

School Coaching

Handouts for this chapter include:

1. What is a coach?
2. Coaching techniques
3. The coaching process
4. SMART goals
5. Questions to ask
6. Generate alternative actions
7. Monitoring progress
8. Move toward self-sufficiency
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What is a coach?

- A coach helps others move from where they are to where they want to be.
- To coach is to bring individuals from their current reality to their desired vision.
- A coach helps people learn new skills and knowledge to enable them to solve problems or achieve goals on their own.

Coaching techniques

Directive

- The coach knows the correct instructions.
- The coach can communicate those instructions in ways the client will understand.
- The client is interested and wants to receive the instructions.
- The client has enough experience to translate the instructions into performance.
- The coach and client are looking for an immediate, short-term solution to a pressing problem.

Collaborative

- The coach and client share a high level of trust.
- The coach and client have enough expertise to solve the problem.
- Both parties agree, explicitly or implicitly, to brainstorm ways to solve the problem.
- The two agree on the problem to be solved and the conditions for a satisfactory solution.

Nondirective

- The coaching process is based on the client's needs.
- The client allows himself to be coached.
- The coach and the client trust each other completely.
- The coach has enough background knowledge, coaching skills, and confidence in those skills to address the client's goals.
- The coach focuses on the client's desired outcomes.

The coaching process

Step 1: Agree on a desired result.

Step 2: Understand the current reality.

Step 3: Explore the assumptions leading to that reality.

Step 4: Generate alternative actions.

Step 5: Monitor progress.

Step 6: Move toward self-sufficiency.

SMART goals

Specific

Measurable

Achievable

Relevant

Time sensitive

Questions to ask

Questions to ask to understand the current reality:

- What actions or approaches have you tried?
- How have they worked?
- What actions or approaches have been most successful?
- Tell me more about the causes of your successes.
- What actions or approaches have not worked?
- What barriers or obstacles have you encountered?
- Explore the assumptions leading to that reality.
- Are the assumptions based on fact or opinion?

Remember that effectively testing assumptions requires both compassion and courage.

Generate alternative actions

- Has the client considered other possibilities for action?
- Did the client consider these other options and decide not to pursue them? If so, why?
- How are things working under the current design?
- Are the client's actions moving her closer to her goals?

Monitoring progress

- The most effective methods are those that require the client to monitor the results being achieved.
- Another method for monitoring progress is periodically assessing the coaching process itself.

Move toward self-sufficiency

Goals:

- The client adopts and embraces new ways of thinking that open up possibilities for action.
- The client generates that thinking independently.
- The client is able to transfer the new thinking to others.

Critical elements

- Coaching is a non-sequential, non-linear process.
- Coaching groups will require repeated conversations.
- A coach will draw on all areas of life when working with clients.
- Curiosity and the ability to listen, question, focus, and achieve results are essential.
- Coaches must have a high tolerance for ambiguity.
- Coaches must be compassionate and respect their clients.