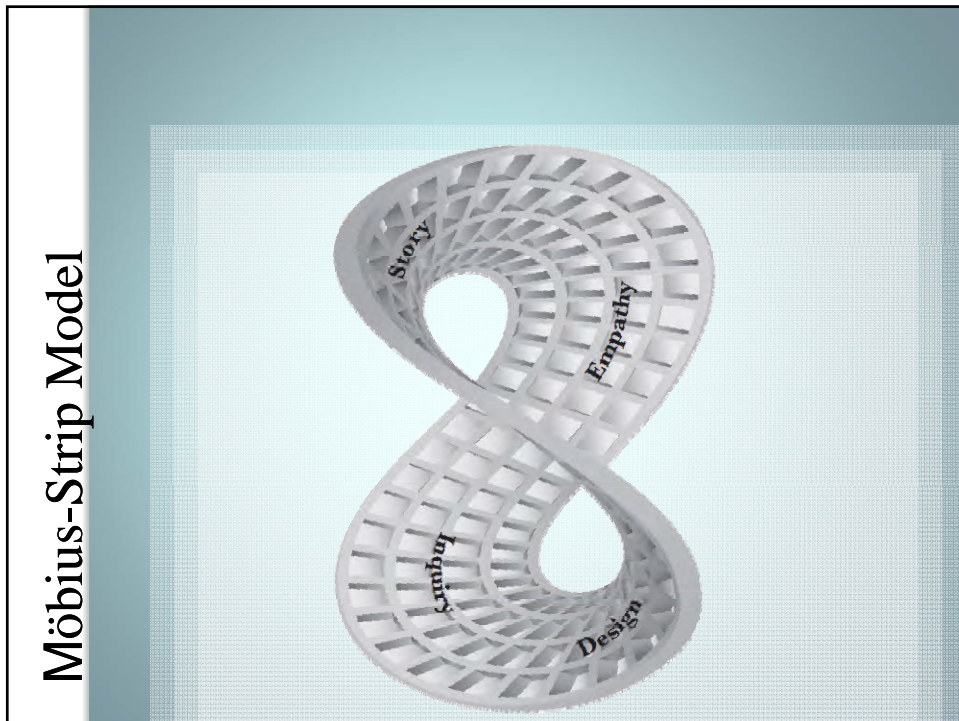
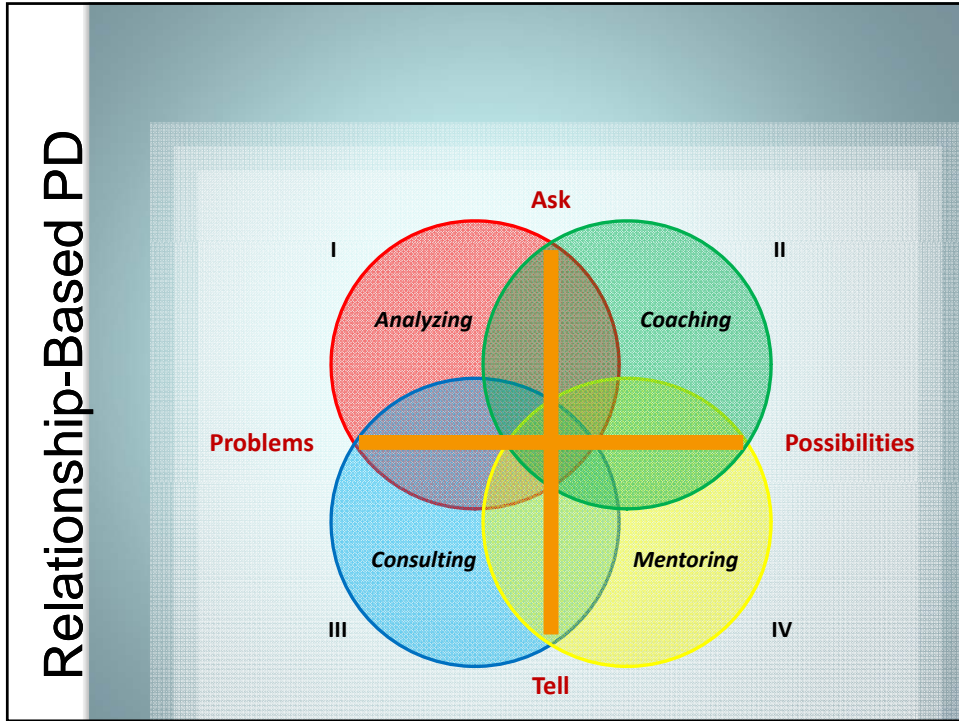
Bob & Megan  
Tschannen-Moran

