We've Got Resources! An Overview of All Things PBC

Joyce Escorcia: Hello. Welcome to our March "Coaching Corner" webinar. Today, we are going to share DTL's practice-based coaching resource family, and this is a specially curated list of all things PBC and tips on how to use them for your coaching. So, we're so excited to share those with you today, and I am joined today with my amazing colleague, Ragan McLeod, so we're going to dig in to this new resource and hopefully give you some things you can walk away with. And in this session today, what we're going to do is introduce the practice-based coaching, or PBC, resource family. And, again, that's just that collection of resources that are grouped and organized by the components of PBC as well as just some tips on how you could use them to really kind of get the most out of your coaching efforts. And we're going to review the materials available that kind of support those different components, like those collaborative partnerships, the developing and needs assessment, looking at the shared goals and action-planning process, and even some tips and resources around focused observation, and supporting reflection and even providing effective feedback. So, a lot of great things within that resource family that we're going to dig into today. And then we're also going to kind of demonstrate and look at how to locate resources within the document related to those specific PBC cycles.

So, we invite you to kind of dig in and interact with us. And then, as participants, when you leave here, we want you to leave kind of comfortable with using and sharing the PBC resource family as a professional development tool with other coachees or even with other PD efforts that are happening within your program, and then we want you to be able to identify resources that are going to support your own coaching work.

So, with that being said, we can go ahead and get started. And just as a reminder, we just wanted to kind of review just a little bit about what practice-based coaching is. That practice-based coaching is that cyclical process for supporting education staff use of effective teaching and home-visiting practices that support positive learning outcomes for children birth-to-5 and that each component in the cycle really is meant to kind of support those – each component within the cycle happens within the context of that collaborative partnership, and it's guided by goals and kind of a plan to kind of accomplish your goals. And then it's assessed through that focused observation and also allows time for reflection and feedback that really helps support the use of those effective teaching and home-visiting practices. And that PBC can be delivered in a whole bunch of different ways. It can be done by expert coaches, self, peer coaches, it can be done individually or in groups, it can be done virtually or in person, that no matter how coaching is being delivered, the thing to remember is that all components of the PBC cycle must be followed to kind of say that we're doing practice-based coaching.

I just wanted to give that kind of brief review, and we also just wanted to say that we heard you, that we are always in MyPeers, and MyPeers is just another member of the audience here with us during our webinars. We've seen many requests in MyPeers for resources related to practice-based coaching for coaches. And we know that coaches that are at different levels –

maybe you're just starting, this is your first year as a coach, maybe this is your 10th year as a coach, and that's OK. And no matter how much experience you have or do not have with coaching, that we heard, and we saw kind of that need and that ask for a group of resources to really support the coaching work. And so, that's where this practice-based coaching resource family came from. And so, that's why DTL, we kind of came together and we said, "Alright, let's pull everything together into a resource family to really help support you as a coach." So again, whether you're doing expert or peer, virtual, or in person, that these resources can support you in your work. And with that being said, I'm going to turn it over to Ragan, who's going to introduce us to our great resource. So, Ragan, take it away.

Ragan McLeod: Thanks so much, Joyce. Yeah, so introducing the PBC resource family, so you have this resource available. We're going to spend the rest of our time together really digging in to the resource family and giving you an opportunity to get to know it so that you are comfortable using this as this kind of go-to to find resources around practice-based coaching. Just as Joyce said, no matter where you are in your coaching journey or how you're involved in coaching in your program, we want this to be something you can go to really find resources that are useful to you at this moment, at the time that you're in.

So, this document provides this organized list of PBC resources. It's organized into resources that provide information about PBC generally and then specific resources for each of the PBC components that Joyce just reviewed. So, we have a section on collaborative partnerships, a section on shared goals and action planning, a section on focused observation, and a section on reflection and feedback. Within each of the resource group, the resources are organized by levels to provide kind of an introductory level of information, or what we call beginning resources, to expand on prior knowledge – and that's what we call our intermediate resources – and to support change in practice, which we call our advanced resources. So, again, wherever you are in your coaching journey, we hope that you can find resources in here to support you.

Additionally, there are ideas for how to use each resource in your role as a coach. So, let's take a look a little more closely at the resource family. So, you'll notice there's this kind of page that gives an overview of all of the resources that are available in the resource family. So, there are these icons within this page that tell you kind of what type of resource it is, so whether it's an audio resource, a video resource, a website, or just a document. And so, you'll notice those icons next to each of these resources that are listed.

