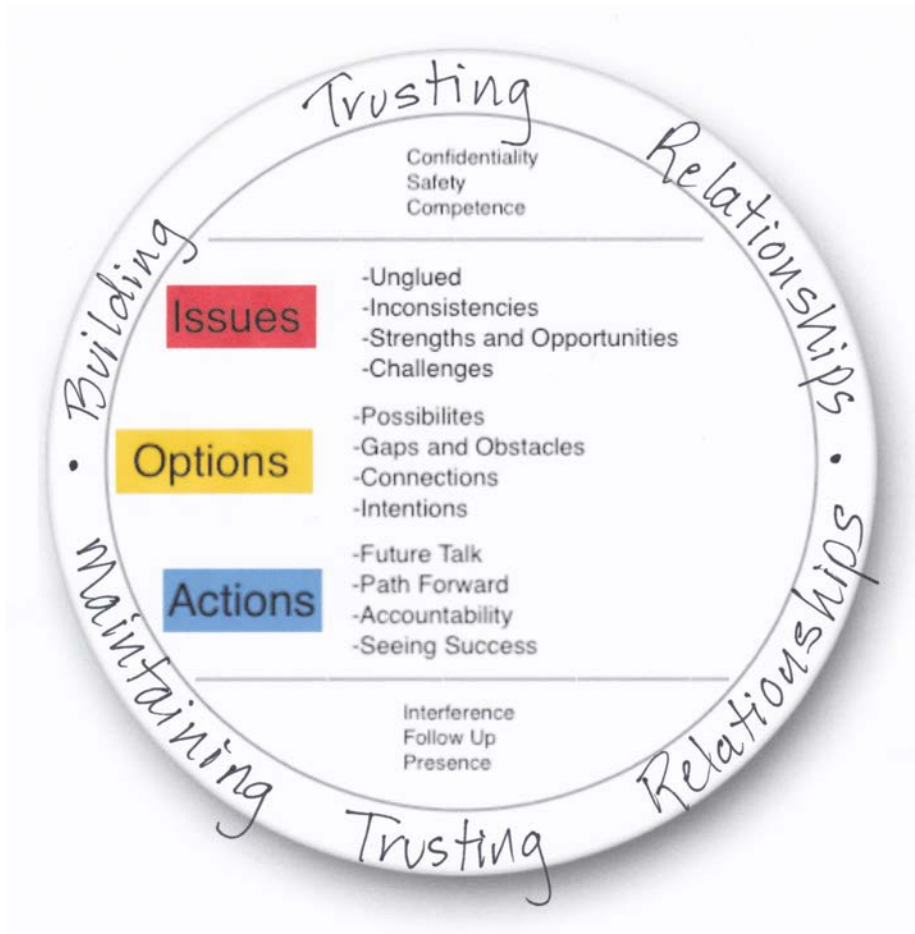


The Art and Science Behind the MentorCoaching Conversation Model for Leadership Development

Coach the Person; not the Problem



The Art

Red, yellow, and blue are the primary colors on the Color Wheel; they can not be made from any other color, but when combined they make every other color in the rainbow possible. As primary colors are essential to the Color Wheel, so are Issues, Options, and Actions components essential to the *Mentorcoach Conversation Model for Leadership Development*. When these three components are fully explored, they make a rainbow of decisions, choices, and behaviors possible.

For the three essential components of the *Model* to operate they must rest in the trusting relationship between the mentorcoach and mentee. While each component is distinct and essential, when blended create a new path forward.

It is the role of the mentorcoach to deeply listen, ask impactful questions, explore choices, employ strengths and available resources, challenge, provide feedback, create plans, and hold the mentee accountable. (Fixing and/or advising are not the

role unless legal or career-ending action/non-action by the mentee is known or likely to happen). Rather, it is the mentocoach's role to build leadership capacity in the mentee to solve complex and often competing educational dilemmas.

MentorCoaches skilled in the use of the *Model* teach the mentee how to uncover solutions that fit the mentee's unique set of strengths and situation, learning the importance of eventually self-coaching, and perhaps mentorcoaching others – all aimed at creating a school culture built on this way of thinking.

The Science

The science of this *Model* lies in the mentorcoach demonstrating deep listening and asking questions in new ways that are founded on the mentee's unique strengths and purposed to lead in a manner that is authentic, consistent, and with positive intent.

