

Coaching for Capacity Building

Coach's Manual



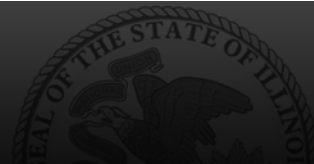


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About the Coaching Manual for Capacity Building

This manual was created under the direction of Dr. Susie Morrison, the Deputy Superintendent of the Illinois State Board of Education, to provide helpful tools and resources for individuals serving in the role of a coach of teams involved with ongoing improvement initiatives. The guiding principle underlying the coaching skills and competencies contained in this manual is for the coach to help build a team's capacity to become self-directed and to function autonomously. That is, the purpose of coaching is to transfer skills and competencies, to provide sufficient opportunities to successfully practice targeted skills and competencies, and to release responsibility to the team as soon as the team is able to function autonomously. A gradual release of responsibility model explained in the first section of the manual informs the intent and actions of the capacity building coach.

A committee chaired by Dr. Jay Linksman created this Manual and the corresponding Training Guide and Online Training Modules. Members of the committee included: Jodi Bouris, Patti Furlano, Susan Gasber, Mary Maloney-Geregach, Donnette Nailor, Ardella Perry-Osler, and Cheryl Quinn. Advisory Committee members included: Anji Garza, Maureen Richel, Pandora Taylor, and Rachel Trimble. Contributing writers and editors who provided invaluable input included: Cheri Leveling, Cheryl Beasley, Alex Hildebrand, Chris McAfee, and Robert Wennberg.

The manual is divided into three main sections:

- I. Building Capacity**
- II. Communicating Effectively**
 - Active Listening
 - Asking Questions
 - Descriptive Feedback
 - Building Relationships
- III. Facilitating Team Improvement Processes (Seven-Steps)**
 1. Preparing for the first team meeting
 2. Establishing norms and roles
 3. Developing clear outcomes
 4. Analyzing of Data
 5. Setting challenging and achievable goals
 6. Helping teams convert goals
 7. Monitoring results



Using this Manual

The development committee identified competencies and skills associated with effective coaching. The manual and training materials are organized around those competencies. Each section of the manual is structured as follows: A definition of the competency; a description of “why” the competency is important; suggestions on how to implement the competency; practical job aids and tools related to the competency; and selected resources and references.

Coaches and supervisors can use this manual based on the particular needs of the coach and/or the team being coached. It is a flexible resource. Don’t feel that you have to go through each section of the manual in order. You can use the sections that you are working on, or feel the need to work on, at any given time.

A corresponding training component exists for each of the competencies. Check the Illinois State Board of Education website (www.isbe.net), or with ISBE’s Department of Innovation and Improvement, for training opportunities.

In addition to the documents that comprise this manual, two online training modules were created: one for “Providing Descriptive Feedback” and the other for “Writing Clear Meeting Outcomes.” These online training modules can also be accessed through the School Improvement Coach link on the ISBE website or by going to schoolimprovementcoach.org.