

*You hold the keys to change.
Discover how to use them.*

Handout 3

Questions to Guide Development of A Shared Understanding:

Reflective Supervision and Early Childhood Coaching

Each of these questions could lead to a lengthy discussion! They are listed here for you to use in opening up discussions about Reflective Supervision and Early Childhood Coaching. Introducing Reflective Supervision or Early Childhood Coaching is a process of change that is likely to take place over a span of years, so plan accordingly!

Using these questions early in your process will help make implementation of Reflective Supervision and/or Early Childhood Coaching a mutual and collaborative process. When leaders and staff have input and buy-in, implementation is more likely to be successful.

This list of questions does not include definitions you may wish to share as part of the discussions. Sources of definitions of early childhood coaching and reflective supervision are listed at the end of the document. One suggestion: focus on one of these approaches at a time. Your first decision may need to focus on which to start with, Early Childhood Coaching or Reflective Supervision.

Some decisions to consider:

- How, when and with whom to use these questions.
- Who will lead the discussions.
- What format these discussions should take.
- When the discussions should take place and how long they should be.
- How the discussions will be organized and scheduled.
- Whether people will respond verbally, or visually, through use of diagrams, drawings or collages, or both.
- How to collect and use the feedback generated from these discussions.
- How and when to develop an implementation strategy with do-able steps that have clear leadership and deadlines attached.

A) Questions About the Organization

- 1) How would you describe the mission and vision of our organization?
- 2) Who do we serve? What do we hope to achieve?
- 3) What are our most important beliefs and values?

B) Questions about Relationship-Based Organizations

- 1) What do you think it means to be “relationship-based?”

You hold the keys to change.

Discover how to use them.

- 2) Do the principles of relationship-based organizations have any connection to organization's mission, vision, beliefs and values?
- 3) What are three ways in which we now do things in a relationship-based way?
- 4) What are three ways in which we could strengthen or add to our relationship-based practices?

C) Questions about Reflective Supervision

- 1) How does supervision happen for you now?
- 2) What kinds of things are discussed in supervision now? What is its purpose?
- 3) How often do you now meet for supervision?
- 4) Here are some key points about reflective supervision. It is regular, collaborative and reflective. What do those three words mean to you? What is important about them?
- 5) How is reflective supervision different from administrative or clinical supervision? Can all three be integrated? If so, how? If not, what are the obstacles?
- 6) How would you define reflective supervision?
- 7) How does reflective supervision connect to our mission and realize our vision?
- 8) How does reflective supervision relate to our key values and beliefs?
- 9) What is the purpose of reflective supervision?
- 10) How would reflective supervision benefit you?
- 11) What barriers or challenges would we face in implementing reflective supervision?
- 12) What specific actions would help us address those barriers?
- 13) What specific, concrete steps should we take next?
- 14) What additional thoughts, questions or recommendations do you have?
- 15) Has anyone been holding back a comment, dispute or question that seems important to you?

D) Questions about Early Childhood Coaching

- 1) What is the purpose of early childhood coaching?
- 2) What experiences have you had with early childhood coaching?
- 3) How would you define early childhood coaching?
- 4) How does early childhood coaching help us carry out our mission and reach our vision?
- 5) How does early childhood coaching reflect our key beliefs and values?
- 6) What do reflective supervision and early childhood coaching have in common?
- 7) How are reflective supervision and early childhood coaching different from each other?
- 8) What are the pros and cons of the same individual provide both Reflective Supervision and early childhood coaching?
- 9) What are the pros and cons of different individuals providing Reflective Supervision and early childhood coaching?
- 10) Who should participate in early childhood coaching?

You hold the keys to change.

Discover how to use them.

- 11) What would we expect to gain from early childhood coaching?
- 12) Are there any barriers to implementing early childhood coaching?
- 13) How would we address those barriers?
- 14) What are some specific steps we could take?
- 15) Does anyone have additional thoughts, questions or disagreements or concerns that are important to bring up?

E) Questions for Developing a Strategy and Plan

- 1) After holding the needed discussions to gain buy-in what is our next step?
- 2) What do we hope to gain in implementing both reflective supervision and early childhood coaching?
- 3) What are the pros and cons of implementing just one of these approaches for supporting staff?
- 4) If we think we should implement just one of these approaches, which one should it be, and why?
- 5) If we think we should implement both, how would we do this?
- 6) What help or information do we need to implement either approach, or both approaches?
- 7) What financial and time resources will be needed? How will we find these needed resources?
- 8) When do we want to begin?
- 9) What are our initial steps?
- 10) What is our timeline?
- 11) Who will take the lead in getting us started?
- 12) Can we lead this process with internal staff? Do we need external expertise and resources?

Resources

Relationship-Based Organizations

Bertacchi, J. (1996). Relationship-based organizations. *Zero to Three*, 17(2), 1-7.

National Center on Parent, Family and Community Engagement.(nd). *Head Start and Early Head Start relationship-based competencies for staff and supervisors who work with families*. Available at <https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/family/center/foundations/ohs-rbc.pdf> U.S. Department of Health and Human Services, Office of Head Start.

Reflective Supervision

Alexander, L., Gallen, R.T., Salazar, R. & Shahmoon-Shanok, R. (2012). Fighting fires with reflective supervision in a state early intervention system. *Zero to Three*, 32(6), 32-37.

Heffron, M.C. & Murch, T. (2010). *Reflective supervision and leadership in infant and early childhood programs*. Washington, DC: ZERO TO THREE.

