

Seven Practices of a Facilitative Leader

Leaders empower team members to work together by applying seven practices of a facilitative leader. A practice is a repeated action or behavior that leads to proficiency and high performance.



Coach For Performance

Coaching is a conversation wherein one person (the coach) instructs, counsels, and tutors another (the coachee) in how to improve performance. Effective coaching yields more than improved performance; it also increases personal satisfaction, inspires a commitment to excellence, and fosters the coachee's development as a leader.

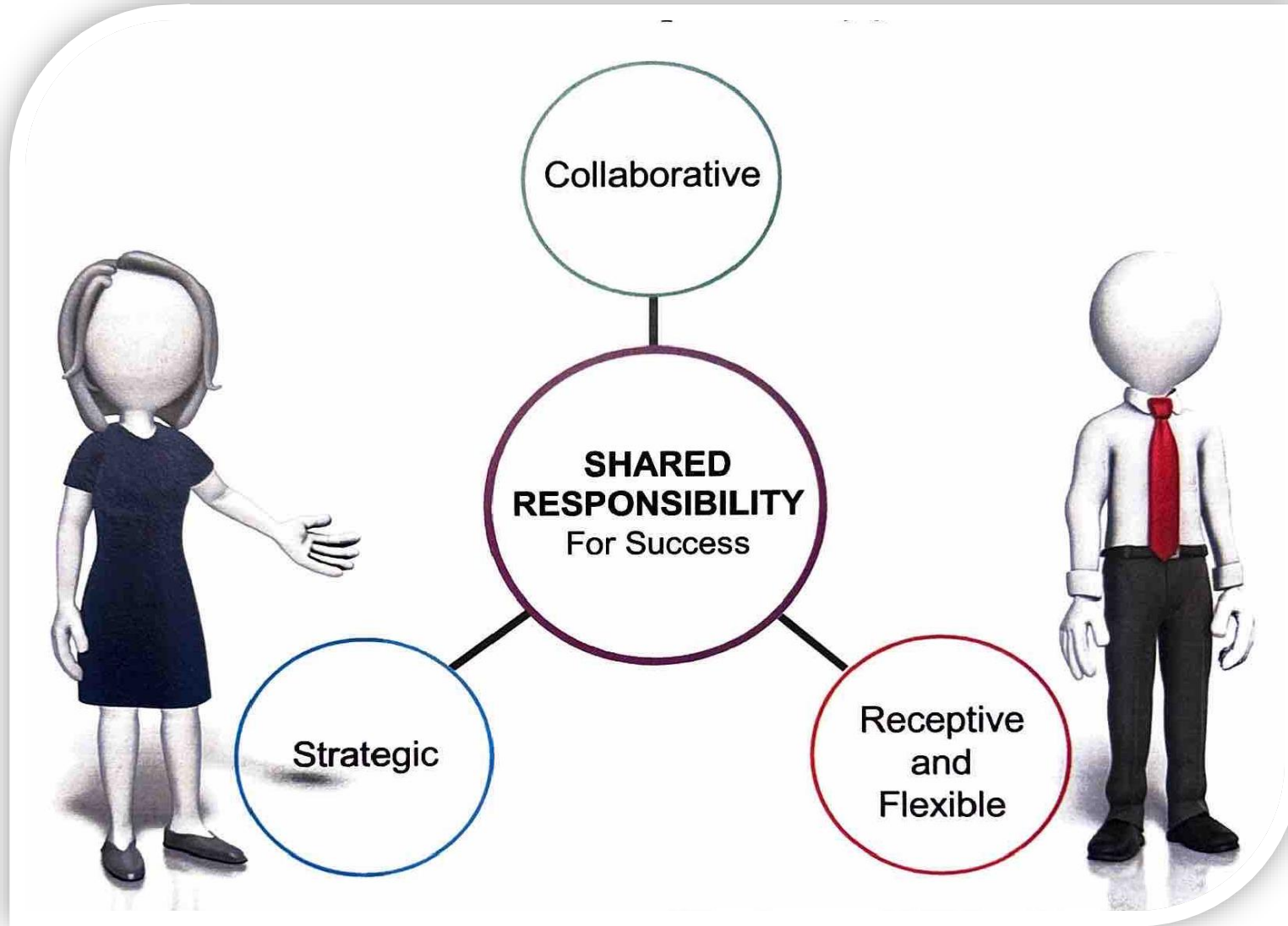
Reflect and Write: When I envision an effective coaching conversation, it. . .

- Looks like
- Sounds like
- Feels like

Coaching Conversations

Type	Purpose
Feedback	To reinforce or change a specific pattern of behavior
Problem-solving	To figure out the best approach for solving a problem, pursuing an opportunity, or producing a specific result
Development	To define the coachee's professional or personal aspirations and explore alternative pathways for realizing those aspirations.