*Center for School  
Transformation*

[www.SchoolTransformation.com](http://www.SchoolTransformation.com)  
[info@schooltransformation.com](mailto:info@schooltransformation.com)

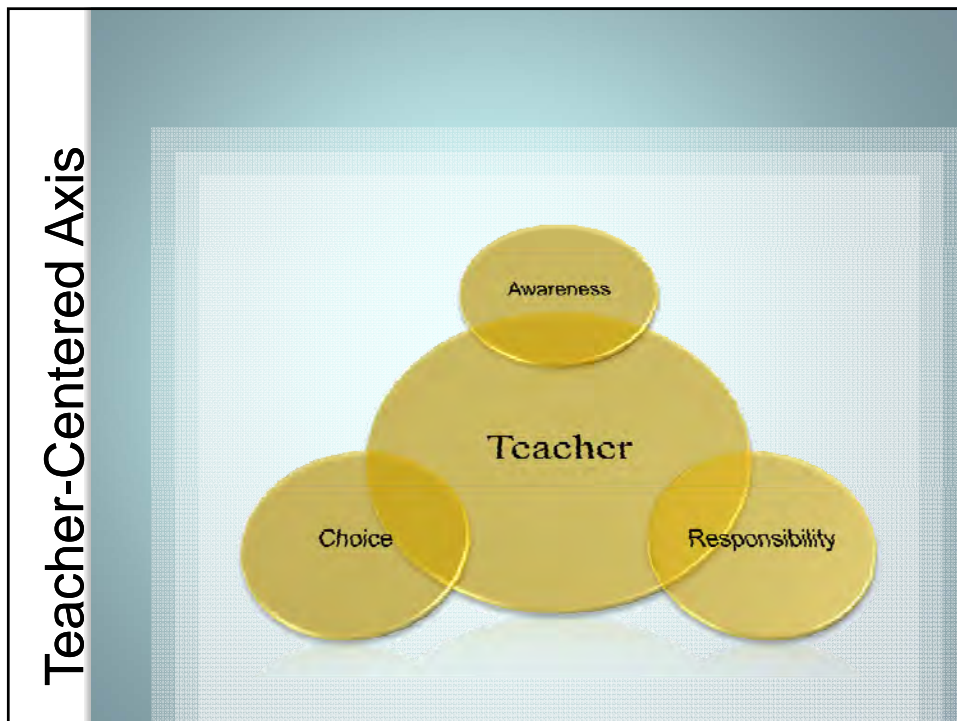
**Conversation & Presence**

**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 Concepts

- ❑ Teacher-Centered
- ❑ No-Fault
- ❑ Strengths-Based



$$P = p - i$$

Performance =  
potential –  
interference

~ Tim Gallwey

No-Fault Turn

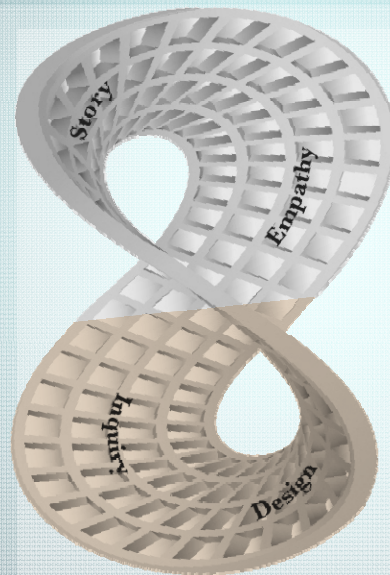


- Nonjudgmental Stance
- Authentic Caring
- Story Listening
- Expressing Empathy
- Hearing the Golden Sigh

“The curious paradox is that when I accept myself just as I am, then I can change.”

