

Moving beyond Me: Building a Values Culture in Schools through Coaching.

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What is coaching?

How can it help leaders to:

- Inspire cooperation?
- Encourage initiative?
- Assist staff to perform in an environment of constant change?
- Manage personal stress?
- Be more effective?



Coaching is....



Developing people's potential

“Negotiated partnership”

[IEC Australia]

- **Setting performance targets**
- **Coping with pressure & stress**
- **Focus**
- **Motivation**



“Coaching is solution-focused. This means it works more on finding answers and less on untangling problems. At one level this is a simple shift of emphasis but it makes an important and profound difference to the way we deal with things.”

Jane Green & Tony Grant Solution-focused coaching.

Coaching is....

Solution-focused



**“How can we
change this?”**

**“How can we do it
better?”**

**“What can we
learn from the
experience?”**

Not

Problem focused



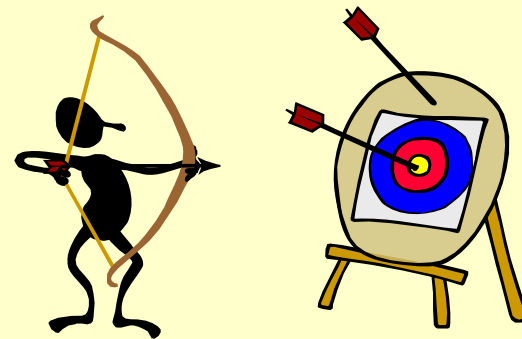
“Why did it happen?”

“Who’s to blame?”



Coaching is – Not a soft option

- **Goal Setting**
– S M A R T
- **Action Plan**



- **Commitment**
- **Outcomes**
- **Accountability**



Mentoring is



**Guidance and direction
from an experienced
person...**

Counselling is

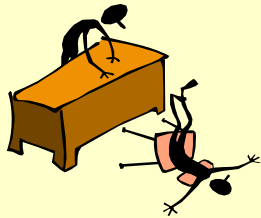


**Therapy - psychological
intervention.**



Values: A Different Mindset

If you see yourself as a 'Boss' you:



- Tell people
- Try to provide answers
- Don't really trust
- Look to blame
- Assume control

If you see yourself as a coach you:

- Listen
- Ask questions
- Trust
- Are supportive, respectful
- Help them find **their solutions**
- Expect **results & cooperation**



Values: **Trust** y **Challenge**

Trust



Value

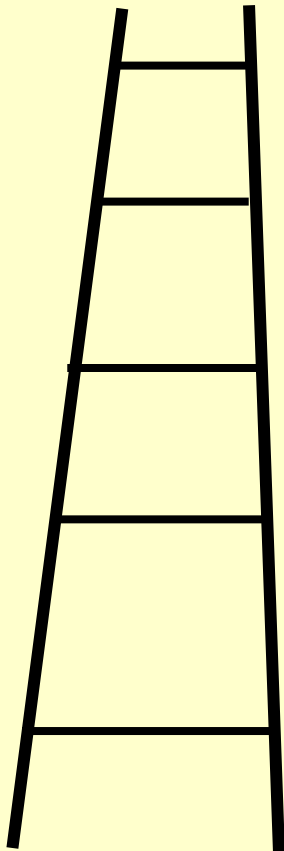


Challenge



Values: **An Open Mind**

Adding meanings



I can't count on John. He's unreliable. So I won't offer him.....

Action based on Opinion

We can't count on John. He's unreliable.

