

## **PEER COACHING**

### **What is the purpose of educational peer coaching?**

- The ultimate purpose of peer coaching is to improve leadership results through developing more effective leaders.

### **Who is involved in the school leadership coaching process?**

- Coaching relationships that produce the best results include the peer coaches working together as well as direct supervisors and team members.
- Beyond the peer-coach relationship, the direct supervisor and reports/team members provide an on-the-job perspective of leadership effectiveness as well as support critical to each leader's development.

### **What is peer coaching?**

- Peer coaching is a one-to-one relationship focused on personal leadership development as well as professional/job-related goals.
- Peer coaching capacities include: evaluation, analysis, inquiry, dialogue, reflection, problem-solving, planning, practice/strategy implementation, accountability, support and facilitation of action.
- Peer coaching supports the personal development of these capacities by providing resources to improve skills and knowledge, creating job-embedded assignments to improve practice and developing systems/processes to fully leverage personal talents.
- Peer coaching aligns personal leadership development, behavioral change and action with the each coachee's current job demands and goals.

### **What is the peer coaching agreement?**

- It is an agreement and commitment that each peer coaching team make to one another that ensures each is ready, willing and able to be coached.
- It is an agreement to complete each monthly assignment together, meet on a monthly basis (in-person/by phone) and keep confidences
- It is an agreement that each peer coach will support and hold one another accountable for developing as a leader and improving leadership results.

### **When is the coaching done?**

- On a monthly basis for a minimum of one session (usually 60min), additional sessions can be scheduled as needed by the peer coaching team
- Coaching will be scheduled based on the peer coaching team's requirements

### **Where is the coaching done?**

- Coaching can occur on-site in person or by phone (teleconference)
- It is recommended that at least 1 in every 3 sessions is completed in person to ensure a personal connection as well as "seeing/experiencing" each other's work environments.

### **Why peer coaching in addition to other forms of professional development?**

- Peer coaching provides a personal support system focused on personal leadership development unique to each person and improving results
- Peer coaches are colleagues and the focus is on development not performance appraisal or review
- Peer coaches can act as sounding boards for one another in confidence, allowing for important issues to be worked on together improving performance
- Peer coaching ensures that what is learned gets applied on the job, maximizes returns on training investments
- Peer coaching increases best practice sharing, benchmarking and continuous improvement
- Peer coaching increases the overall organization's knowledge base and leadership capacity

### **How are personal leadership and professional goals/objectives identified?**

- Assessments (DISC, Leadership 360's, academic testing, employee surveys, etc.)
- Professional development sessions/learning summaries (leadership training post session assignments)
- Performance improvement goals and objectives
- Personal leadership agendas – challenges and opportunities

### Why are professional goals identified?

- To help peer coaching teams identify their natural strengths, hidden talents and potential blind spots related to skills, knowledge, and practice.
- To focus coaching interactions on planning, support and action that improves leadership effectiveness and results.

### How do we measure peer coaching effectiveness?

- Accomplishment of the identified goals/objectives by each peer coach partner
- 360 degree feedback survey and re-survey to measure leadership practice improvements
- Triad meetings (partner peer coaches, direct supervisors) may be scheduled throughout the process to review progress.
- DecisionWise 4 Levels of Coaching Effectiveness™ (table below) provides a framework that can be used to measure individual progress as well as coaching effectiveness.

Level 1: Reaction	Level 2: Self-Awareness	Level 3: Behavioral Change	Level 4: Performance
How the person being coached... ✓ responds to the coaching experience ✓ demonstrates a willingness to be coached ✓ participates in the process	How the person being coached... ✓ understands their current performance or behavior ✓ accepts feedback ✓ understands where she/he needs to improve in order to be more effective	How the person being coached... ✓ changes her/his behavior <u>This involves:</u> <ul style="list-style-type: none"> <li>▪ setting performance goals</li> <li>▪ developing a plan</li> <li>▪ putting the plan into action</li> </ul>	How the person being coached... ✓ has improved her/his performance ✓ has become more effective

### How are direct supervisors and leaders kept informed during the coaching process?

- Peer coach assignments will require interaction with direct supervisors and team members
- Peer coaches will be assigned to review professional development action plans with their direct supervisor and/or team members.
- Matters of confidentiality not pertinent to the peer coaches' leadership performance will not be shared.

### What programs offer this peer coaching process?

- School Leadership Coaching and Development Process (principals, assistant principals and lead teachers)
- School Leadership in Action™ Making Instructional Change Happen professional development workshop
- School-based Coaching Excellence™ professional development workshop