



# Partnership Communication

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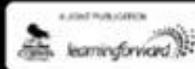
# UNMISTAKABLE Impact

A Partnership Approach  
for Dramatically  
Improving Instruction



jim knight

Foreword by Michael Fullan





JIM KNIGHT

JIM KNIGHT | JENNY

BETTER CONVERSATIONS  
COACHING OURSELVES AND EACH OTHER  
TO BE MORE CREDIBLE, CARING, AND CONNECTED

THE ART

OF COACHING

# RESOURCES

This collection of our free and most popular resources includes teaching tools and forms. They are designed to assist in the development and understanding of coaches, teachers, and administrators.

We hope you will find them helpful. If you have any questions, please feel free to contact us anytime.



[PRESENTATIONS >](#)



[COACHING TOOLS & BOOKS >](#)



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# BETTER CONVERSATIONS:

COACHING OURSELVES AND EACH OTHER TO BE MORE CREDIBLE, CARING, AND CONNECTED

by Jim Knight



NOT JUST A BOOK ABOUT EFFECTIVE COMMUNICATION, BUT ALSO A BOOK ABOUT HOW TO GET BETTER. THE BOOK WAS WRITTEN FOR

ANYONE WHO WANTS TO COMMUNICATE MORE EFFECTIVELY AND STRENGTHEN RELATIONSHIPS—AND ISN'T THAT EVERYONE?

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## FORMS & RESOURCES

Free forms for analyzing many aspects of your conversations.



## BETTER CONVERSATIONS WEBINAR

A webinar on Better Conversations



## BETTER CONVERSATIONS TRAILER

Better Conversations Trailer



## BETTER CONVERSATIONS

Purchase Better Conversations by Jim Knight.



## BETTER CONVERSATIONS PODCAST

A podcast with Educators Lead on Better Conversations.



Partners

Spring	
Summer	
Autumn	
Winter	



**Why?**

1.

Communication  
is *central* to  
school  
improvement.

We have found that the single factor common to every successful change initiative is that ***relationships improve***. If relationships improve, things get better. If they remain the same or get worse, ground is lost. Thus leaders must be consummate relationship builders with diverse people and groups – especially with people different than themselves.

***-Michael Fullan***

2.

**Effective  
communication  
is an *essential*  
skill for a  
*fulfilled life.***

We are experiencing ***a radical brokenness in all of existence.*** Times are out of joint. Alienation and disharmony, conflict and turmoil, enmity and hatred characterize so much of life.