~ *Carl Rogers*

Strengths-Building Turn



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

**Demonstrable Gains**

**A strengths-based focus on development has been shown to increase:**

- Employee Engagement
- School Achievement
- Attendance
- Productivity
- Hope

**The Appreciation Advantage**

*“What we appreciate appreciates.”*

Noticing Value Adds Value

1. To be grateful or thankful for
2. To value or regard highly
3. To exercise wise judgment, delicate perception, and keen insight in realizing the worth of something
4. To be fully conscious or aware of
5. To notice or detect
6. To raise or increase in value

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*

Listening Presence

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

Listening Well

- Mindful Listening
  - Attentive
  - Non-Judgmental
  - Non-Reactive

Quiet Listening

**ESSENTIAL**

**WAIT and SEE**

- Why**
- Am**
- I**
- Talking ?**

*and*

- Stop**
- Explaining**
- Everything !**

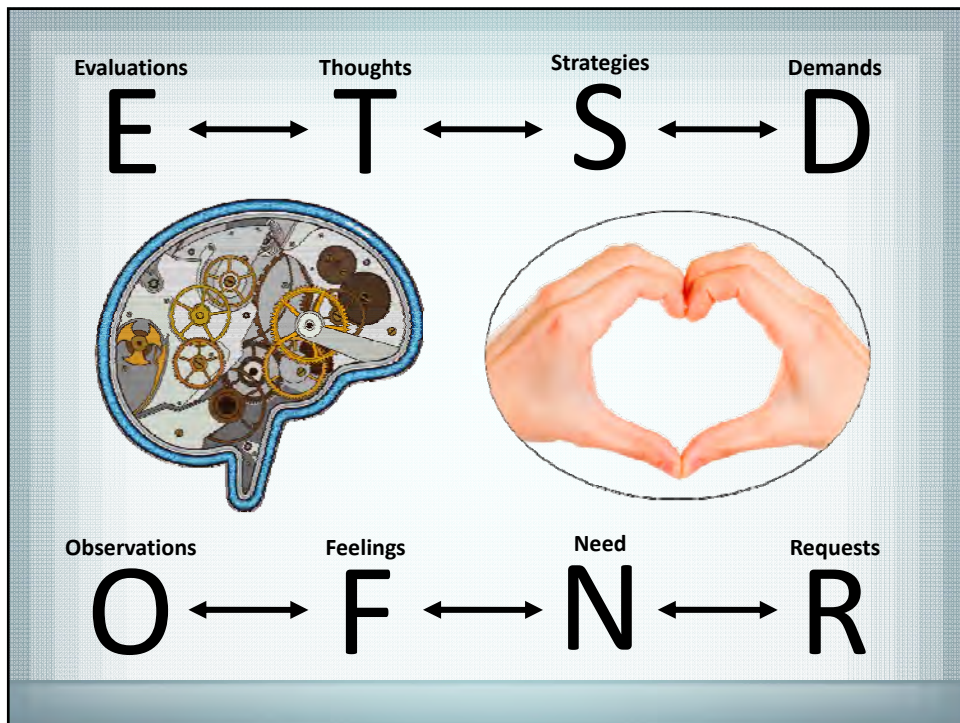
**Story Listening**

“Story takes you straight to the heart  
of your experience  
and your emotions,  
where truth and meaning  
lie waiting to be discovered.”


*~ Eileen Silva Kindig*



- Expressing Empathy
- *Pity*: Grieving another person's story
  - *Sympathy*: Emotional contagion with another person's story
  - *Empathy*: Respectful understanding of another person's story




**Discerning Observations**



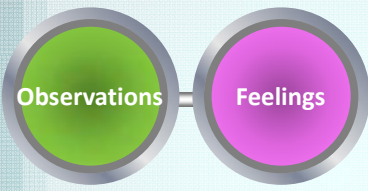
- Perceivable Phenomena (External)
- Specific to Time & Context
- Without Evaluative Connotations
  - o No Labels,
  - o Generalizations,
  - o Exaggerations, or
  - o Diminishments

See / Hear Notice ...

Objective Descriptions

Evaluations 


**Discerning Feelings**



- Subjective Sensations (Internal)
- Specific to Time & Context
- Without Evaluative Connotations
  - o No Opinions,
  - o Analyses, or
  - o Assessments


See / Hear Notice ...

Objective Descriptions

Evaluations 

I Feel ...

