



APPENDIX A

*The Phases of Transformational Coaching**

Surface: Surface Current Reality

PURPOSE

See the lay of the land: the client's teaching or leadership practice, their beliefs, their way of being, and the context in which they work. Build a trusting relationship with client.

Actions

Attend to (Coach) Self

- What am I feeling?
- What do these feelings want to tell me?
- How can I anchor in Transformational Coach ways of being?
- How do I anticipate the role that my own identity will play in my ability to coach?
- Who can support me in this process? Who can I talk to? Who can listen to me? Who can give me feedback?

Resources, Tools, and Strategies*

- Transformational Coaching Rubric 2.0
- The Core Emotions

(continued)

| Actions | Resources, Tools, and Strategies* |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Observe and Understand</p> <ul style="list-style-type: none"> • Observe the client’s behaviors, and surface underlying beliefs and ways of being. • Look and listen for indicators of inequitable practices: implicit bias, deficit mindset, microaggressions, stereotyping, etc. Identify how white supremacy is manifesting in the classroom. • Understand the client’s teaching practice and organizational context. • Explore the client’s mental models. | <ul style="list-style-type: none"> • The Equity Rubric • Mind the Gap • Coaching stances (see <i>Art of Coaching</i>) • Listening strategies • Teacher to Student Interaction Tracker • Surveys |
| <p>Build Relationship with the Client</p> <ul style="list-style-type: none"> • Practice deep listening. • Pay attention to nonverbal communication. • Actively build trust. • Take the supportive and cathartic stances. | <ul style="list-style-type: none"> • Strength-Based Coaching • <i>The Art of Coaching</i> |

*Some of these resources are provided on my website, <http://brightmorningteam.com>, or are described in my other books.

Recognize: Recognize Impact

| PURPOSE | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <i>Help the client see how their behaviors, beliefs, and ways of being perpetuate systemic oppression. Engage the client in learning about how systems of oppression manifest in behaviors, beliefs, and ways of being.</i> | |
| Actions | Resources, Tools, and Strategies* |
| <p>Attend to (Coach) Self</p> <ul style="list-style-type: none"> • What am I feeling? • What do these feelings want to tell me? • How can I anchor in Transformational Coach ways of being? • What do I need to successfully be able to coach my client? • How can I continue to expand my knowledge about systems of oppression? • What new insights am I gaining about my own practices? • Who am I reaching out to for support? Am I getting what I need and want from them? If not, how might I let them know what I need? Who else could I reach out to? | <ul style="list-style-type: none"> • Transformational Coaching Rubric 2.0 • The Core Emotions |

| Actions | Resources, Tools, and Strategies* |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Connect and Reflect</p> <ul style="list-style-type: none"> • Gather and organize data to explore the impact of the client's beliefs and behavior on students, community, and self. • Name the underlying mental models, ideologies, and systems of oppression from which the client's beliefs and behavior emerge. • Explore and reflect on unintended consequences of the client's behaviors and underlying mental models. • Understand the detrimental impact of white supremacy and patriarchy on everyone, including the client. | <ul style="list-style-type: none"> • Video • Student data • Surveys • Classroom Observation Tool • Teacher to Student Interactions • Coaching Lenses (see <i>Art of Coaching</i>) • Informative texts • Confrontational, cathartic, and catalytic stances (see <i>Art of Coaching</i>) • Listening strategies |
| <p>Build Relationship with the Client</p> <ul style="list-style-type: none"> • Practice a range of listening strategies. • Actively build trust. • Ask for feedback on your coaching. | <ul style="list-style-type: none"> • Surveys about coach/coaching • All coaching strategies |

*Some of these resources are provided on my website, <http://brightmorningteam.com>, or are described in my other books.

Explore: Explore Emotions

PURPOSE

Guide the client to surface, acknowledge, accept, explore, understand, process and release emotions.

| Actions | Resources, Tools, and Strategies* |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <p>Attend to (Coach) Self</p> <ul style="list-style-type: none"> • Who am I being? • What am I feeling? • What do these feelings want to tell me? • How can I anchor in the Transformational Coach ways of being? • How can this process—with my client—support my healing and transformation? • Who am I reaching out to for support? Am I getting what I need and want from them? If not, how might I let them know what I need? | <ul style="list-style-type: none"> • Transformational Coaching Rubric 2.0 • The Core Emotions |

(continued)

| Actions | Resources, Tools, and Strategies* |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Explore Emotions</p> <ul style="list-style-type: none"> • Hold space for emotions, including anger and grief, and instigate emotional breakthrough. • Consider the universal human needs that are/ aren't being met. • Coach the client to take responsibility for behaviors, beliefs, and ways of being. • Solidify commitment to change. <p>Build Relationship with the Client</p> <ul style="list-style-type: none"> • Stay humble and compassionate. • Remain calm and grounded when strong emotions are expressed. • Use deep listening. | <ul style="list-style-type: none"> • Cathartic, catalytic, and confrontational stance (see <i>Art of Coaching</i>) • Core values activity • Legacy and purpose questioning • Sphere of Influence • Universal Human Needs • All coaching strategies |

*Some of these resources are provided on my website, <http://brightmorningteam.com>, or are described in my other books.

Create: Build New Practices

| PURPOSE <i>Create new behaviors, beliefs, and ways of being.</i> | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Actions | Resources, Tools, and Strategies* |
| <p>Attend to (Coach) Self</p> <ul style="list-style-type: none"> • What am I feeling? • What do these feelings want to tell me? • Which of the Transformational Coach ways of being is most relevant now? • What do I need to know now to successfully coach my client? • How have I grown and changed through working with this client? • Which of my coaching skill sets has most expanded? • Who has helped me in my coaching journey? How have they helped me? How can I acknowledge and appreciate their contributions? | <ul style="list-style-type: none"> • Transformational Coaching Rubric 2.0 • The Core Emotions |

| Actions | Resources, Tools, and Strategies* |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Build New Practices</p> <ul style="list-style-type: none"> • Develop and refine new behaviors. • Construct new mental models and beliefs. • Create new identities and ways of being. • Augment knowledge. • Deepen will and commitment to healing and transformation. | <ul style="list-style-type: none"> • Co-plan. • Model practices. • Observe others together. • Gather and analyze data together. • Provide real-time feedback. • Use the Ladder of Inference. • Ask legacy questions and invite creation of a vision. • Use all coaching strategies. • Scaffold learning. • Gradually release responsibility. |
| <p>Build Relationship with the Client</p> <ul style="list-style-type: none"> • Celebrate the client's growth and positive impact on students. • Communicate appreciation for the client. • Invite feedback on coaching. | <ul style="list-style-type: none"> • Supportive and instructive stances • <i>The Art of Coaching</i> |

*Some of these resources are provided on my website, <http://brightmorningteam.com>, or are described in my other books.