



Coached UPDATE

APRIL 2025

Enhancing the quality of conversations in education communities

Short Read

GOAL SETTING: 5 KEY ELEMENTS TO BRING THEM TO LIFE

Goal setting has become perhaps one of the most used and foundational concepts in coaching. What is a goal and how is it useful? Anthony Grant (2012) describes a goal as being 'the purpose toward which an endeavour is directed; an objective or outcome'. In coaching, we look at goals as the desired endpoint or 'future perfect'. Regardless of description one thing is clear and consistent in the literature and research around goal setting - Goals play a key role in moving us from our existing state to a desired state. Goals play a key role in moving us from our existing state to a desired state.

Locke and Latham (1990) developed Goal Setting Theory and have researched goals extensively, identifying **5 key elements** that need to be in place for us to achieve our goals and highlighting how these 5 elements help to translate 'good intentions into great results'.

Clarity: be clear about your goal and what you are trying to achieve. Write it down and think about how and when you will measure it. A clear goal can be measured.

Challenge: set a challenging goal that will stretch you and spark your interest. Goals that are either too easy or too difficult can harm motivation and performance.

Commitment: ensure you are committed to the goal by aligning it to your values or important outcomes. Individuals will work harder towards a goal when they have had input in developing it. This instigates buy-in increases the commitment level towards goal achievement.

Feedback: ask for feedback, so you can gauge your progress and adjust if needed. Feedback can come from others or from within. It can be a check-in point, to ascertain that you're heading in the right direction. It can allow you to adjust a goal or aspects of it to ensure your moving towards what is wanted.

Task Complexity: take into account the complexity of the task, being realistic about time frames and achievability. Think about breaking complex tasks into smaller sub-goals if needed to reduce overwhelm.

When done in a supportive, structured way, goal setting is effective and often critical to success. This is where coaching can be a vehicle to support others set goals through increasing self-awareness and responsibility. Goals give us a route to focus our attention on goal-relevant behaviour such as actions that

feed into and underpin movement towards the goal and away from irrelevant tasks that are distracting. (Zimmerman, Bandura, & Martnez-Pons, 1992).

How can we support goal setting in the workplace? Coaching is one key mechanism or strategy for helping this happen. It is a developmental conversation that is forward-focused as well as action-oriented. It is supported and underpinned by Self Determination Theory (Deci & Ryan), a macro theory of human motivation that looks at people's innate tendencies and psychological needs that feed into motivation. Coaching supports a sense of competency (achievement), a sense of autonomy (choice) and a sense of relatedness (connectivity). This interfaces beautifully with the tenants of Goal Setting Theory to support the movement towards goal setting and goal achievement.

Written by **Claudia Owad**, Director, Growth Coaching International

References:

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behaviour. *Psychological Inquiry*, 11, 227-268.

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behaviour*. New York, NY: Plenum.

Grant, A.M (2012) An integrated model of goal-focused coaching: An evidence-based framework for teaching and practice. *International Coaching Psychology Review*, Vol. 7 No. 2 September 2012. The British Psychological Society.

Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Englewood Cliffs, NJ: Prentice-Hall.

Zimmerman, B. J., Bandura, A., & Martnez-Pons, M. (1992). Self-motivation for academic attainment: The role of self-efficacy beliefs and personal goal setting. *American Educational Research Journal*, 29(3), 663-676.

Upcoming Events

Growth Coaching International and Instructional Coaching Group are thrilled to share the Instructional Coaching Institute led by Dr. Jim Knight is returning in 2025 across FOUR cities in Australia and Asia - Shanghai, Gold Coast, Melbourne and Bangkok!

The Institute is the comprehensive course that gives coaches and leaders everything they need to know to become successful coaching partners. It is an essential professional development opportunity for developing and sustaining a successful coaching program in your context.

Registrations are OPEN and places are filling fast! Click below to find out more and secure your spot.