Wonderful Miserable

Thoughts 

Pleasant Feelings	When Needs Are Met					
	Awed	Amazed	Astonished	Enchanted	Inspired	Wonder
	Calm	Peaceful	Composed	Relaxed	Quiet	Tranquil
	Excited	Energetic	Buoyant	Creative	Eager	Vital
	Happy	Content	Pleased	Cheerful	Delighted	Playful
	Interested	Absorbed	Curious	Intrigued	Fascinated	Stimulated
	Jubilant	Ecstatic	Elated	Exhilarated	Joyous	Thrilled
	Thankful	Appreciative	Expansive	Grateful	Moved	Touched

Unpleasant Feelings	When Needs Are Not Met					
	Afraid	Anxious	Dread	Jittery	Nervous	Worried
	Annoyed	Aggravated	Frustrated	Disgruntled	Impatient	Irritated
	Angry	Enraged	Furious	Indignant	Outraged	Vengeful
	Confused	Conflicted	Dizzy	Doubtful	Torn	Uncertain
	Disappointed	Discouraged	Dismayed	Dissatisfied	Troubled	Upset
	Embarrassed	Ashamed	Deflated	Insecure	Shy	Sorry
	Sad	Anguish	Depressed	Despondent	Heartbroken	Sorrow
Tired	Bored	Fatigued	Heavy	Lethargic	Weary	

