



Transformational Coaching: Promoting 'Sticky' Change

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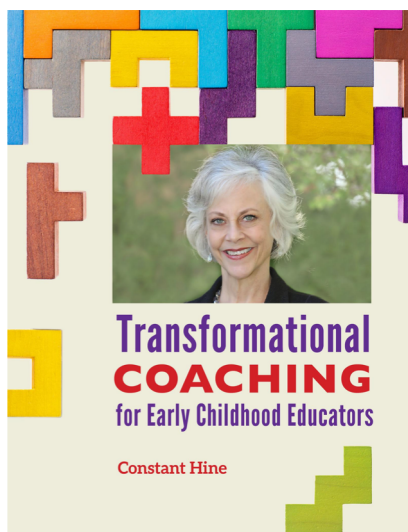
Introductions





Agenda

- **Transactional vs Transformational Coaching**
- **The Power of Reflection**
- **Keys to ‘Sticky’ Change**





Transactional Coaching

Mainstream coaching is typically transactional coaching.

Transactional coaching focuses on identifying new actions needed to take in order to produce the desired objectives (Terrell and Hughes 2008).

Can often be focused more on compliance, or an exchange of services (like a business transaction) with immediate or short term results



Transformational Coaching

Transformational Coaching is an approach

- For both coaches and coachees to
 - to learn to practice and become skillful in self-reflection, and
 - to question and examine the perspectives, values, and beliefs influencing behaviors and habits,
 - which consequently determine outcomes and results.



Transformational Coaching

- Examines the deep underlying reasons and motivations grounded in personal values and beliefs which are behind a person's behaviors and habits.
- Explores how beliefs influence the way they interpret or explain their reality as it impacts their actions or habits.
- Investigates behaviors and habits of professional practices, attitudes and manners of interaction that determine impact on children, adults and quality performance.



Transformational Coaching

Reflection is the heart of transformational coaching providing time to reflect about...

- how we have been impacted by our life experiences
- our foundational values
- to consider if we still want to choose learned values, thought, and habits.
- to cultivate new habits and practices
- includes setting goals and creating action plans to achieve desired outcomes.
- focuses on sustainable lasting change



Common Issues

- People know what to do, but don't consistently do it
- Conflicting or lack of motivation – giving advice and suggestions don't work
- Changes are temporary and don't stick, often to just meet immediate compliance requirements, assessment reviews



Common Issues

- Attitude/mindset challenges
 - Seeking 'right' answers vs critical thinking – *"just tell me what to do!"*
 - Dependent on coach as expert and who has all the answers
 - Coach often gives all the answers (with intent to help but ends up enabling)
 - Afraid to make mistakes and learn from trial and error/experimentation



Cultivate Change & Growth

- Coach's role is as partner & co-gardener like cultivating a garden...
 - Prepare – create trusting respectful relationships
 - Plant – individualizing, curiosity, facilitating desire
 - Water – reflective practice
 - Weed – challenges & barriers, ineffective behaviors/habits
 - Harvest – experiment, refinement to gain new habits with 'sticky' change





Purpose of Coaching

- Coach as change agent vs content expert
- Promote reflection, critical thinking and problem solving, not just about implementing ECE best practices
- Followership (authentic curiosity and inquiry) vs leading



Followership

- Caution! Expertise and thinking that ‘we know’ can hinder and interfere with authentic inquiry
- Where to start? Inquire!
- Learn about how someone perceives and thinks – that leads to their actions and behaviors



“Coaching is not about telling people what to do, but giving them a chance to examine what they are doing in light of their intentions.”

Flaherty, 1999



The Power of Reflection

- Reflection is the heart and first step to change.
- Helping people become more reflective is the purpose of coaching.
- To become:
 - more aware
 - think critically and creatively
 - solve their own problems
 - clarify their motivation and willingness to change/grow
 - explore their own beliefs and assumptions that impact actions
 - make informed data based decisions



Power of Reflection

Knowledge and information does not change behaviors or implementation – Coaching matters!

Summary of meta-analysis of the effects of training and coaching on teachers' implementation (Joyce and Showers 2002)

Components of training	Percent of learners who will...		
	Know how to do it	Be able to do it	Do it consistently in daily practice
Presentation/ Lecture	10%	5%	0
Presenter Modeling	30%	20%	0
Participant Practice & Feedback	60%	60%	5%
Ongoing coaching and admin support	95%	95%	95%