Attributes of Effective Coaching Conversations

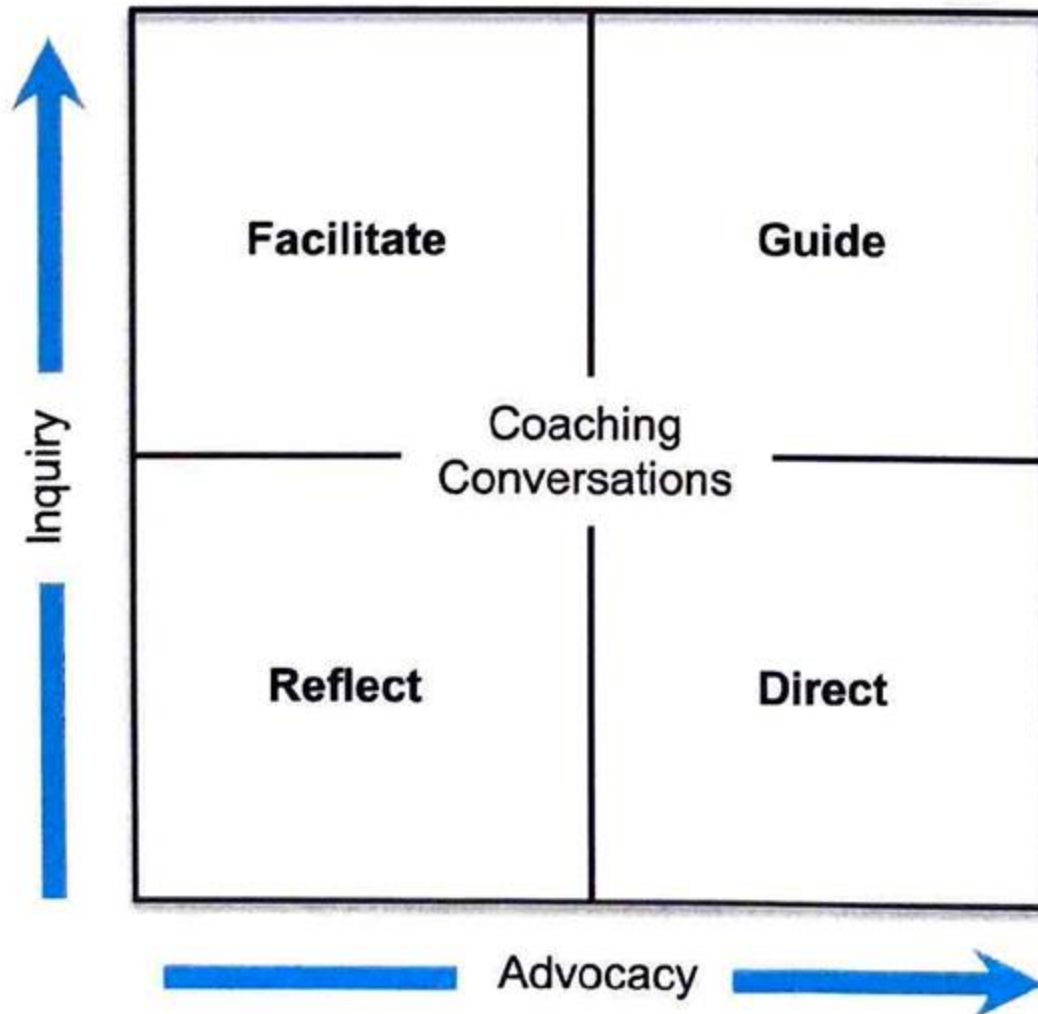




Definition: Inquiry vs Advocacy

- **Inquiry:** *"an act of asking for information."*
- **Advocacy:** *"any action that speaks in favor of, recommends, argues for a cause, supports or defends, or pleads on behalf of others."*

The Coaches Toolkit: Inquiry and Advocacy



At any particular moment, the coach may simply reflect what is being said, facilitate deeper inquiry, provide specific direction, or guide the coachee through the thought process by asking questions and providing perspective.

Inquiry Techniques



Bracket: To create an open mind so you can listen, free your own filters to the other's point of view.



Paraphrase: Listen to key phrases and words and then restate them using your own words.



Check Perceptions: If you pick up any unspoken assumptions, conclusions or feelings the coachee may have, name them and ask if your perceptions are correct.



Ask Probing Questions: Ask basic questions using "who," "when," "where," or "how."

Advocacy Guidelines

- **Acknowledge the coachee's situation:** *"I understand that your new assignment to a one-room school is very demanding. Having been a one-room school teacher, I know the pressure can be enormous."*
- **State your advocacy:** *"Based upon your description of the problem, and the possible root causes we have uncovered together. I encourage you to engage board members and church members in a shared responsibility of the school"*

Advocacy Guidelines Cont. . .

- **Outline the data and explain the reasoning behind your advocacy:** I recommend that course of action for three reasons: One. . .
- **Check for understanding:** "Before either of us makes any comments on what I have said, is there anything you did not understand?"
- **Encourage inquiry and alternative points of view:** *"I would like to hear what questions or concerns you have about what I am suggesting. Perhaps you have a different point of view or proposed Action."*

Bonus Slide