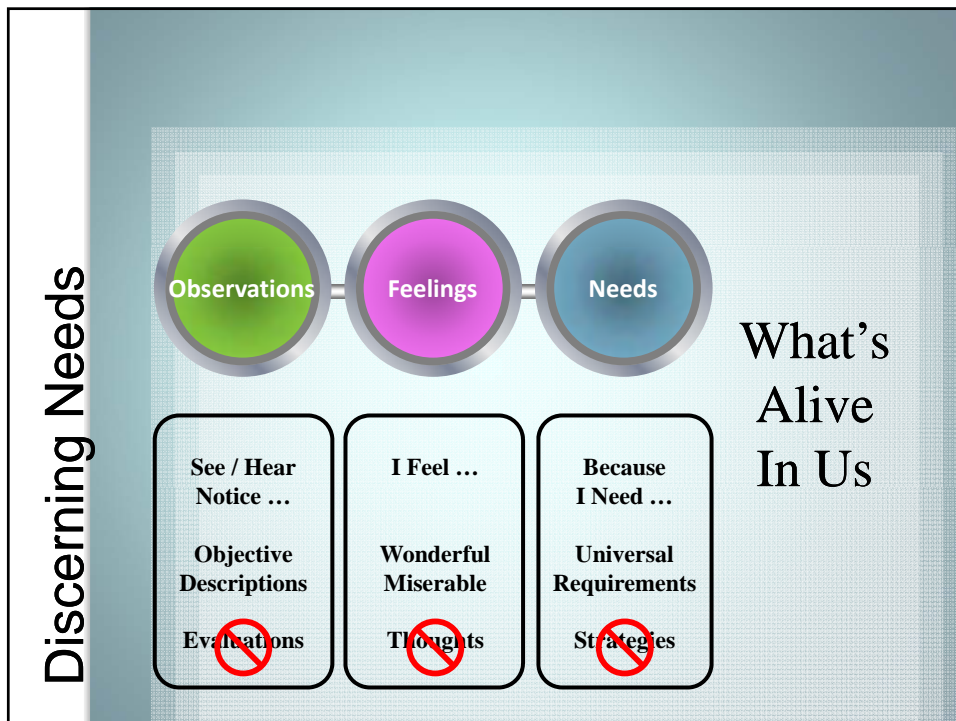
**Disguised Thoughts**

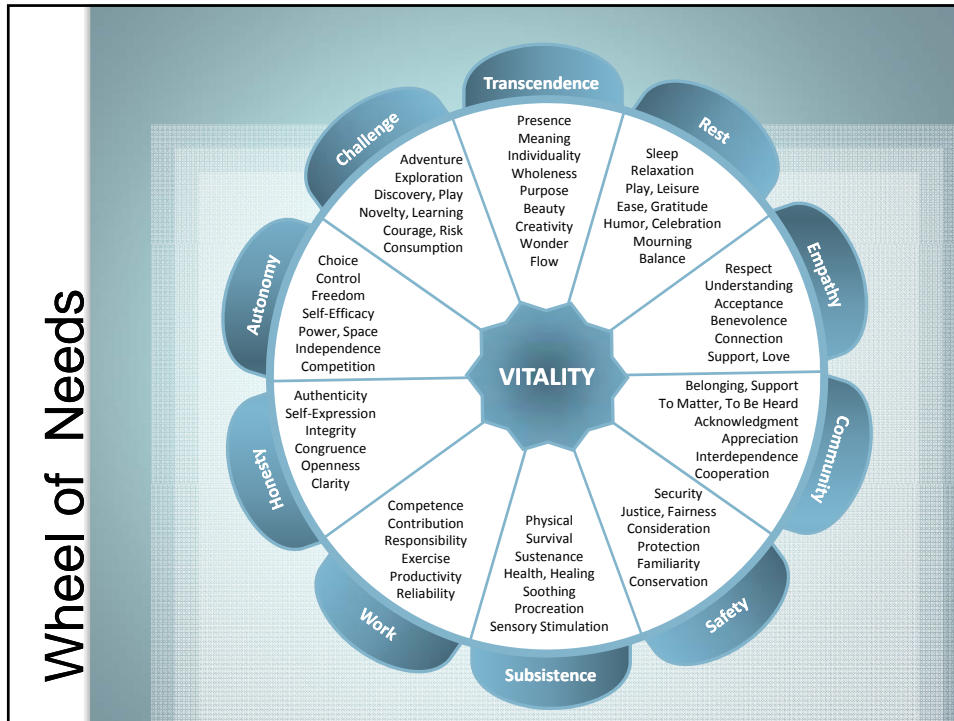
- **“I feel *that, like, or as if* ...”**
  - “I feel that you should know better.”
  - “I feel like a failure.”
  - “I feel as if you don’t appreciate me.”
- **“I feel *I, you, he, she, we, they, or it* ...”**
  - “I feel I am constantly on call.”
  - “I feel she is lazy.”
  - “I feel it is useless.”
- **“I feel *name or position* ...”**
  - “I feel Amy has been pretty responsible.”
  - “I feel my boss is being manipulative”

**“Faux” Feelings**

I Feel ... By You					
Abandoned	Abused	Attacked	Betrayed	Boxed-In	Bullied
Cheated	Coerced	Co-opted	Cornered	Diminished	Discounted
Disregarded	Distrusted	Ignored	Interrupted	Intimidated	Let Down
Manipulated	Misinterpreted	Neglected	Overworked	Patronized	Pressured
Provoked	Put Down	Rejected	Taken-for-Granted	Threatened	Thwarted
Unappreciated	Unheard	Unseen	Unsupported	Unwanted	Used

"Foe" Feelings	I Feel ... By You					
	Abandoned	Abused	Attacked	Betrayed	Boxed-In	Bullied
	Cheated	Coerced	Co-opted	Cornered	Diminished	Discounted
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- Meeting Needs**
- Seek Understanding**  
*Listen carefully to understand the needs, not just to respond to the strategies*
  - Reflect Understanding**  
*Share respectfully your understanding of the needs, even if you disagree with the strategies*
  - Advance Understanding**  
*Appreciate fully the beauty of the needs, since that is common ground.*