*-Desmond Tutu, No Future Without Forgiveness*

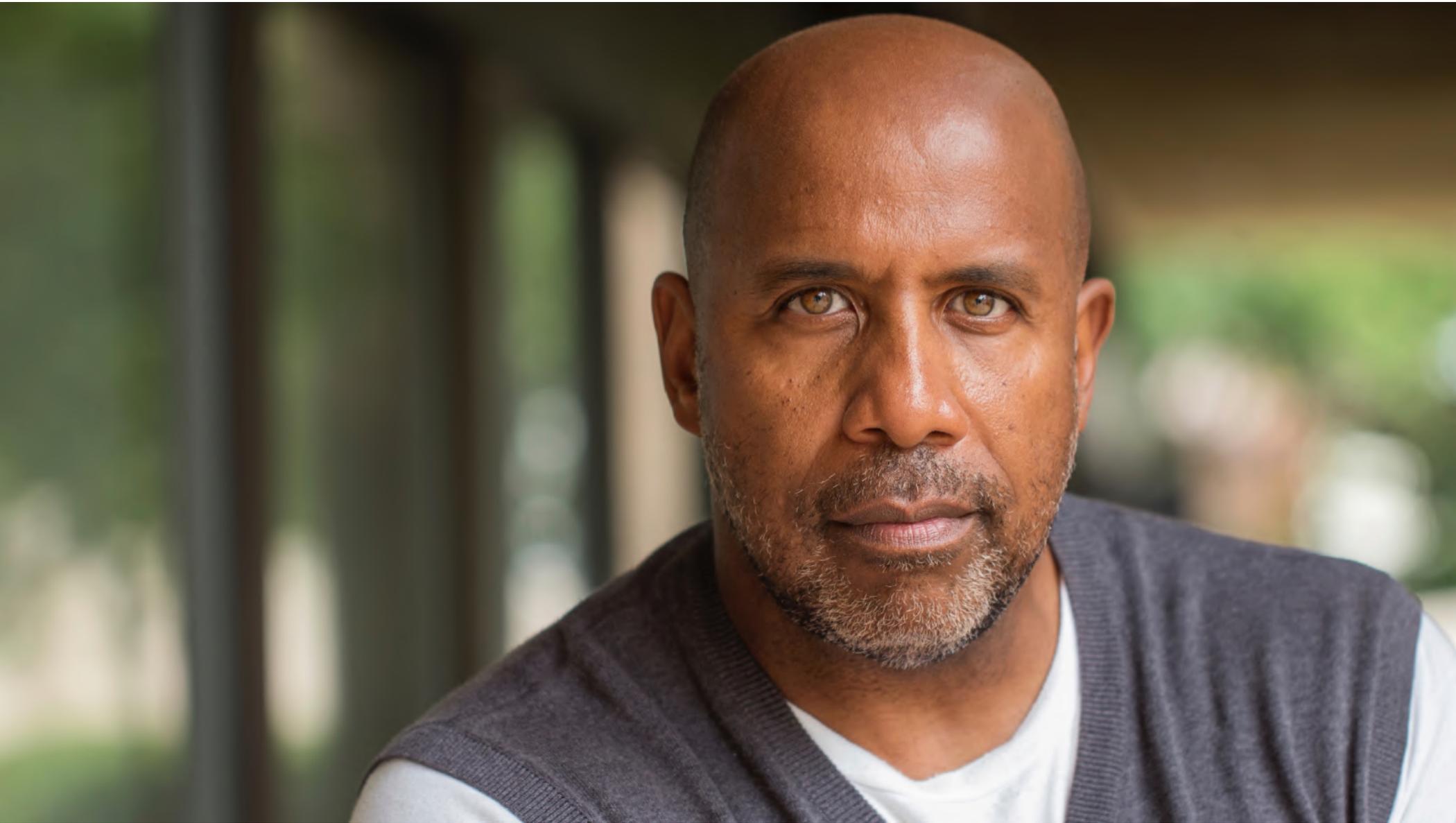


**1 in 3**

**“Loneliness Among Older Adults,”**  
AARP, September 2010

**There is  
reason for  
*hope***





Complex, fulfilling relationships don't suddenly appear in our lives fully formed. Rather, they ***develop one encounter at a time.***

*-Gottman (2001) The relationship cure*

# Your task

1. List 10 people with whom you have many important conversations.

**2:00**

**Principles**

**Habits**

# 6 Principles

# Principle One

Equality



# Your Questions

Identify someone who truly sees others as equals.

What do they do that shows that they see others as equals?

THE DON DESHLER

*Leadership Award*



# Your Questions

*Identify someone who truly sees others as equals.*

What do they do that shows that they see others as equals?

**2:00**

The world's problems begin with the belief that some human lives are more valuable than others.

***-Nelson Mandela***

# Principle One

Equality

**2:00**

# Principle Two

Voice

What people need is a  
good listening to.

*-Marylou Casey*



**DON CLIFTON**

Father of Strengths Psychology and  
Inventor of the Clifton StrengthsFinder

# FIRST, BREAK ALL THE RULES

WHAT THE WORLD'S GREATEST  
MANAGERS DO DIFFERENTLY

**FROM GALLUP**

*Foreword by Jim Harter, Ph.D.*

— NOW INCLUDES —

Access to the Clifton StrengthsFinder Assessment  
and the Q<sup>12</sup> Employee Engagement Survey



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# student voice

*The Instrument of Change*



Russell J. Quaglia  
Michael J. Corso

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# Principle Two

Voice

**2:00**

# Principle Three

Choice

Daniel H. Pink

author of the *New York Times* bestseller

*A Whole New Mind*

**DRiVE**



The Surprising Truth  
About What Motivates Us

# Choice

- Control doesn't work

"Edward L. Deci is one of the most incisive, insightful  
and important thinkers in psychology today."  
—DANIEL GOLEMAN, AUTHOR OF *EMOTIONAL INTELLIGENCE*

# WHY WE DO WHAT WE DO



*Understanding Self-Motivation*

EDWARD L. DECI

WITH RICHARD FLASTE



control is an easy answer. It . . . sounds tough, so it feels reassuring to people who believe things have gone awry . . . however, it has become increasingly clear that the approach simply does not work . . . the widespread reliance on rewards and punishments to motivate responsibility has failed to yield the desired results. Indeed, mounting evidence suggests that these so-called solutions, based on the principle of rigid authority, are exacerbating rather than ameliorating the problems. (pp. 1–2)

*-Edward Deci, Why We Do What We Do*

# Choice

- Control doesn't work
- Control diminishes people

Saying no is the fundamental way we have of differentiating ourselves. To take away my right to say no is to claim sovereignty over me ... if we cannot say no, then saying yes has no meaning.