Additionally, there's an indication whether or not the resource is available in Spanish. So, that's the icon that you see circled here. So, what's great about this landing page, as well, is you can click directly on the title here, and it will link you directly to that resource, whether that's on ECLKC, on MyPeers, or somewhere else on the web. So, that's, again, kind of an overview of what is to come in the resource family and gives you kind of the organization that you'll see throughout.

So, let's look a little bit at some examples within this resource family. So, here's an example from the "What is PBC?" section. So, if you remember, when I was talking earlier, I said that we have these kind of general PBC resources, and then it's organized by those different areas of

the PBC cycle. So, these are the general resources around practice-based coaching. And so, here's an example from the document from the "What is PBC?" section of the resources. As you can see, as I mentioned earlier, there are resources for beginners – so, it's beginning, just introductory informational resources. There are resources that are intermediate, so they expand on knowledge you might already have around practice-based coaching. And then we have our advanced resources, and these are really meant to kind of build on the skills that you already have or you're already using around coaching. Additionally, as I mentioned, there are – oh, sorry, I also meant to point out that at the bottom, underneath each resource that you'll see, is where it indicates whether it is a beginner, intermediate, or advanced material.

Also, for each one of these resources, we have this description of what it is. And we give you some ideas, a couple of ideas for each resource about how you might use that resource in your work as a coach. And just like in that kind of landing home page that we just saw, you can also click on the title here, and it will take you directly to that resource, again, whether that's on ECLKC or in MyPeers or somewhere else on the web.

Let's look at another resource from the resource family to give you another idea. So, this is a resource that is in the focused-observation section of the resource family, and this is an intermediate resource that will help you with your implementation of focused observations, so help build on your skills for focused observations. I'm sorry, this is an advanced resource – and focused observation. And so, you can see that a seasoned coach might use this resource to help enhance focused-observation skills. And in this case, it's one of our "Coaching Corner" webinars that is focused on using coaching strategies. And you can see in the "Ideas for Using the Resource," one idea is to identify a strategy to use from the webinar and to write a goal for yourself to use this strategy. So, again, this would be something that someone who has been coaching for a while and really wants to kind of hone their skills or move their practice around coaching forward. So, using this advanced resource and an idea for using that.

So, now that you've had a chance to kind of see the structure of the resource family, we're going to try it out and give you a chance to dig a little bit deeper. So, I'm going to turn it back over to Joyce to talk through our first scenario.

Joyce: Thank you, Ragan. So, now that you have been introduced to the PBC resource family, we want to take some time and look at some different ways that you could use it, maybe in some kind of typical coaching scenarios.

And so, first, we wanted to talk about Elena. So, Elena is a newly hired coach at ABC Head Start, and she's going to be providing expert individual coaching to about six home visitors. So, she was introduced to practice-based coaching at a one-day training that included opportunities to learn about and apply PBC to scenarios with different coachees. So, she's kind of had, like, some experience and some training with PBC. And then Elena, she really wants more resources about how to coach before she begins her work with coachees, which we know is so important. And so, now, before we kind of look at what Elena chose to do, we want to give you just a few minutes to kind of open up that resource family if you haven't already and kind of look in there and kind of share with us via the Q&A, what resources would you recommend for Elena to use?

And then also share, where would you look in that resource family to identify those resources? So, again, what resources would you recommend to Elena? And then where would you look in that resource family? And we're going to invite you to share your responses via the Q&A, and then also know that we are going to – as responses come in, we're going to send some of those responses back out, so you can see them as well, and those are going to pop up in your Q&A widget as well. So, keep an eye in there. You're going to be sending in responses, but then we're also going to be posting responses that come in to us as well. So, alright, we're going to give you two-to-three minutes to do that. Again, open up that resource, if you haven't had a chance to already, and think about what are some of the resources that you would recommend for Elena and how to use the PBC resource page? OK?

Ragan: And just a reminder, as you're doing that Elena is a newly hired coach, right? She's been introduced to PBC, but she's looking for some resources to help her before she begins working with her coachees. So, she's kind of in that in-between moment of, she knows about PBC, but she hasn't really taken off with it. So, what would you recommend as you look through that resource family?

So, Joyce, hopefully, people are getting a chance to really dig in and think about where they would find these different resources for Elena. We'll give people a little more time to do that. I see some responses coming in about where they might point Elena to or what resources they might recommend. We'll give you a little bit more time to think about that and type into the Q&A.