Opinion formed

John always comes late

Assumption Made

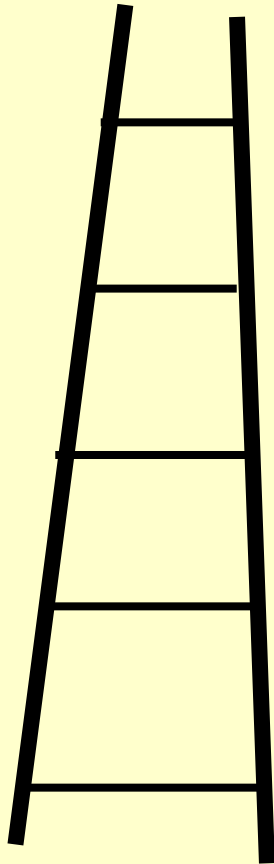
John knew the time of the meeting. He deliberately came late

Add Meaning

John came late to a 9.30am meeting. He didn't say why.

Observe





**Your own example
of ladder climbing!**

**Action
based on
Opinion**

**Opinion
formed**

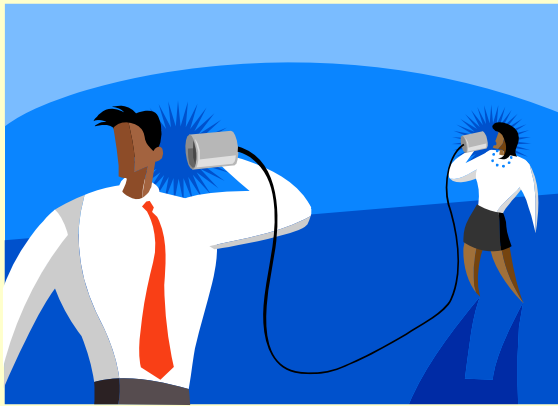
**Assumption
Made**

**Add
Meaning**

Observe



Skill: Listening Powerfully



- **Showing interest**
- **Encouraging confidence**
- **Checking you've understood**
- **Checking what's really going on**



Moment of Listening Honesty

A. Always **O. Often** **S. Seldom**

In conversation, how often do you:

- Try to have the last word?
- Think about that report to write or call to make?
- Wait impatiently so you can add something?
- Finish sentences for slow speakers?
- Prepare questions to try and trap the speaker?
- Interrupt when you think speaker is wrong?
- 'Judge' whether the speaker is worth listening to?