***-Peter Block***

The opposite of love is control.

*-Donald Miller*

# Choice

- Control doesn't work
- Control diminishes people
- Autonomy doesn't mean people can choose to be unprofessional

# Choice

- Control doesn't work
- Control diminishes people
- Autonomy doesn't mean people can choose to be unprofessional
- Autonomy involves responsible accountability

# Principle Three

Choice

**2:00**

# Principle Four

Reflection

# Principle Four

We approach others as learners  
not judges.

**2:00**

It's not our differences that divide us. It's our judgments about each other.

*-Margaret Wheatley, Turning to One Another*

There are many ways we  
can roll our eyes that don't  
involve our eyes.

*-Michael Fullan*

# THE **SIX** SECRETS OF CHANGE



What the Best Leaders Do to Help Their  
Organizations **Survive** and **Thrive**

**MICHAEL FULLAN**

*Author of *Change Leader* & *Leading in a Culture of Change**

# Principle Four

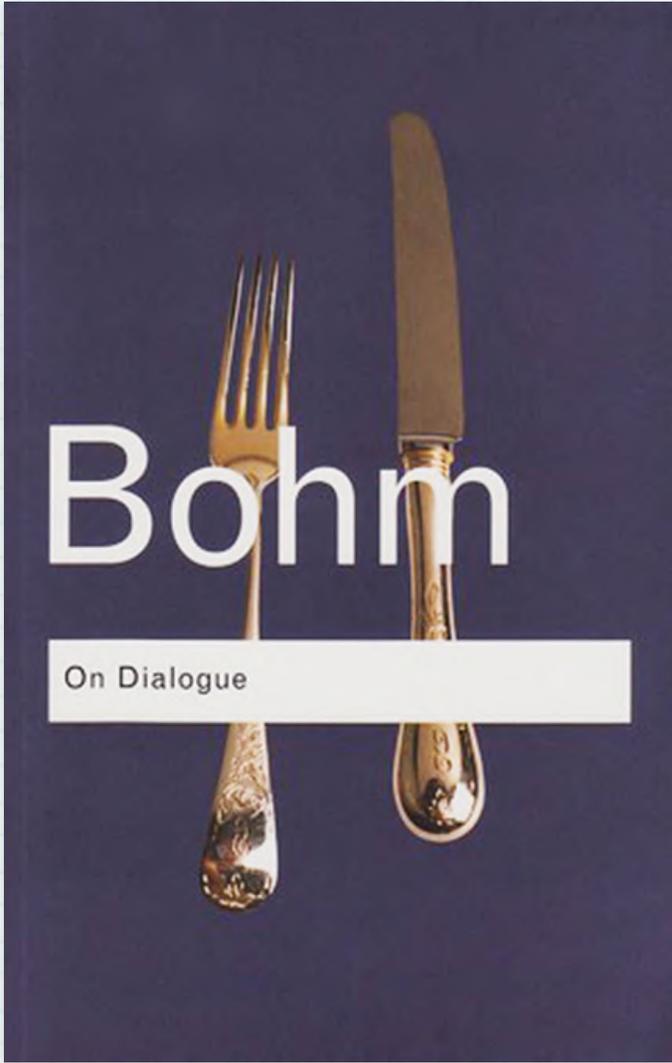
Reflection

**2:00**

# Principle Five

Dialogue

**2:00**



# Bohm

On Dialogue

pedagogy  
of the  
**oppressed**  
PAULO FREIRE

*"Brilliant work... of a kind...  
and published..."*

*Paulo Freire  
Pedagogy of the Oppressed  
John Holt*