Joyce: And Ragan, when I was looking at this scenario and thinking about the resources that are in the resource family and what could be shared, what I realized was that there's a whole bunch of different ways to be right. So, there's not just one right answer that people are looking for, but there are a few different resources that you could share with Elena and a few different ideas on how she could use those resources. So, I think that that's another kind of great part of the resource family is that, depending on that individual need or kind of our experience, that we may find different things to recommend.

Ragan: That's a great point, Joyce. I'm seeing different answers coming in, for exactly that reason, I think. And hopefully, that is helping our coaches understand that this can be used for how they need it moving forward.

Joyce: And I would also say that this makes this resource not just like a one-time thing – right? – but this is something that you could go back to over and over again to meet different needs for different coachees or for the same coachee, don't you think?

Ragan: Yes. Great point. Again, hopefully, there are – this is one of those things, like you said, that you could go back to again and again depending on where you are with your coaching or where a specific need that's come up or finding resources around the certain part of the cycle that you're just thinking, "I really want to do something different or better here."

Joyce: So, I am going to go ahead and move us forward just a bit, and we're going to kind of see what Elena chose to pick out of the resource family. Keep sending those responses in to the Q&A. We have Sarah in the chat box, who will be kind of – in the Q&A – who will be kind of sending things back out, and so we're going to keep going.

And so, here we see kind of what Elena decided to do. So, since Elena was familiar with PBC, she decided she might benefit most from the resources that expanded on her prior knowledge, and so after looking through the materials, she decided that she wanted more information about building those collaborative partnerships with her new coachees because she would also be working with families in their homes. She wanted to make certain that she looked at resources that support building relationships with families as a coach, as well. And we know that establishing and kind of nurturing that collaborative partnership is so important because everything else happens within that space.

And so, she reviewed that collaborative partnership – that Tips for Coaching and Strategies to Support Culturally Responsive Coaching, which are in the intermediate resources – and she identified that getting to know the coachees from the collaborative partnership tips as something that she wanted to kind of focus on. And then she also identified some guiding questions that she wanted to use when she meets her coachees. So, she identified two areas that she really wanted to kind of focus on, related to being a culturally responsive coach. So, that first strategy that she wanted to implement is recognizing and affirming the coachees' strength and perspective during the coaching interactions. And the second strategy was to self-reflect about her interactions with coachees after the initial coaching meeting. So, Elena really thinks that those two strategies will help her build that collaborative partnership with her coachees that maybe seem more hesitant about kind of diving into coaching and being involved in that coaching process. And then Elena plans to revisit that resource family as she completes those first coaching cycles with her coachees and review the intermediate resources for each component. So, again, Elena wants to kind of go back in and see what else can she use, kind of later on.

And so, then, next, Elena she's collaborated with her coachees to write their first goals. She wants more information about how to best conduct focused observations and to support her coachees to implement their action plans during focused observations. So, Elena, she checks out those intermediate resources in focused observation in that section of the resource family, and what she found was that she was going to review that focused observation brief, and that she created a table of her coachees' goals and observation times and, like, different data-collection ideas. So, again, she kind of used those resources to kind of frame out her next steps. And then she also reviewed that "Coaching Observation Strategies" document and identified two strategies that she wanted to discuss with her coachees to try out during their observations. So, first, she identified that she was going to talk to the coachees about their interest in her modeling the practice with the family during the home visit and also by providing maybe some gestural cues to prompt the coachees to use a certain strategy. So, those are focused-observation strategies that she knows her fellow coaches have used and been successful with, and she feels like her coachees and families would be also open to this

approach. And then Elena plans to, again, revisit that resource family as she completes those first coaching cycles with her coachees and review those intermediate resources for each component to really identify, "OK, so what else do I want to try out of there?" Again, that's just one example of Elena and how she chose to kind of dive into the resource family and pick out certain strategies that she wanted to use. And now I am going to turn it over to Ragan, who is going to kind of walk us through our next scenario with Andrea and talk about another way that the resource family could be used. Ragan?

Ragan: Thanks so much, Joyce. So, great, we just saw a great example with Elena, who was kind of new to coaching, had had some training but was just really starting out with her coaching.

Well, let's look at Andrea, who is a kind of a different example here. So, Andrea's been coaching for three years. So, she's … In a lot of places, she would be considered a veteran coach – right? – since she's been doing this for a bit. She actually participated in the PBC Coach Training Institute in 2017. So, some of our audience members might have also participated in one of those Coach Training Institutes. I know Joyce and I were both at those. She feels like her coaching strategies are continuing to grow, and she'd really like to hone her skills, particularly around developing shared goals and action plans and providing constructive feedback. And I'll be honest, those are kind of the areas that we hear a lot from coaches that they would like to really enhance or hone their skills in.