Scott Heller, S. (2012). Reflective supervision. In *Understanding early childhood mental health. A practical guide for professionals*. Susan Janko Summers and Rachel Chazan-Cohen, Eds. Baltimore, MD: Paul H. Brookes Publishing Co.

You hold the keys to change.

Discover how to use them.

Scott Heller, S. & Gilkerson, L. (2009). *A practical guide to reflective supervision*. Washington, DC: ZERO TO THREE.

Parlakian, R. (2001). *Look, listen and learn: Reflective supervision and relationship-based work*. Washington, DC: ZERO TO THREE

Parlakian, R. (Ed). (2002). *Reflective supervision in practice: Stories from the field*. Washington, DC: ZERO TO THREE.

Weigand, R. (2007). Reflective supervision in child care: The discoveries of an accidental tourist. *Zero to Three*, 28(2). 17-22.

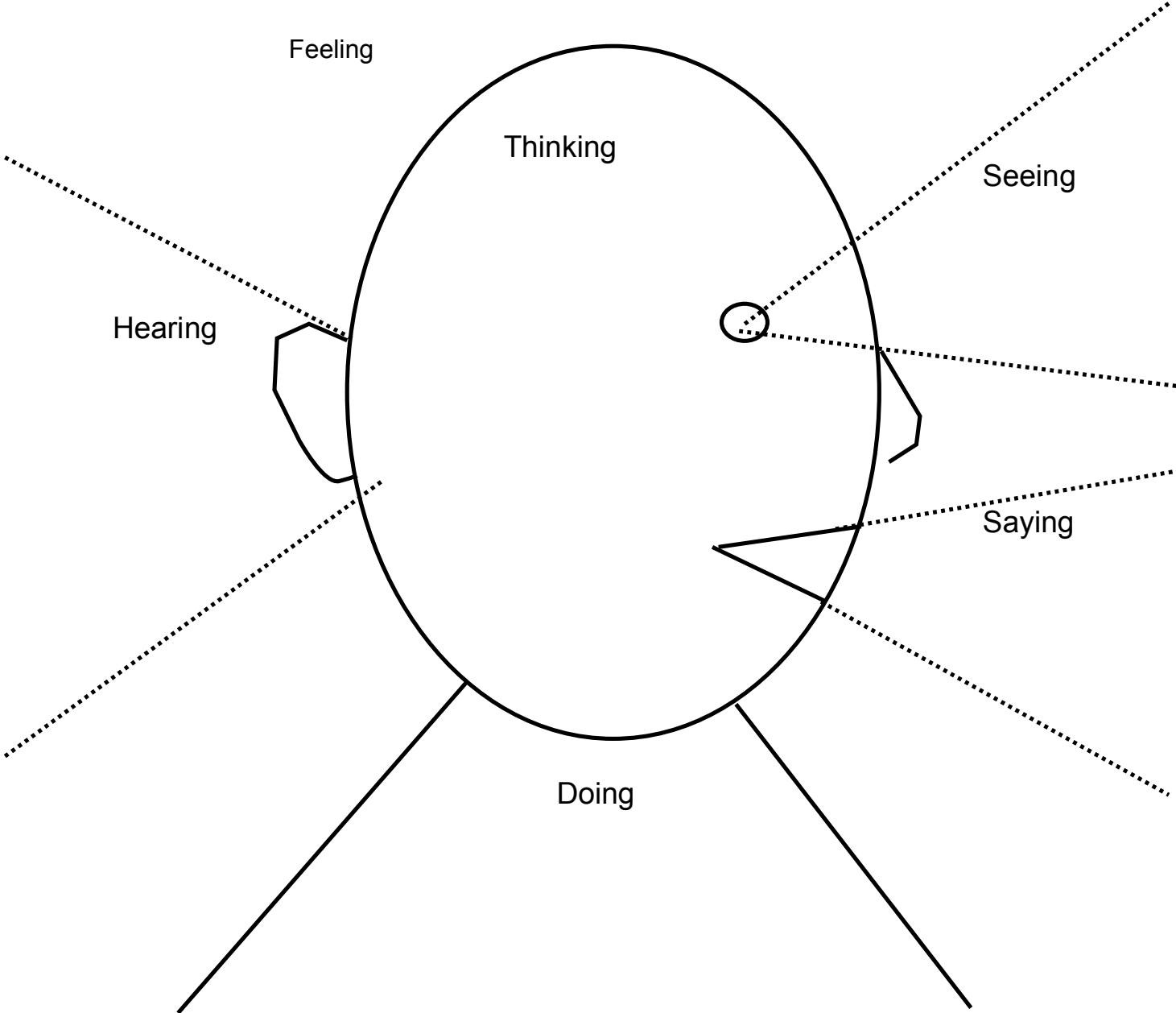
Early Childhood Coaching

Chu, M. (2014). *Developing Mentoring and coaching relationships in early care and education. A reflective approach*. Boston, MA: Pearson.

National Center on Quality Teaching and Learning. (2012). Practice-based coaching. Available at <http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/teaching/docs/practice-based-coaching.pdf> U.S. Department of Health and Human services, Administration for Children and Families, Office of Head Start.

NAEYC & NACCRRA (2011). *Early childhood education professional development: Training and technical assistance glossary*. Available online at http://www.naeyc.org/GlossaryTraining_TA.pdf

Rush, D.D. & Sheldon, M.L. (2011). *The early childhood coaching handbook*. Baltimore, MD: Paul H. Brooks Publishing Co.



Empathy mapping adapted from:
Dave Gray Xplane.com
<http://communicationnation.blogspot.com>
<http://www.davegrayinfo.com/>