

- Deep learning is complicated by our identity, our lack of understanding of our current reality, and our mindset.
- Instructional coaches balance advocacy with inquiry, which means they adopt the partnership and inquiry approaches of facilitative coaching, while also sharing effective teaching practices in a dialogical way.

GOING DEEPER

In my previous books on coaching, *Instructional Coaching* (Knight, 2007), *Unmistakable Impact* (Knight, 2011), and *Focus on Teaching* (Knight, 2014), I have mentioned several books about coaching in schools, including Gary Bloom, Claire Castagna, Ellen Moir, and Betsy Warren's (2005) *Blended Coaching: Skills and Strategies to Support Principal Development*, Arthur Costa and Robert Garmston's (2002) *Cognitive Coaching: A Foundation for Renaissance Schools*, Jane Kise's (2006) *Differentiated Coaching: A Framework for Helping Teachers Change*, Joellen Killian and Cindy Harrison's (2006) *Taking the Lead: New Roles for Teachers and School-Based Coaches*, Stephen G. Barkley's (2010) *Quality Teaching in a Culture of Coaching*, Nancy Love's (2008) *Using Data to Improve Learning for All: A Collaborative Inquiry Approach*, Lucy West and Fritz Staub's (2003) *Content-Focused Coaching: A Foundation for Renaissance Schools*, Jan Miller Burkins's (2009) *Practical Literacy Coaching: A Collection of Tools to Support Your Work*, and Mare Catherine Moran's (2007) *Differentiated Literacy Coaching: Scaffolding for Student and Teacher Success*. Finally, *Coaching: Approaches and Perspectives* (Knight, 2008), contains chapters by several coaching authors discussing many of the coaching approaches listed here.

Additionally, three books are especially useful in explaining the practices we see effective instructional coaches using:

- Atul Gawande's (2010) *The Checklist Manifesto: How to Get Things Right* explains the importance of precise explanations of practices.
- Chip and Dan Heath's (2010) *Switch: How to Change Things When Change Is Hard* provides, among other things, an excellent description of what is required to begin and change initiatives like coaching.
- Joseph Grenny, Kerry Patterson, David Maxfield, and Ron McMillan's (2013) *Influencer: The New Science of Leading Change*, 2nd Edition explains the importance of modeling as a part of change and learning.