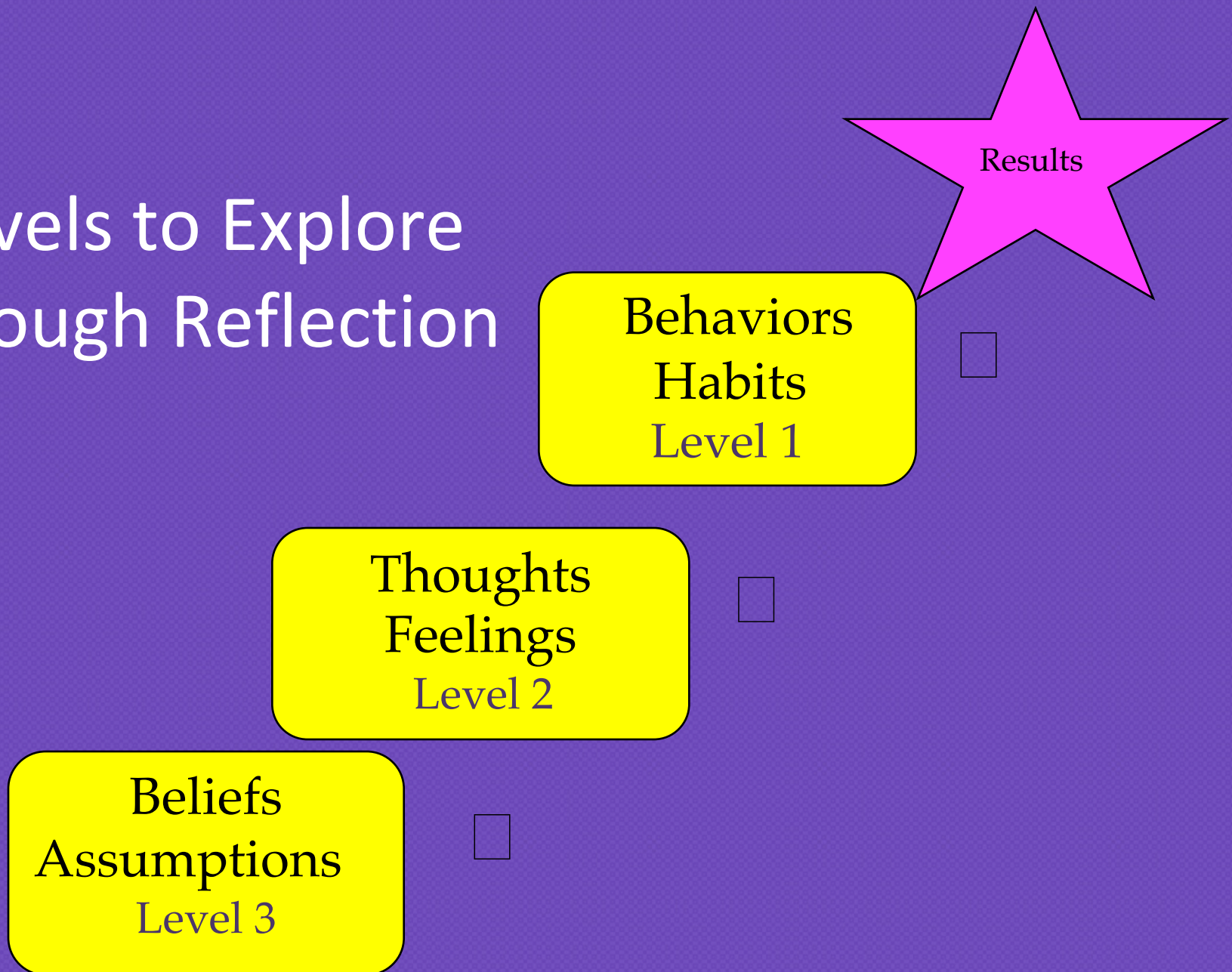


Power of Reflection

- Coaching is about fostering the skill of reflective practice
 - to examine what we know and our skills in relation to how we behave
 - To explore the meaning we give to our experiences, knowledge and how that impacts performance and learning



Levels to Explore Through Reflection





The Power of Perspective

- Perspective is a point of view, a way of looking or interpreting a particular set of events.
- Your perspective determines your experiences in life, NOT your circumstances.
- The good news is you can choose to change your perspective at any time.
- You gain control of your life by intentionally choosing a positive perspective.
- Reflection gives you access to intentionally choose your perspective



“By reflection on what we do; by giving it coherence, and by sharing and articulating our craft knowledge, we make meaning, we learn.”

Roland Barth



Value of Transformational Coaching in ECE

- Model and practice a constructivist approach to learning (vs didactic) for educators – how we want them to interact with children
- *Walk Our Talk*
- Promote ‘getting better at getting better’ – continuous quality improvement (CQI) not just achieving better ratings and scores (QRIS)



What is “Sticky” Change?

- To sustain change is to maintain or prolong the modification or transformation – for it to last and “stick.”
- To go beyond thinking that a new or modified idea, thought, action or result or outcome is enough
- Sustained over time
- Both about outcome and progress





The Key to 'Sticky' Change

- Develop routines of reflective practice
- Reflection on experience from beliefs/values, thoughts/emotions, actions/habits
- Habits of reflective practice inform intentional decisions and actions
- Getting better at getting better
- Take small steps and actions...
- Practice and repeat actions over time...

then they will stick and that creates new habits and sustainable professional practices!!



“Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them.”

John Whitmore
Coaching For Performance

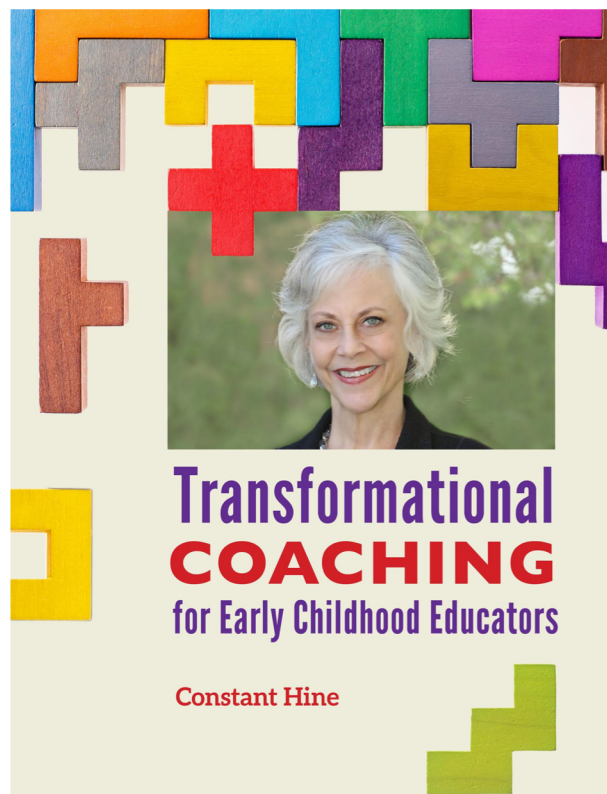


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