- Shanghai China** 7th - 11th May 2025
- Gold Coast Australia** 30th June - 4th July 2025
- Melbourne Australia** 8th - 12th September 2025
- Bangkok Thailand** 3rd - 7th November 2025

[DISCOVER MORE & REGISTER](#)

Effective coaching is at the heart of teaching and learning that positively impact students learning, engagement and wellbeing. Knowing that every school is different, how do you create a sustainable, impactful instructional coaching program that really works in the short and long term?

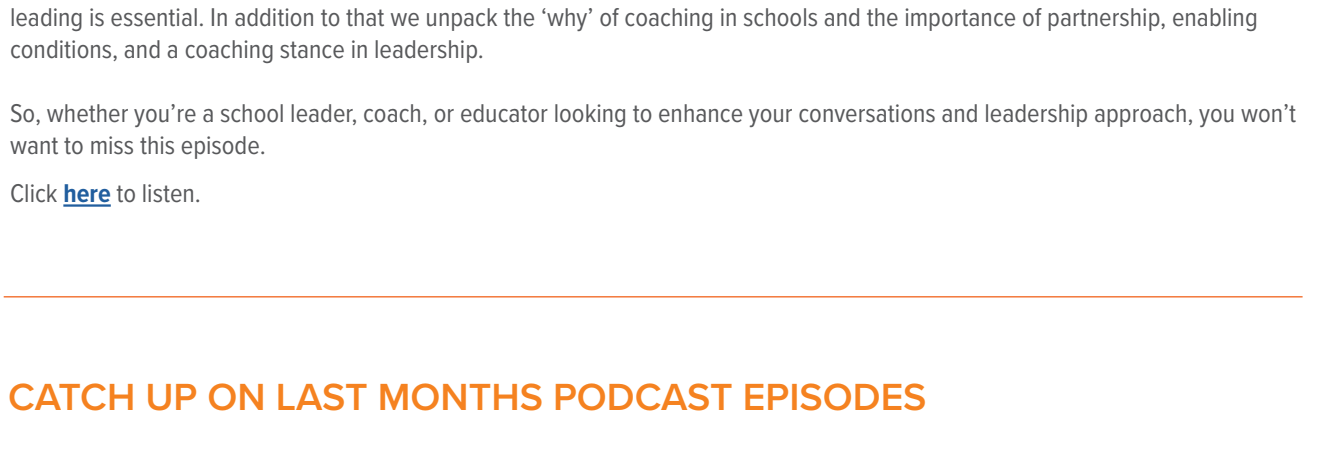
Join Dr Jim Knight, the world's leading expert in instructional coaching, for the Instructional Coaching Done Well Roadshow - a special learning experience designed to help school leaders, instructional coaches, and educators answer this question.

Places are filling up fast! Click below to find out more and secure your spot.

- Stop 1 Perth, WA** 19th - 20th June 2025
- Stop 2 Launceston, TAS** 23rd - 24th June 2025
- Stop 3 Sydney, NSW** 26th - 27th June 2025

[DISCOVER MORE & REGISTER](#)

Resources



STORIES FROM THE FIELD - DR CHRIS BAKER



In this episode Podcast host Richard Reid is joined by Dr. Chris Baker. Chris leads professional development for a large group of schools in the South West of England, supporting over 3000 staff. He is the author of Leadership Launchpads, a visually engaging book packed with 100 powerful leadership concepts, covering everything from public narratives to 'sludge audits.' But what really stands out about Chris is his journey from what he describes as a 'dire' early education to an obsession with professional learning and coaching.

In this episode, we explore his story, his coaching philosophy and why he believes that not everyone needs to be a coach - yet coaching as a way of leading is essential. In addition to that we unpack the 'why' of coaching in schools and the importance of partnership, enabling conditions, and a coaching stance in leadership.

So, whether you're a school leader, coach, or educator looking to enhance your conversations and leadership approach, you won't want to miss this episode.

Click [here](#) to listen.

CATCH UP ON LAST MONTHS PODCAST EPISODES

Last month we released three incredibly insightful episodes of our Coaching in Education podcast!