Skill: Questioning Insightfully



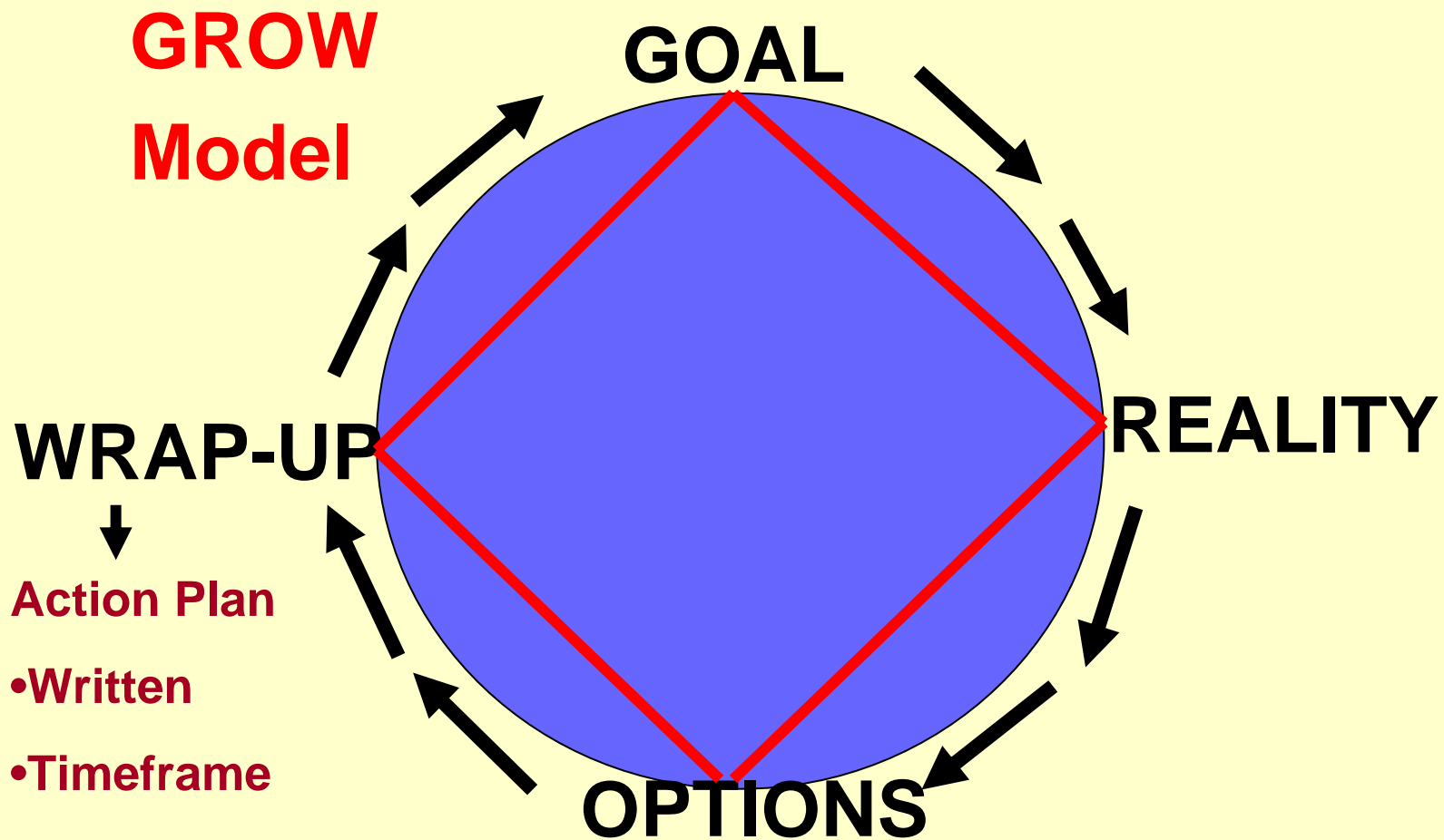
- What's happening at the moment?
- What's working? What's not?
- What needs to change?
- What would you like to achieve?
- What options can you see?
- Who could assist/support you?
- What's the first step you could take?
- When will you start?



The Value of Questions

- Encourages the person to think things through
- Invites opinions instead of giving answers
- Solves problems - together
- Helps the person find own solutions
- Shows your willingness to listen
- Can uncover something the person didn't know about him/herself





Building Your Own Resilience

Commitment



- **Work/Life Balance**



- **Journal**



- **Relaxation**



Coaching: is it worth the effort?

A different workplace

- Av. Age education services sector **43.4yrs** (Up 5.2 yrs over last 2x decades)
- **Accountability demands are higher**
- **Multiple Generations**
 - **Baby Boomers, Generation X Plus**
Generation Y
- **Staff attraction and retention?**



Research 2004

- **90% of Australians work in a negative culture of blame, indecision and conformity”**

(900 major orgs/130,000 employees)

Human Synergistics 2004 CCH 5/7/2004

- **‘I only hear from my boss when I stuff up’.**



(12 month research study/1300 senior Aust executives)

“Managers focus more on what is bad about their employees rather than what is good ...(and) create a passive defensive culture **where employees avoid responsibility and pass blame**”.

S.McCarthy *The Culture-Performance Connection*. Human Synergistics 28/7/2004.



Research 2006/7

Let's start with the reasons staff are leaving.
In particular, look on the two factors that
managers seriously under-rate –

Did not feel efforts were appreciated

and

Felt treated unfairly

http://www.ddiworld.com/pdf/selectionforecast2006-2007_es_ddi.pdf



Coaching: Where to next?

Peer Coaching

- **Bridge the isolation of the profession**
- **Allow flexible learning**
- **Encourage collaboration**
- **Develop mutual respect**
- **Demolish any 'Blame Culture'**
- **Celebrate achievements**

