

LEADERSHIP TEAM PD · CHAPTER 1 · PP. 25 TO 48

Coaching for Equity: Study Sheet

Elena Aguilar · The three components, four phases, and five principles of Transformational Coaching

The big idea. The biggest obstacle to good coaching is not effort. It is the lack of a structure. Transformational Coaching is the bridge from school as it is to school as a place of healing and liberation, and it works through learning, not mandates.

1 The Three Components

The Coach

The biggest factor in a conversation is the coach's own way of being: how they show up that day. Coaches look after themselves and keep building trust.

The Client

Coached as a whole person, not just a lesson plan. Inside the client, the coach works on the Three Bs (below).

The Systems

Working on individuals alone risks reproducing the inequities we want to change. Coach the person and change the conditions around them.

INSIDE THE CLIENT: THE THREE BS

Behaviors
What we do. The part a camera can capture.

Beliefs
What we think. The mental models behind our decisions.

Ways of being
How we show up: emotions, communication, resilience.

Behaviors grow out of beliefs, and beliefs grow out of ways of being, so changing only behaviors rarely lasts. Every conversation has three matching goals: **build skill, strengthen reflection, build resilience.**

2 The Four Phases

PHASE 1

Surface

Understand current reality: who the person is, their strengths, and the context they work in.

PHASE 2

Recognize

Gather real evidence of the impact on students and uncover the mental models behind it. Never use data to shame.

PHASE 3

Explore

Make room for emotions: grief, shame, anger. Accept them, and stay on the coaching side of the line with therapy.

PHASE 4

Create

Build new practices tied to new beliefs, so the teacher can self correct when the coach is not around.

The phases run roughly in order. Around all four: the coach looks after themselves and keeps building trust. Without trust, there is no coaching.

3 The Five Principles

Compassion
Center people's dignity, including your own.

Curiosity
Suspend judgment. Be willing to be changed by what you hear.

Connection
Refuse either-or thinking. See how people and systems link.

Courage
Act with healthy urgency and course correct rather than wait for certainty.

Purpose
A world of justice, equity, and liberation. The journey is the destination.

+ What Coaching Is and Is Not

IT IS NOT

- A way to enforce a program
- An evaluator or reporter role
- A way to fix people (it should be a choice)
- Therapy
- Consulting

IT IS

- Professional development: in the job, ongoing, one on one, fitted to the learner
- Building the other person's capacity by guiding their learning

<20% → 80 to 90% Training alone gets under twenty percent of new practices into classrooms. Add coaching and it climbs to eighty or ninety percent.

+ The Bridge, in One Picture

The chasm
Low expectations, harsh discipline for small things, less access to advanced courses. Even students served better still face stress and too much lecture and testing. Two barriers: it is hard to imagine the other side, and we do not know how to cross.

The bridge
Lanes: resilience, teams, equity, leaders, instructional practice. Guardrails: self care and trust. Pillars: the five principles. The equity tools do not work when lifted out of the full model.

Systems in action
A teacher of newcomer students saw them struggling in PE, in the cafeteria, and with security. Rather than fix one teacher, she trained the whole staff and brought in translators.

Our reflection

1. Where in our own work do we have a commitment without a structure behind it?

2. Which of the Three Bs do we coach least, and why?

3. Which principle do we most need to practice this month?