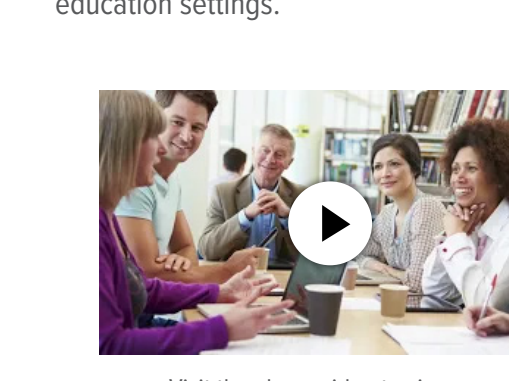
A Conversation with Nicole O'Brien on Strengths, Wellbeing and Women in Education:



To mark this year's International Women's Day we have recorded a powerful conversation on sustainable leadership and wellbeing with special guest Nicole O'Brien, a visionary Principal and advocate for strengths-based leadership. As a Gratitude Warrior Nicole shares how she's using coaching as a core approach to support leaders and teachers in her school. Listen in for practical insights on using strengths and gratitude to enhance wellbeing, prevent burnout and lead with authenticity.

Click [here](#) to listen.

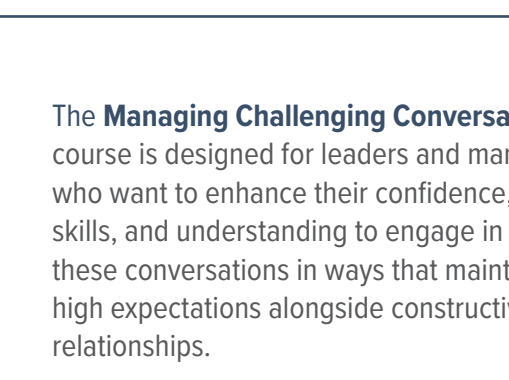
A Teacher's Guide to Coaching with Jasmine Miller:



In this special episode, we're thrilled to welcome Jasmine Miller, author of A Teacher's Guide to Coaching. Jasmine will share insights from her new book, exploring how coaching can transform teaching practices, build stronger relationships and empower both teachers and students. Whether you're new to coaching or looking to deepen your skills, you won't want to miss this conversation packed with practical strategies and real-life examples.

Click [here](#) to listen.

Radical Listening with Christian Van Nieuwerburgh and Robert Biswas-Diener:



Listen as we dive into the transformative power of listening with the authors of Radical Listening, launching on the same day. In this special episode of Coaching in Education, I will be in conversation with Christian Van Nieuwerburgh and Robert Biswas-Diener exploring how deep, intentional listening can reshape school culture, strengthen leadership, and elevate coaching conversations. With lots of practical insights and real-world examples, this episode is a must-listen for anyone looking to build more inclusive and connected educational communities. Don't miss it!

Click [here](#) to listen.

You can subscribe to our podcast via [Apple Podcasts](#), [Spotify](#) and now [YouTube](#).

In the meantime, check out all episodes of the Coaching in Education Podcast [on our website](#).

AVOIDING THE OPPOSITE OF WHAT'S WRONG

By Dr Mark McKergow

As a manager, I get to hear a lot about what's wrong - with our customers, our offices, our printer, our mailing service and even sometimes our people. And, of course, it's my job to get something done about it. As a manager/coach, I often use a coaching style to start addressing these issues. Here's an idea which could save lots of time and stress.

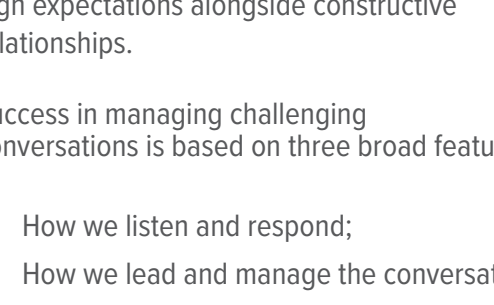
Read the full article [here](#) on our website.

Upcoming Courses



COACHING IN LEADERSHIP

Designed specifically for current and aspiring leaders, **Coaching in Leadership** is a practical evidence-based course providing in-depth learning and experience of the application of coaching approaches as a highly effective way of leading in schools and other education settings.



