



## Leadership Performance Coaching *Exclusively From* The Leadership and Learning Center

**Why?** Great performance requires more than effort, commitment, intelligence, and hard work. Great performance requires feedback, reflection, and continuous improvement. How can you find feedback, reflection, and improvement? The answer is Leadership Performance Coaching from The Leadership and Learning Center. If you believe that the performance of your organization should improve, then you must confront the inescapable conclusion that **organizational performance depends upon leadership performance**. Unfortunately, the heart of effective coaching – **feedback** – is rare. The Center’s research shows that most educational leaders receive feedback that is late, insufficiently specific, and clouded by organizational politics. The Center’s exclusive Leadership Performance Coaching model is the answer.

### ***What Leadership Performance Coaching Is:***

Based on a synthesis of more than thirty years of research on individual and organizational change, the Center’s Leadership Performance Coaching (LPC) model is a trusting relationship between a Coach and a Leader, with 48 hours of private one-to-one contact during the period of coaching. Leadership-Coach contacts take place at least monthly, and can be more frequent depending on the needs and schedule of the Leader. The framework for Leadership Performance Coaching is the following:

- ***Ideal State:*** Before the Leader articulates a problem or question, the Leader must first articulate the ideal state. This is not the solution, but simply a statement of a vision of the way things should be. Conversations do not start with “Scores are too low” or “Mr. Smith is an ineffective supervisor.” Rather, every coaching conversation begins with the Leader articulating what exceptional organizational and personal performance looks like.
- ***Reality:*** The Leader selects a specific performance area for improvement, and the components of reality are described in rich detail, including objective data, perspectives from multiple sources, and personal insights.
- ***Pilots and Experimentation:*** The Leader does not wait for perfect risk-free decisions, but rather identifies opportunities to experiment with alternative decisions.
- ***Feedback:*** Research at the Center indicates that the vast majority of feedback provided to Leaders is late, ambiguous, unhelpful, and laden with politics and innuendo. Feedback keeps the Leader focused on the path toward the Ideal State.
- ***Performance Monitoring:*** Throughout the coaching relationship, the Coach and Leader regularly compare the Leader’s Ideal State with the present reality, and then take explicit steps to improve the **Daily Disciplines** of the Leader.

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***How Leadership Performance Coaching Works:*** Our Performance Coaching process begins with a personal phone call from a professional from The Center where they will outline goals and expectations. The Center will then assign a Coach to partner and work with the Leader for the next six months. Communications between the Leader and the Coach will take place at least monthly on a schedule that meets the needs of the Leader. Some Leaders and Coaches work best with one-to-one phone calls, while others prefer e-mail. Occasionally, the Leader will want to travel to the Coach's office for a personal meeting, but this is not required as part of the Leadership Performance Coaching model.

***What Leadership Performance Coaching Is Not:*** Performance Coaching is not part of a formal evaluation process. Improvements in leadership performance will speak for themselves and should be reflected in future evaluations. But the conversations between the Leader and Coach are explicitly not part of an evaluation program.

***Investment:*** Normally \$3,600, six months of Leadership Performance Coaching are included in registration in The Center's Leaders in Transition Institute.

***Coach Qualifications:*** The Center's professional staff includes veteran leaders, published authors, and experienced coaches.