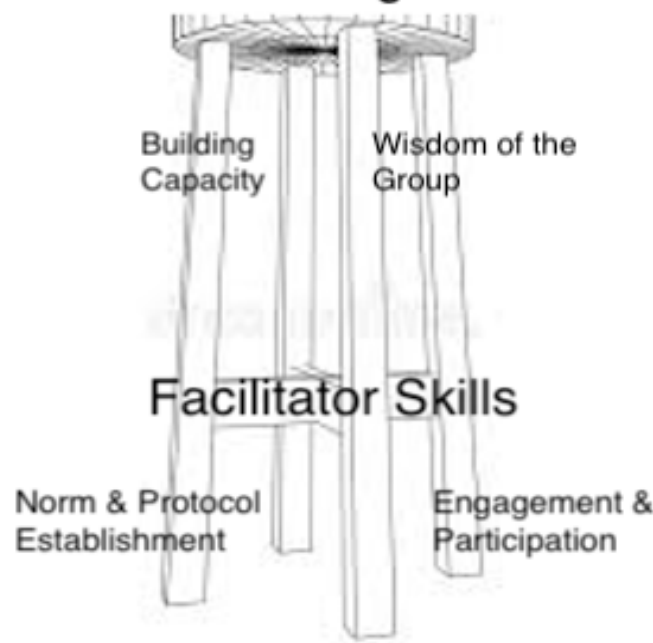
A demonstrable set of skills are part of the *Model*, that with practice and feedback, can become part of the school leader's ongoing repertoire of growing their own leadership practice and that of those around them.

Framework for Professional Growth Circle Facilitation

Change is the law of life; supported people are more likely to tackle new goals

The *Framework for Professional Growth Circle Facilitation* is based on use of the *MentorCoaching Conversation Model for Leadership Development* and four skill sets: building capacity, wisdom of the group, norm and protocol establishment, and engagement and anticipation. Each skill is equally important for the *Framework* to be balanced and stable, just as each leg of a stool is necessary for it to be balanced and stable. When a trusting relationship has first been created with a mentee, transfer of that trust to a Professional Growth Circle is likely. Skilled facilitators understand the importance of establishing that trust before Circle norms and protocols that support full engagement and active participation can take place. When norms and protocols are in place, using the wisdom of the group to build capacity is the basis for the work of the Circle. As the maturity of the Circle grows, so does its ability to solve more complex educational dilemmas.

Transfer of Trusting Relationships

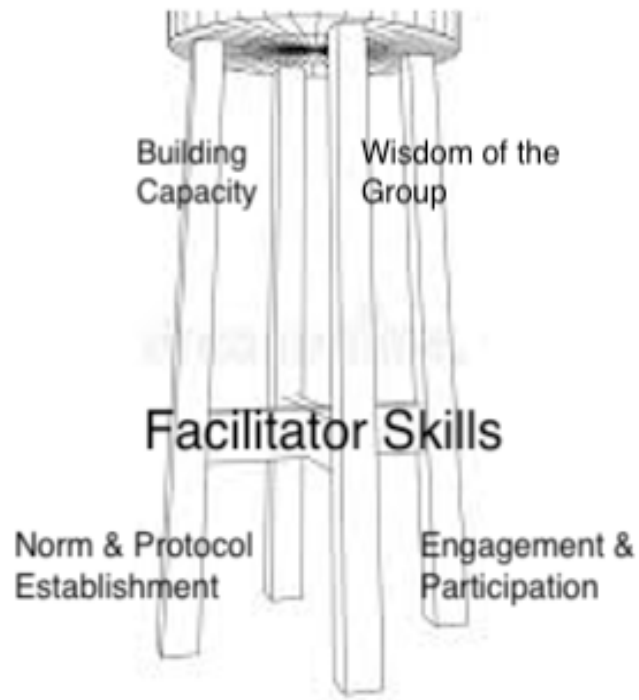


When the *MentorCoaching Conversation Model for Leadership Development* rests on the Facilitator Skills (see below), the result produces consistency in growing administrative capacity. Crucial are the confidentiality, safety, and competence elements that the mentorcoach builds with the mentee at the onset of the mentorcoach relationship. Maintaining that relationship requires removing interference with events that take the mentee away from their coaching conversations. MentorCoach follow up with resources, tools and the like is critical to strengthening the presence of the relationships so that it is one that is growth oriented for both parties. Once the mentorcoach and mentee relationship is

cemented, the skilled mentorcoach can then support the transfer of trust in to the group so it takes on the same characteristics.



Transfer of Trusting Relationships



Why are Circles important?

- Bring energy and enthusiasm to goals
- Identify and fill missing skill sets
- Add more creative ideas and concerns
- Build variety and belonging
- Share accountability, work contributions, and success