Visit the above video to view our **Coaching in Leadership - Course Overview**

Be sure to [click on the dates](#) to visit the registration pages!

"It was such a worthwhile course for me to do on this journey that I am on, and I am already hearing how differently I am responding to people I work with."

Leonie Hegarty,
Leading Teacher,
Tarnet Rise Primary School VIC

UPCOMING COHORTS:
2 x 2 Day Cohorts - commencement dates below

- Perth** - 8th May 2025
- Melbourne** - 19th May 2025
- Brisbane** - 29th May 2025
- New Zealand** - multiple cohorts
- Sydney** - 18th Aug 2025

MANAGING CHALLENGING CONVERSATIONS

The **Managing Challenging Conversations** course is designed for leaders and managers who want to enhance their confidence, skills, and understanding to engage in these conversations in ways that maintain high expectations alongside constructive relationships.

Success in managing challenging conversations is based on three broad features:

- How we listen and respond;
- How we lead and manage the conversation
- How we show up in the conversation

Be sure to [click on the dates](#) to visit the registration pages!

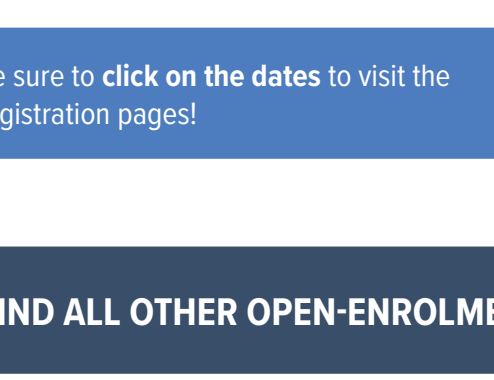
"I've learned to be clear and concise in my messaging when having challenging conversations - I loved how much time we had to reflect on ourselves and our position in conversations."

Hannah Simmons,
Kororoit Creek Primary School, VIC

UPCOMING COHORTS:

- Melbourne** - 21st May 2025
- Online (AEST)** - 27th May 2025
- Perth** - 16th June 2025
- New Zealand** - multiple cohorts

THE IMPACT CYCLE



The **Impact Cycle** 2-day course is designed to support educators in establishing instructional coaching cycles that lead to improved teaching and student learning.

The course is for anyone who works alongside teachers to help them develop their practice. The Impact Cycle also provides educational leaders with a model of instructional leadership that enables teacher agency.

Be sure to [click on the dates](#) to visit the registration pages!

"Since taking the course, we have been able to approach our work with a newfound sense of clarity and purpose. The strategies you shared with us have allowed us to tackle even the most complex challenges with confidence and skill, and the results have been truly impressive."

Matthew Cato,
Catholic Schools Office Diocese of Lismore, NSW

UPCOMING COHORTS:

- Adelaide** - 12 & 13 May 2025
- Perth** - 31 July & 1 Aug 2025
- Brisbane** - 10 & 11 Nov 2025
- Melbourne** - 10 & 11 Nov 2025
- Sydney** - 11 & 12 Nov 2025
- New Zealand** - multiple cohorts

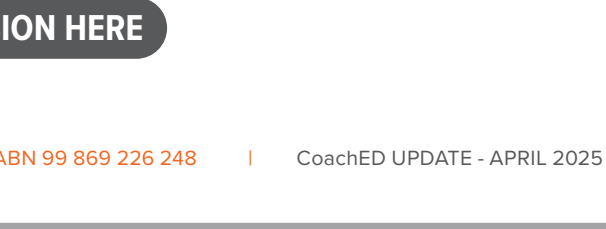
[FIND ALL OTHER OPEN-ENROLMENT COURSES ON OFFER BY CLICKING HERE](#)

Complimentary Professional Learning

Back in February we held a webinar on Managing Challenging Conversations - Transforming Challenges into Opportunities.

The recording of this session is available to view now!

Join Chris Munro and Claudia Owad as they explore confidently navigating difficult conversations, practical strategies that can help during these conversations, and the impact on yourself and others when we better manage challenging conversations.



[WATCH THIS SESSION HERE](#)