



# Coaching Curriculum Selection Guide

Overview of Coaching Curricula and  
Curriculum Selection Diagnostic

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### **How to Use this Guide**

This guide is designed to facilitate the selection of a coaching curriculum best suited to a school's values and context. We identified three research-based coaching curricula well suited for independent schools. When choosing a coaching curriculum, administrators charged with overseeing a coaching program should review the provided guides. These detail the three profiled curricula's coaching philosophy, tools, and resources. Then, use the Coaching Curriculum Selection Tool to determine which curriculum best suits the school's needs.

The intended users of this guide are division and department heads, deans of faculty, and directors of teaching and learning.

Elena Aguilar’s concept of “transformational coaching” is designed to help coaches develop a teacher’s classroom practice, teaching philosophy, and sense of self to improve student outcomes. Transformational coaching affects three domains: the individual teacher; the institutions and systems in which the teacher works; and the broader educational and social systems in which we live.

Coaches trained in this method will help teachers understand themselves in the context of their school and environment to drive change in their practice, the school, and the larger community.

## Introducing Transformational Coaching at Your School

### 1

#### Getting Started: Key Readings

- Use readings to teach coaches the foundational concepts and skills of transformational coaching
- Explore and practice strategies and techniques to drive teacher improvement
- Access free reading guides and downloadable tools on [brightmorningteam.com](http://brightmorningteam.com) to further explore readings



#### Resources

*The Art of Coaching: Effective Strategies for School Transformation (2013)*

*The Art of Coaching Teams: Building Resilient Communities that Transform Schools (2016)*

### 2

#### Going Deeper: Workshops and In-Person Support

- In-person learning opportunities on and off campus to deepen your coach team’s learning. Opportunities include:
  - *Essentials of the Art of Coaching Institute*
  - Facilitation of coaching-focused meetings, retreats
- Support for coaching program administrators is also available, including:
  - Consulting services for designing and implementing coaching programs
  - Executive coaching for school leaders



#### Key Institute

*Essentials of the Art of Coaching Institute* is an intensive two- to three-day event that focuses on developing transformational coaching skills

### 3

#### Advanced Training: Coaching Certification

- An intensive, year-long experience to develop advanced coaching skills
- Conducted through online learning and four retreats
- Coaching certification exists at three levels: foundational, intermediate, and advanced



#### Prerequisites for Enrollment

Coaches must have read *The Art of Coaching*, attended at least one of Aguilar’s coaching institutes, and have at least one year of coaching experience

# Jim Knight, Instructional Coaching Group

Dr. Jim Knight's coaching curriculum is grounded in a partnership approach between coach and teacher. This approach is based on seven principles of coaching partnerships: equality, choice, voice, reflection, dialogue, praxis, and reciprocity. In addition to Knight's books on coaching, the Instructional Coaching Group translates Knight's key lessons into actionable tools and provides workshops, conferences, and trainings.

Coaches trained in this method will learn how to create successful partnerships with teachers and will become highly skilled in a variety of tactical coaching strategies.

## Variety of Resources Available to Introduce Knight's Coaching Curriculum

### 1

#### Self-Guided Learning Opportunities

- Begin by reading Knight's key texts, focused on teacher-coach equity-based partnerships and actionable strategies to drive impact:
  - *Instructional Coaching: A Partnership Approach to Improving Instruction (2007)*
  - *The Impact Cycle: What Instructional Coaches Should Do to Foster Powerful Improvements in Teaching (2018)*
  - *Focus on Teaching: Using Video for High-Impact Instruction (2014)*

### 2

#### Workshops and Conferences

- Send your team to the five-day institute led by Instructional Coaching Group experts to develop coaches' essential skills
  - *Intensive Instructional Coaching Institute*
- In a multi-day coaching-centered event, coaches engage and network with other coaches, schools; attendees learn from coaching experts from K-12 schools, professional organizations, and universities
  - *Annual Teaching Learning Coaching Conference*



#### Key Strategies in Knight's Method

Strategies to develop a strong coaching partnership include:

- Effective listening
- Use of video
- Modeling



#### Institute Topics

- Adult learning
- Instructional coaching cycle
- Using video recordings
- Instructional practices
- Communication skills
- Leadership skills

## Resources Available to Support a Coaching Program

Unique to the Instructional Coaching Group, coaching program administrators can enroll in trainings and access resources to best implement coaching programs.