# Conditions for Dialogue\*

1. Humility
2. Hope
3. Faith
4. Critical Thinking
5. Love

\*Paulo Freire

**Love**



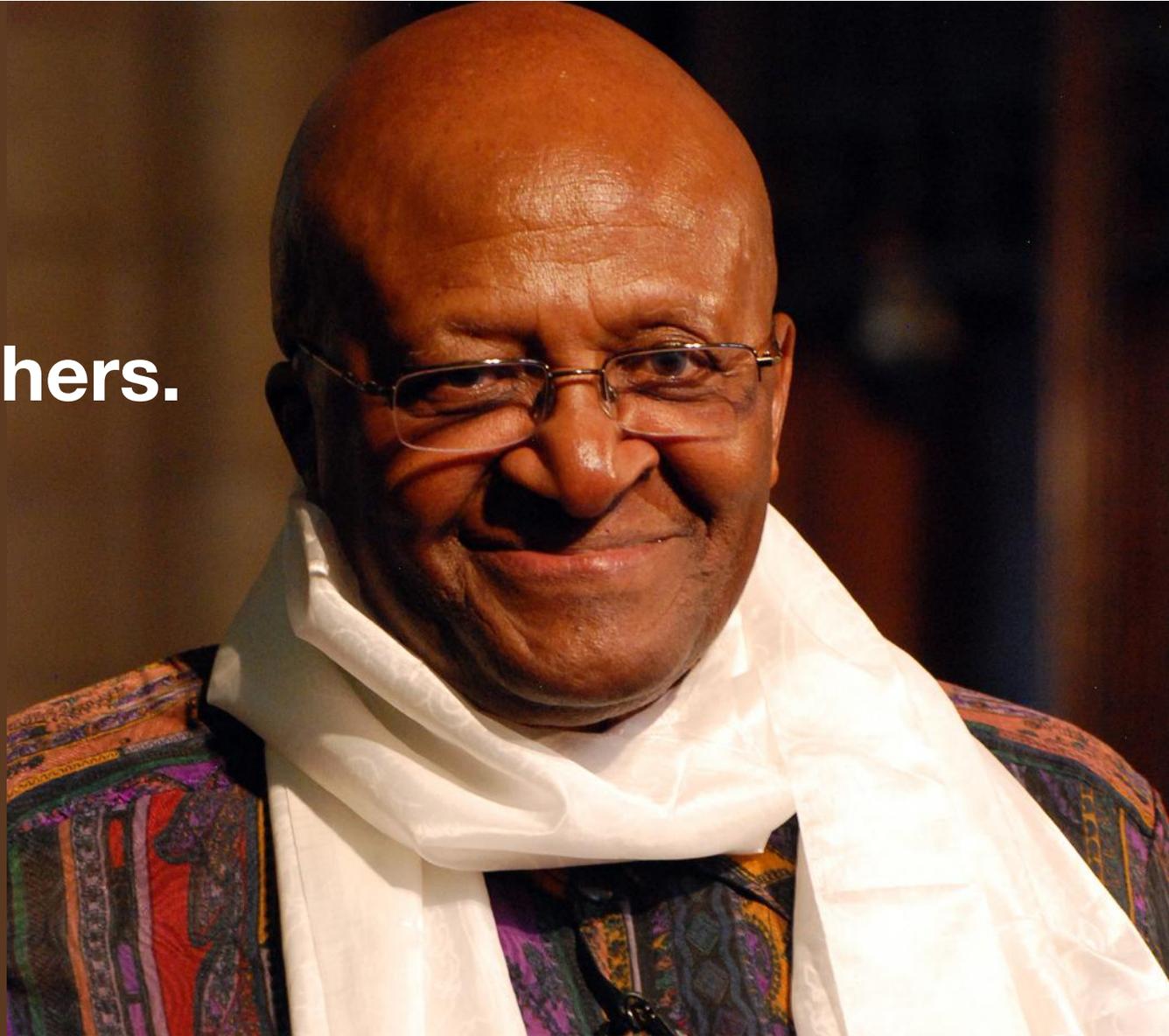


**Engaging the  
will for the  
good of another**



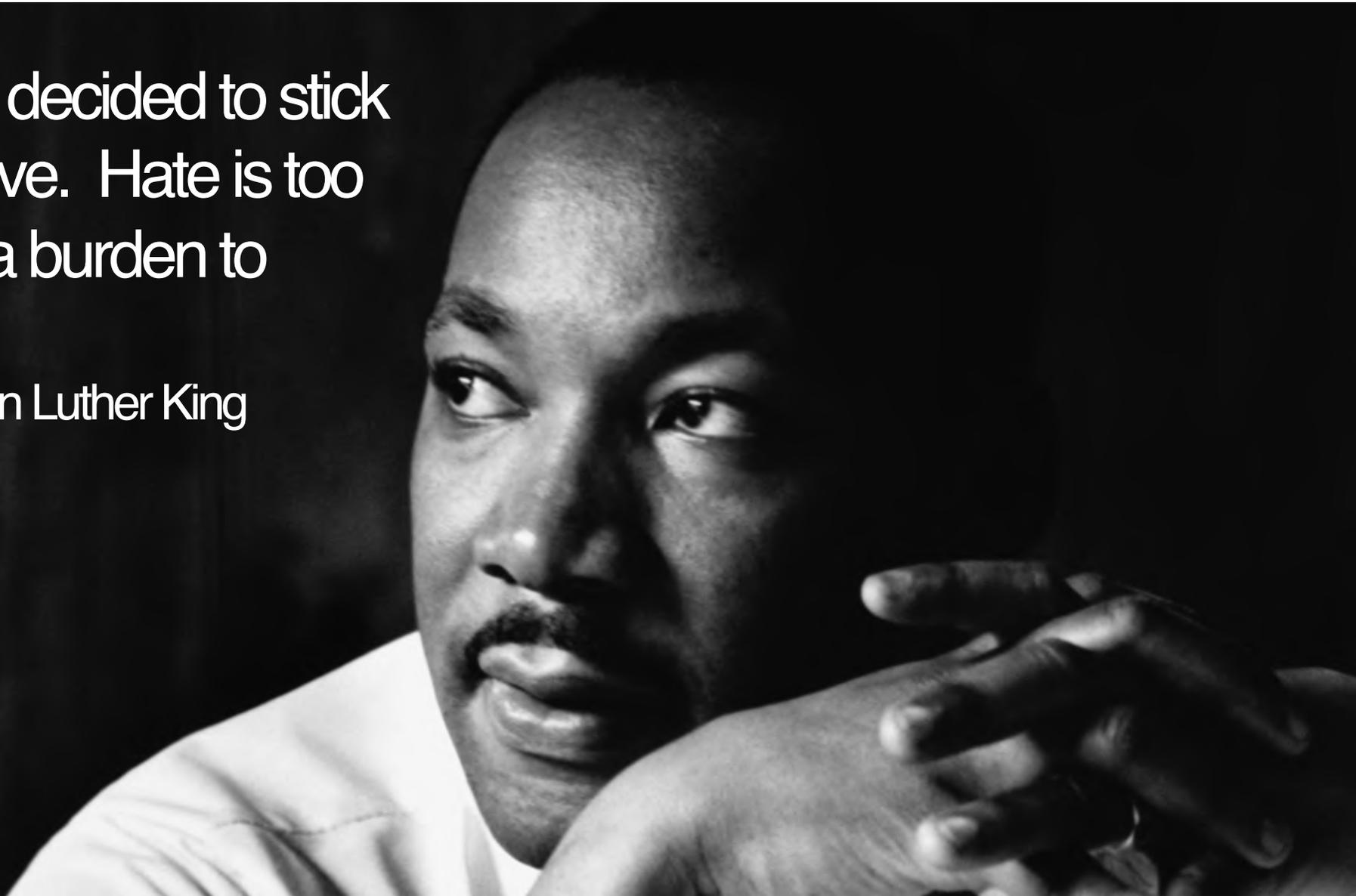
**Ultimately,  
our greatest joy  
is when we seek  
to do good for others.**

Archbishop Desmond Tutu  
*The Book of Joy*



I have decided to stick  
with love. Hate is too  
great a burden to  
bear.

Dr. Martin Luther King



# 🔍▶ Your Questions

How easy is it for you to choose love over hate?

How easy is it for you to “engage your will for the good of others?”

