Carnegie Foundation
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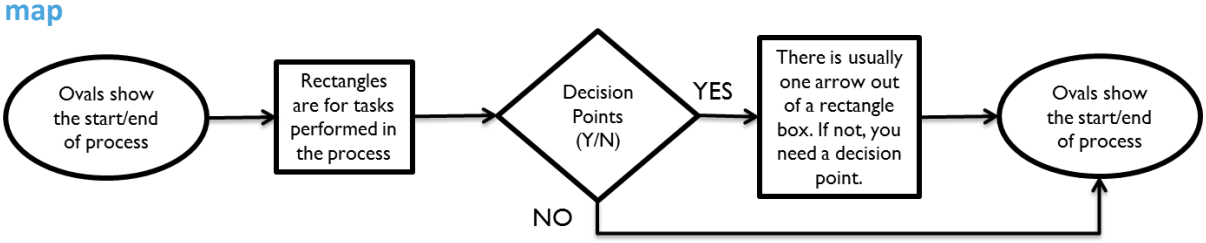
Understanding the Problem: Process Map

PROBLEM TO INVESTIGATE: *Instructional coaching has an inconsistent impact on teacher practice and student outcomes.*
Inquiry question: How do coaching or feedback conversations currently take place in our system?

Your Task: Visualize the steps for planning a coaching or feedback conversation using a ***Process Map***.

Activity Step	Actions
Preparation	• Identify one person to share their process and one person to ask questions and draw the process map.
1. Prepare to map. (5 min)	The goal of this activity is to map out a process as it currently happens, <u>not something ideal or intended</u>. • Prepare based on your role: o Questioner/Mapper: Review the process map key at the bottom of the page as well as the questions below. On a sheet of paper, draw a starting oval and label it "Coaching conversation scheduled." o Person sharing process: Think about a time when you were coaching or mentoring another teacher or colleague. What steps did you take when planning a coaching conversation? Try to hold a specific, typical instance in mind.
2. Questioner/ Mapper asks questions and records steps. (5-8 min)	• Questioner/Mapper: Begin by posing the question: "Think about a time when you were coaching or mentoring another teacher or colleague, and a specific meeting you had as part of your coaching or feedback relationship. What was the first step you took when planning the conversation?" • Continue to ask questions to help the person sharing articulate the details of their process and their decision points. Stay curious – refrain from communicating judgment about "right" or "wrong". You might ask questions like: o What triggers this process to begin? What does that look like? o What happens next? o Are there any contingencies for moving on to the next step? o How do you know when to move on to the next step? What triggers you to do that? o How long does the whole process (or each step) take? • As each step is shared, record it using the appropriate shape (see key below). Connect it to the process with an arrow. *Tips:* • If the answer to "What's next?" is ever "it depends," then there needs to be a decision point inserted. • If the user does not know how the process occurs, it is ok to leave it incomplete and skip to the next clear step, even if it's not connected. Avoid drawing how it "should be." Keep track of any areas where you need more information to build out the map.
3. Reflect as a group. (4 min)	• Individually look over the process map that was created. (1 min) • Reflect on creating the process map: *What was it like to try to draw out preparing for coaching in this way?* *How was this different from other kinds of reflections on coaching? How was it similar?* *How might a process map help you understand how work is currently taking place or the current system differently?*

Process map key:



Possible next steps from after completing a process map: *Analyze the Process*

- Review the map to identify existing gaps or potential gaps and problem areas.
- Consider drafting a visualization of an ideal process and using the "5-Whys" to think about why a gap exists between your current process and the ideal.
- Prioritize opportunities for improvement.