#### Workshops

Learning opportunities, such as *Seven Success Factors of Coaching Programs*, to guide program creation and implementation



#### Consulting

Tailored service to help schools establish program goals, measure success, and select appropriate professional development activities



#### Coaching to Support Administrators

Instructional Coaching Group experts provide training to program administrators on how to create successful programs

# Robert Marzano, Marzano Research<sup>1</sup>

Dr. Robert Marzano's coaching curriculum introduces a structured approach to coaching that is closely aligned to Marzano's research-based teacher evaluation framework.<sup>2</sup> The approach focuses on providing targeted feedback to teachers to help them master the classroom strategies and behaviors described in Marzano's framework. Further, it emphasizes teachers' self-reflection as a means to achieve practice improvement.

Coaches trained in this method will work with teachers on specific instructional approaches based on Marzano's teacher evaluation framework, with a particular emphasis on expanding capacity for self reflection.

## Resources to Train Coaches in Marzano's Method

### 1

#### Key Readings for Coaches

- Begin by introducing your coaches to Marzano's text on the importance of reflective teacher practice, the foundation for his coaching approach
  - *Becoming a Reflective Teacher* (2012)
- Introduce coaches to tangible strategies to improve teacher practice and increase self-reflection
  - *Coaching Classroom Instruction* (2013)



#### Learning Outcomes

- Learn models, techniques for providing coaching support
- Help teachers employ 41 elements of effective teaching
- Explore teacher actions, student responses, and scaffolding for instructional strategies

### 2

#### Supplementary Skill Development

- Marzano offers a suite of webinars and in-person workshops to deepen coaches' learning and expand on specific tactics and coaching skills. These include:
  - *Coaching Classroom Instruction* workshop
  - *Coaching to Support Implementation in a Personalized Competency-Based System* workshop
  - *Instructional Rounds* workshop
  - *Supporting Beginning Teachers* workshop and webinar



#### Key Resource

In the one-day *Coaching Classroom Instruction* workshop, a Marzano Research expert will guide coaches through essential elements of coaching explored in the *Coaching Classroom Instruction* book to further master essential coaching skills

## Virtual Teacher Coaching Service

Expand your coaching capacity with Marzano Research's "Coaching for Teachers" program



If you want to expand your school's coaching capacity while training coaches internally, or offer additional intensive coaching to faculty, Marzano Research offers a virtual teacher coaching service. Virtual coaches assess teacher practice and recommend strategies for improvement. Coaches use video recordings of teachers' practice to identify weaknesses and suggest strategies.

For more information, see our "Coaching Partner Organization Guide."

1) Marzano Research is a separate organization from the Learning Sciences Institutes' Marzano Center, a center also dedicated to Marzano's work, but with different resources and services available.

2) For more information on Marzano's teacher evaluation framework, see our Principles of Teaching Excellence Resource Guide.

# Coaching Curriculum Selection Tool

## Purpose of the Tool

The following decision matrix is designed to help select a curriculum to train coaches within your school. Based on our analysis, we entered scores for ten key attribute of the curricula. In this matrix, we limited the scores to 0 or 1, with 0 indicating that the attribute is not prominent in the curriculum and 1 indicating that the attribute is prominent in the curriculum. The steps below provide additional information on completing the decision matrix.

- Step 1: Choose the relative importance of each attribute and enter a score from 0 (not important at all) to 5 (very important) in the Weight column.
- Step 2: Multiply the assigned weight for each attribute by the score for each curriculum to get weighted scores. For example, if attribute #1 has a weight of 5, the frameworks would be scored Aguilar=5, Knight=0, and Marzano=0.
- Step 3: Add up the weighted scores for each column. The highest scoring curriculum is the best fit for the school.

KEY ATTRIBUTES	WEIGHT (0-5)	Aguilar	Knight	Marzano
1. Focused on coaching teachers to develop their practice both inside and outside of the classroom		1	0	0
2. Simple curriculum that is easy to use without significant add-on features		0	0	1
3. Curriculum tied to a set of principles of teaching excellence that can be used at your school		0	0	1
4. Extensive supplemental online resources (online classes, webinars) for additional coach training		0	1	1
5. Requires additional off-campus workshops, conferences for coaches to learn the curriculum in-depth		1	1	0
6. Predominantly focused on coaching for classroom practice, improvement		0	1	1
7. Includes guidance, resources for those managing a coaching program		0	1	0
8. Offers training and resources regarding coaching teams		1	0	0
9. Coaches can enroll in a convenient certification program to elevate their practice		1	0	0
10. Provides virtual teacher-coaching services to bring additional coaching capacity to your school		0	0	1
<b>TOTAL</b>				