**2:00**



# Principle Six

Reciprocity

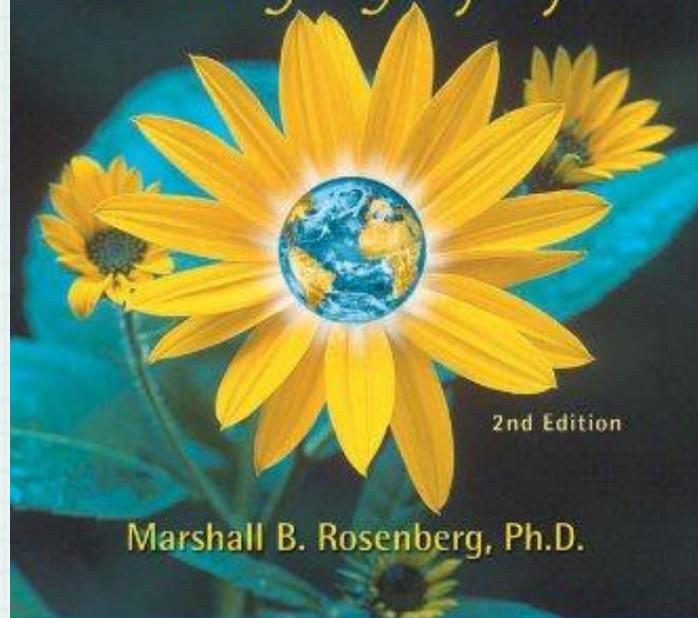
**2:00**

# Principle Six

Conversation should be life-giving.

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"This is one of the most useful books you'll ever read."  
—WILLIAM URY, *Getting to Yes*

*Nonviolent*  
**COMMUNICATION**  
*A Language of Life*



2nd Edition

**Marshall B. Rosenberg, Ph.D.**

Endorsed by  
Arun Gandhi, Deepak Chopra, Marianne Williamson, John Gray, Jack Canfield,  
Anthony Robbins, Dr. Thomas Gordon, Riane Eisler, and more

# Life-alienating

- moralistic judgments
- making comparisons
- making demands
- denial
- labeling others

How would your life be different if ... you walked away from gossip and verbal defamation? Let today be the day ... speak only the good you know of other people and encourage others to do the same.

*-Steve Maraboli*



# Reciprocity

Conversation should be life-giving.

*from*

STORY  
CORPS

&



# 6 Beliefs

1. Equality.
2. Choice.
3. Voice.
4. Dialogue.
5. Reflection.
6. Reciprocity.

**2:00**

# Habits

**2:00**

To be authentic, you  
need to ***act*** in a way  
that is consistent with  
what you ***believe.***

**Demonstrate Empathy**

**Listen**

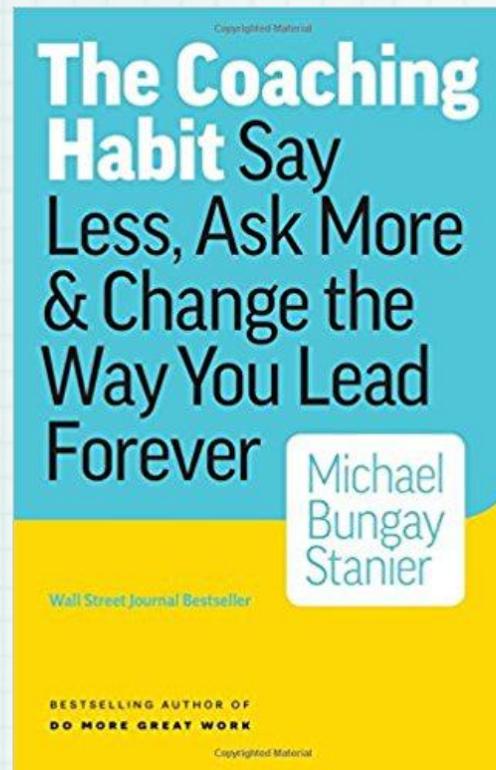
# Your Questions

On a scale of 1-5, how seriously are you going to take this activity?

On a scale of 1-5, how vulnerable are you willing to be during this activities?

**2:00**

# Michael Bungay Stanier's Five Questions



# Michael Bungay Stanier's Five questions

- What's on your mind?

**1:00**

# Michael Bungay Stanier's Five questions

- What's on your mind?

**1:00**

# Michael Bungay Stanier's Five questions

- What's the real challenge ...?
- And what else?

**2:00**

# Michael Bungay Stanier's Five questions

- What's the real challenge ...?
- And what else?

**2:00**

# Michael Bungay Stanier's Five questions

- What do you want?

**1:00**

# Michael Bungay Stanier's Five questions

- What do you want?

**1:00**

# Michael Bungay Stanier's Five questions

- What was most useful?

**1:00**

# Michael Bungay Stanier's Five questions

- What was most useful?

