Building a Faculty Culture of Growth and Innovation Through Coaching and Collaboration

Marsha Little
Assistant Head of School
The Lovett School, GA
@mtlittle75

Cynthia Sabik
Head of Upper School
Stone Ridge School of the Sacred Heart, MD
@sabikci

Connie White
Director of Learning Design & Innovation
Woodward Academy, GA
@cwhitetechn
Consider the potential for coaching practices to inform a culture of collaboration and team-building.

Explore how to adapt this model-in-progress to the team-building work you do or aspire to do.

Consider how your own leadership style might need to evolve in order to nurture a more innovative faculty culture.
Three Types of Feedback
Stone and Heen, *Thanks for the Feedback*

- **Appreciation:** To see, acknowledge, connect
- **Coaching:** To expand knowledge and sharpen a skill or to address a relationship need
- **Evaluation:** to rate or rank, to align expectations
Learning-focused Conversations: The Continuum of Interaction

<table>
<thead>
<tr>
<th></th>
<th>Calibrating</th>
<th>Consulting</th>
<th>Collaborating</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td>“This example…”</td>
<td>“I think that…”</td>
<td>“How might we think about…”</td>
<td>“How might you….?”</td>
</tr>
<tr>
<td></td>
<td>“These data…..”</td>
<td>“Here is one way to think about that…”</td>
<td>“Let’s think about…”</td>
<td>“What are some of your….?”</td>
</tr>
<tr>
<td>Language</td>
<td>Credible voice/neutral language</td>
<td>Credible voice/personal pronouns</td>
<td>Approachable voice/collective pronouns</td>
<td>Approachable voice/2nd person pronouns</td>
</tr>
</tbody>
</table>

Copyright 2012 MiraVia, LLC The Road to Learning www.miravia.com
Coaching Reflection:

Think about a time you benefited from coaching (on a team, in your job, in an activity).

How did this experience benefit you? What role did the coach play?
Atul Gawande
Coaching for Teaching and Learning

We believe that excellent instruction is possible every day, in every classroom, and for every child.
Coaching for Teaching and Learning

Simple Truth #1: Teaching is a complex job.

Simple Truth #2: People do not know what it looks like when they do what they do.
Coaching for Teaching and Learning

One of the main barriers... to turning knowledge into action is the tendency to treat talking about something as equivalent to actually doing something about it.

Jeffrey Pfeffer & Robert Sutton
The Knowing - Doing Gap
Coaching helps teachers identify...

...a clear picture of his/her current reality

...a change s/he want to see in students

...a measurable goal

...a strategy to try
Coaching for Teaching and Learning

Coaching is:
- voluntary
- confidential
- non-evaluative
- done by a trained professional
Coaching for Teacher Agency: A Paradigm Shift

OLD

Open your books to page one…

NEW

Faculty are purposeful designers of innovative teaching practices for students who are learning how to learn in a global, digital, inter-connected world.
Coaching for Teacher Agency:

“I teach... intellectual dependency. Good people wait for a teacher to tell them what to do. It is the most important lesson, that we must wait for other people, better trained than ourselves, to make the meanings of our lives.”

--The Seven-Lesson Schoolteacher, John Taylor Gatto, 1991
Coaching for Teacher Agency: “Leaders of Their Own Learning”

Goals: student agency/teacher agency

It is teachers who empower students

How to empower teachers?
Coaching for Teacher Agency: Lesson Study Cycle

- Leaders of their own learning
- Design innovative practices
- Learning how to learn
- Learning context and experiences
Coaching for Teacher Agency: Where coaching fits in

Just like student learning, teacher growth:

• is self-directed and collaborative

• is centered around inquiry, agency, and relevance (to classroom practice & the world beyond the classroom)
Coaching for Teacher Agency:

Coaching provides:

- a lexicon:
  - appreciation/affirmation
  - coaching/feedback
  - assessment/evaluation
- the ability to recognize and ask for what you need
- a heightened ability to give and receive feedback
Building a Mindset for Growth and Innovation

Personal Goals → STLinATL Conference Strands

• The Folio process is about developing faculty and staff through informed conversations. 5 STEP Process

- Profile Completion
- Goals Conversation
- Focus
- Feedback
- Summary

- About me
- Narrative Statement
- Accomplishments: Five Words
- Goals/Actions
- Additional Information

- Project
- Observations
- Mid-Cycle Conversation
- Year Off

Folio Collaborative
Growing Together
Building a Mindset For Growth & Innovation Summit for Transformative Learning

THE CONFERENCE WILL FOCUS ON THE FOLLOWING AREAS:

- Whole Child (e.g., mindfulness, brain-based learning, design thinking, social-emotional, equity and inclusion)
- STEM/STEAM Integration
- Assessment for Learning
- Contemporary Literacy
- Excellence in Physical Education, Coaching, and Athletic Development

Stlinatl.com
School Innovation Teams

Guiding Question:
What steps should we take as a team to implement 21st Century school reform?

Continuing to Move Schools Forward!
Question
Storming
COACHING
A More Beautiful Question

Warren Berger
“A beautiful question is an ambitious yet actionable question that can shift the way we think about something and may serve as a catalyst for change.”

--Warren Berger
Question Storming: Coaching

- Implications for leadership
- Applications in your own school
- Different models of coaching
- Generating faculty buy-in
- Generating administrator buy-in
- Building capacity for coaching
- Overcoming challenges
Wrap-up
Reading List:

- Stone & Heen, *Thanks for the Feedback*
- Wiseman, *Multipliers - How the Best Leaders Make Everyone Smarter*
- Aguilar, *The Art of Coaching*
- Aguilar, *The Art of Coaching Teams*
- Berger, *A More Beautiful Question*
- Knight, *High Impact Instruction*
- The Right Question Institute, [www.rightquestion.org](http://www.rightquestion.org)
- Crane, *The Heart of Coaching*
- Gawande, “Personal Best,” published in *New Yorker*
THANK YOU!

Marsha Little – mlittle@lovett.org
Cindy Sabik - csabik@stoneridgeschool.org
Connie White – connie.white@woodward.edu