The Impact Cycle described in this book has been developed and refined to help instructional coaches help teachers experience deep learning. In turn, when teachers learn, they can guide students to experience the deep learning, which, as noted by Peter Senge in the quotation above, "gets to the heart of what it means to be human."

In the rest of this book, I will describe how coaches should interact with teachers and what they should do. For people learning how to do instructional coaching, this book provides a clear step-by-step process they can employ to help make deep learning really happen, and as a result, enable colleagues and their students to improve in clear, measurable ways.

The book is organized as follows:

Each chapter begins with a learning map depicting the key concepts in the chapter. Each chapter also contains these features:

Making It Real describes practical actions educators can take to turn the ideas in each chapter into actions.

To Sum Up provides a summary of each chapter.

Going Deeper introduces resources (mostly books) readers can explore to extend their knowledge of the ideas and strategies discussed in the chapter.

QR Codes are linked to videos illustrating the various parts of the instructional coaching cycle carried out by elementary teacher Crysta Crum and secondary teacher Cathryn Monroe in coaching conversations with me.

Finally, throughout the book you will find checklists that can be used to describe teaching strategies, gather data, plan coaching, and monitor progress toward goals.

The following is a brief description of the contents of the rest of the book.

Chapter 2, Identify: Getting a Clear Picture of

Reality: The Impact Cycle involves three stages: Identify, Learn, Improve. In this chapter, I describe how to start the Identify stage of coaching by getting a clear picture of reality in the classroom using four approaches: student voice, student work, observation, and teacher evaluation data.

Chapter 3, Questions to Identify a PEERS Goal:

After a teacher has gained a clear picture of reality, she is guided by the coach to identify a change for the better