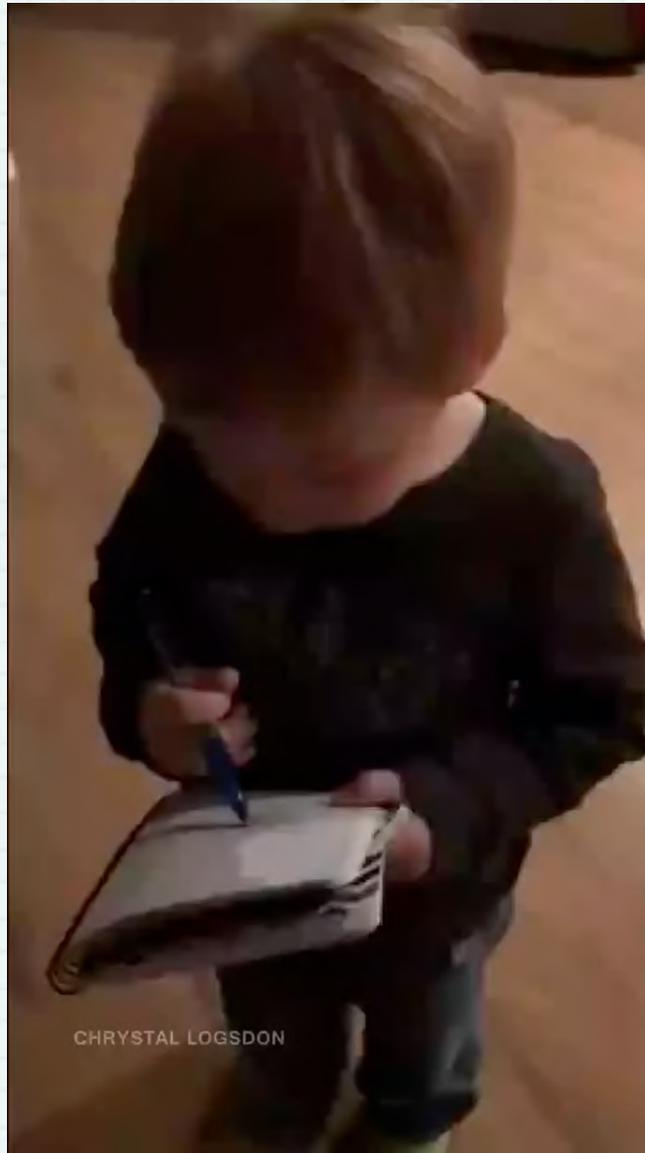
**1:00**

# Your Questions

What did this activity prompt you to think about the way you listen and ask questions?

Will you try to do anything differently in the future?

**2:00**



CRYSTAL LOGSDON

# Michael Bungay Stanier's Five questions

- What's on your mind?
- What's the real challenge ...?
- And what else?
- What do you want?
- What was most useful?

**2:00**

**Connect**

**2:00**

Failure to connect can hinder your career. It can interfere with friendships. It can weaken your relationships with relatives, including your kids. It can even ruin your marriage.

***Gottman, p.25***

**Bid**

“A bid can be a question, a gesture, a look, a touch--any single expression that says **‘I want to feel connected to you.’** A response to a bid is just that--a positive or negative answer to somebody’s request for emotional connection”

*Gottman*



# Turning Toward

# Turning Away



When someone turns away from a bid, the bidder loses confidence and self-esteem. In our observation studies, we see how people almost seem to **“crumple”** when their partners turn away. The bidders don't get puffed up with anger; they don't get indignant; they just seem to fold in on themselves.

*John Gottman (2001) The Relationship Cure.*

# Turning Against



# Your Questions

In what ways do your own experiences suggest that Gottman's research is right or wrong?

**2:00**





**Trust**

**2:00**

# What is Trust

1. Character
2. Reliability
3. Competence
4. Warmth
5. Stewardship

**2:00**



**LOOKING AHEAD:**

## Building Trust

Use this form to consider the factors that influence trust—character, competence, reliability, warmth, and stewardship. Identify any changes you can make to become more trustworthy.

**CHARACTER**

Are you honest, transparent, and nonjudgmental? Do you need to change so that you can be more trustworthy?

.....  
.....  
.....

**COMPETENCE**

How can you increase the usefulness of what you share? Do you need to be more focused or precise? Do you need to increase your depth of knowledge?

.....  
.....  
.....

**RELIABILITY**

What organizational rituals and boundaries can you add, or what activities can you quit so you can be more reliable?

.....  
.....  
.....

**WARMTH**

Do you need to get better at demonstrating empathy, listening, being a witness to the good, or being vulnerable to encourage trust?