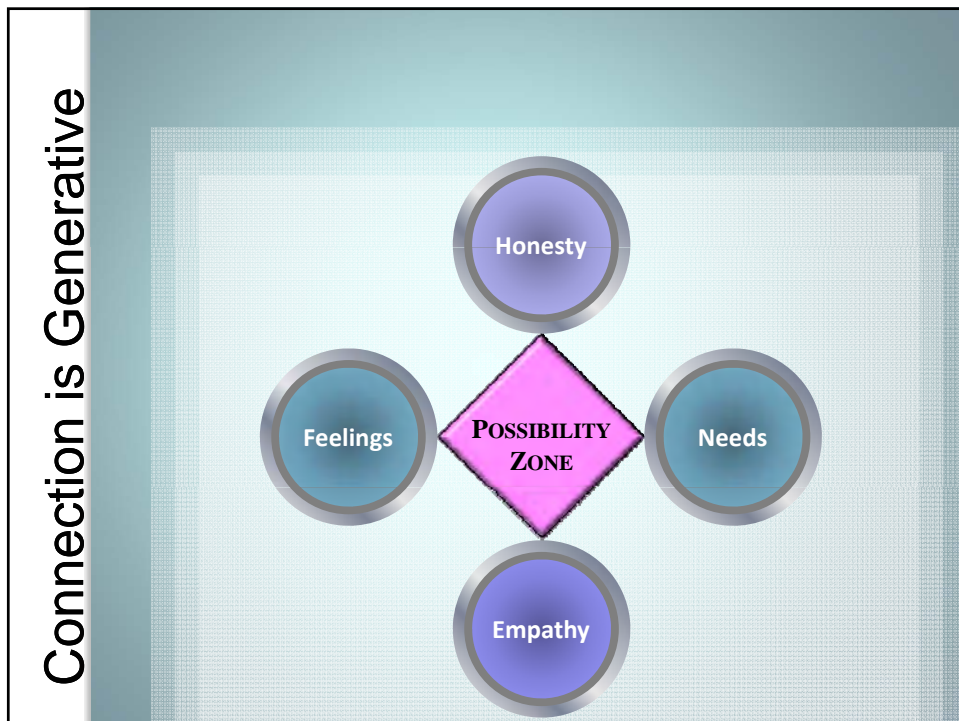
Inviting Possibility

## Imaginative Listening

- Vantage Points
- Pivot Points
- Lesson Points

“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*

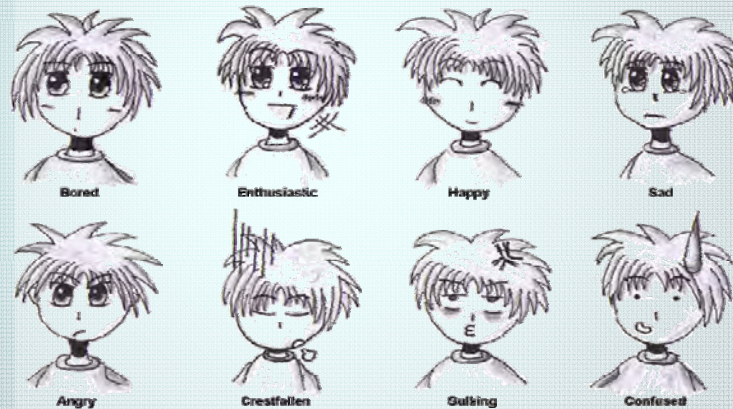


Coaching Exercise

Invite your partner to tell you the story of a particular incident at work that triggered some unpleasant feelings for them.

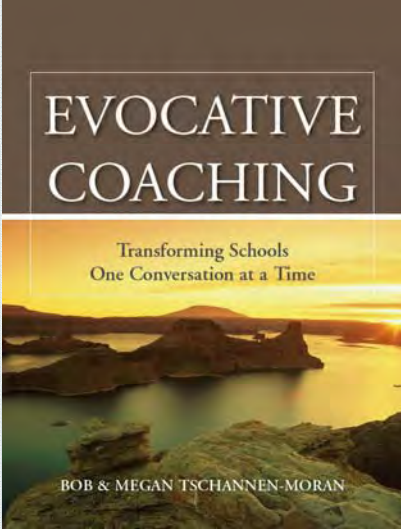
1. Reflect what you heard them say. Confirm understandings.
2. Take a guess as to the feelings and needs that are being stirred up by telling and retelling this story. Confirm understandings.
3. Invite them to tell you the story again, from different vantage and / or pivot points.
4. What would improve or even transform the situation?
5. How could coaching assist them to achieve their desired outcome?

Body Language



<b>Learning Brief</b>	Teacher:	Coach:	Date:
	<b>Presenting Situation</b> (What happened that triggered unpleasant feelings at work and what were those feelings?):		
	<b>Underlying Needs &amp; Values</b> (What is really important to pay attention to, respect, and honor here? What do they value most?):		
	<b>Desired Outcomes</b> (What would improve or even transform the situation? What do they want to learn?):		
	<b>Work Plan</b> (How could coaching assist them to achieve their desired outcomes? Be specific as to the parameters of the coaching process.):		

<b>Coaching Exercise</b>	<b>Invite your partner to tell you the story of a particular incident at work that triggered some unpleasant feelings for them.</b>
	<ol style="list-style-type: none"> <li>1. Reflect what you heard them say. Confirm understandings.</li> <li>2. Take a guess as to the feelings and needs that are being stirred up by telling and retelling this story. Confirm understandings.</li> <li>3. Invite them to tell you the story again, from different vantage and / or pivot points.</li> <li>4. What would improve or even transform the situation?</li> <li>5. How could coaching assist them to achieve their desired outcome?</li> <li>6. Capture intentions on Learning Brief</li> </ol>



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