.....  
.....  
.....

**STEWARDSHIP**

Do you need to change your outlook on life in any way so that you are less concerned with yourself and more concerned with others?

.....  
.....  
.....

**2:00**

**Find Common Ground**



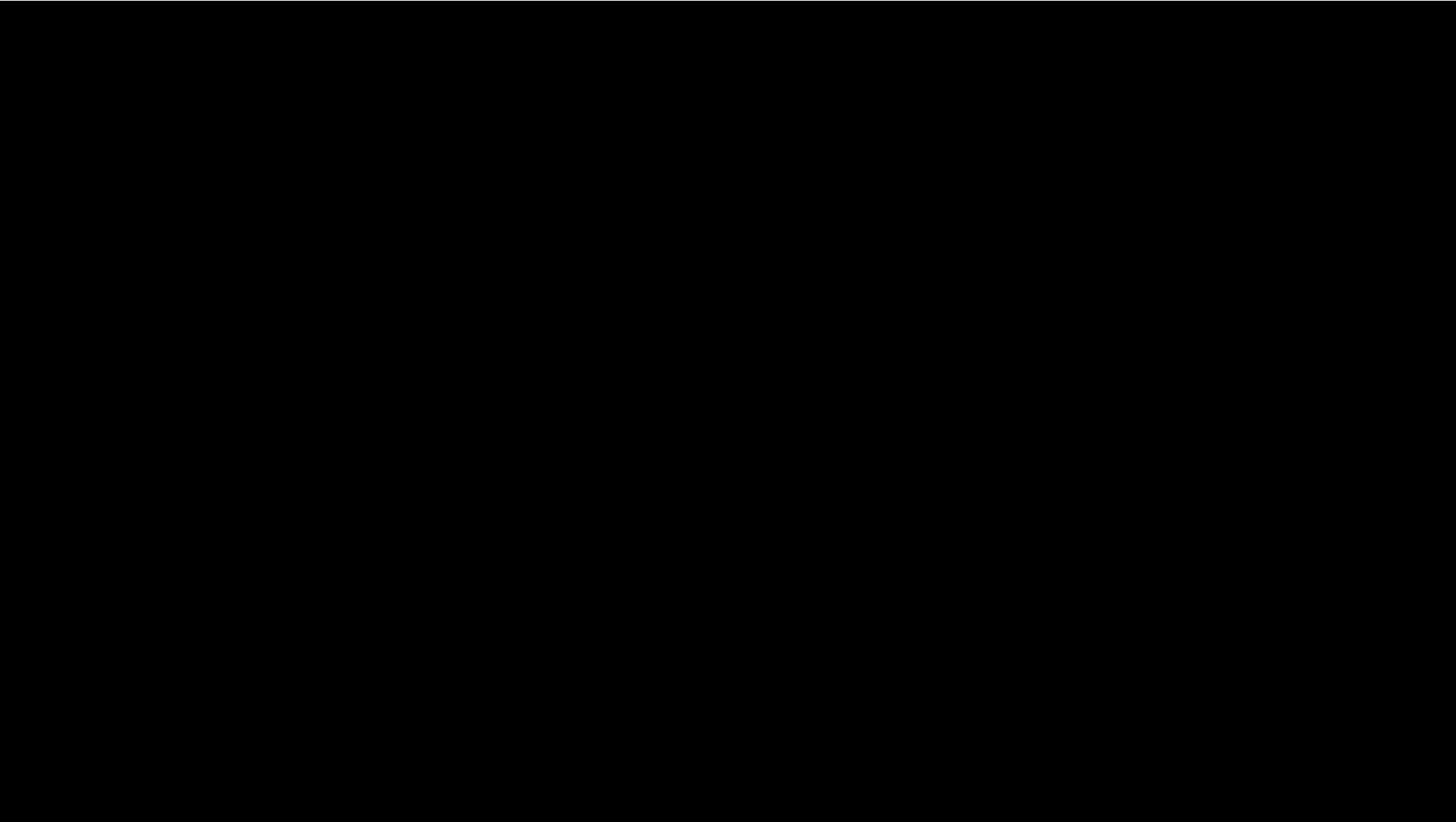
I note the obvious differences  
between each sort and type,  
but we are more alike, my  
friends, than we are unalike.

*—Maya Angelou*



# I C.A.R.E.

- Interests
- Convictions
- Activities
- Roles and Responsibilities
- Experiences



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