So, I want to give you a minute again. Remember, this is Andrea. She's kind of a veteran or an experienced coach, and she's looking for things to help hone her skills around developing shared goals and action plans and providing constructive feedback. So, we're going to do the same thing earlier when we introduced the scenario and give you a couple of minutes to really look through the resource family and think about what resources would you recommend to Andrea? Where would you look in the resource family?

So, just like before, we're going to give you a chance to dig in. We'd like you to type your ideas in the Q&A, your ideas around what resources would you recommend for Andrea, and where would you look? Some of those responses, just like before, we'll share some of those out in the Q&A. We'll push those out to everyone to see. And we'll just let you dig in, couple of minutes, and then we'll come back together and share some ideas.

You know, Joyce, since people are looking at thinking about this, this is often what we … I think we see, and you have a better sense of on MyPeers, of coaches asking for resources around. And, again, I think we hear this a lot around shared goals and action planning and constructive feedback.

Joyce: Yes. Definitely.

Ragan: So, hopefully, this …

Joyce: I think … Yeah, no, I was going to just say yes, definitely. I think if there's a most-requested kind of resource within our PBC community, it would definitely be around shared

goals and action planning and sample needs assessments. And "How do we do this? How do we know we're working on kind of the right goal? How do we do smart goals?" Like, those questions come up quite a bit.

Ragan: So, hopefully, again, this resource family will be an opportunity for coaches. And one thing to say about the resource family, is it is a sample of all the resources. We know that we've created materials for PBC for many years now. And so, this is not a comprehensive collection of resources, but it is a sample of resources that we think might be most relevant and useful to coaches at these kind of different levels.

Joyce: And then, Ragan, do you think – so, here with Andrea, we're looking at a coach with more experience than, say, Elena in our first scenario – but do you think there would be times you would share the same resource say, say, across both Elena and Andrea, even though they do have varying kind of levels of experience?

Ragan: I think that's a great question, and I think definitely there are times when, as a coach, you might look through these resources and say, "Oh, that's something that I feel really familiar with," or, "I watched that 'Coaching Corner' webinar, so that's not something I really want to pull back up since I've already seen that recently." So, you might find other resources that you haven't seen or accessed that might be at a higher level or a lower kind of … It might be more beginning that you just had not seen before, used before – or something that's more advanced that you really want to dig into.

So, I think that's a great point that, even though we have these kind of labels and categories, it doesn't mean that because you have been coaching for a long time, there's not a use in looking at those beginner resources. Or as a beginner, you shouldn't go ahead and look at the advanced resources.

Joyce: Right. And then I guess the other question, and just thinking, like, if Andrea or Elena, and looking at the resource family, the document's not set up to where resources have to be used in a certain order. It's more kind of based on the individual needs. Is that right?

Ragan: Yeah, that's a great point too. So, it's not … You don't have to go through the beginning and then the intermediate and advanced. It's really picking and choosing what's most useful for you or for you to share with others, as we'll see in Andrea's case too.

Joyce: OK. I see responses still kind of coming in. And, again, Sarah is sharing some of those responses back out with you in that Q&A widget. So, be sure and take a look there, because those are other ideas that you may take away on how you could use the resource family as well.

Ragan: Right, so, like Joyce said, keep entering those responses, but we're going to go ahead and move forward and look at some ideas about what Andrea might use from the resource family.

So, again, she was focused on shared goals and action planning and providing that constructive feedback which, of course, will be within our "reflection and feedback" section on our resource family. So, first, Andrea decided to dig a little deeper into the shared goals and action planning. And because she is more of a veteran coach, or someone who's been coaching for a while, she decided to start with those advanced resources to see if there are some things in there that could be useful for her.

So, within those advanced resources, she saw the "Coaching Corner" webinar, action plans, the road map of PBC, and she had not watched this webinar before, so she really wanted to see what kind of information was there. So, she decided to watch the webinar, and after watching the webinar, she decided to use one of the ideas for using the resource, which was to use the action plan quality checklist that's included in the materials for that webinar, to review her goals that she's been creating recently. So, she decided to take a goal from each one of her coachees, that she and her coachees had co-developed, and to really assess it, using that checklist. And that really helped her identify some areas that she wanted to improve in her goal writing.

She also looked at the reflection and feedback, right, to help her with that constructive feedback piece, and so she decided, looking again at the advanced resources, that she would view the "Coaching Corner" webinar on "Reflection and Feedback Strategies for Success." She identifies strategies that she wanted to try out in her next reflection and feedback meetings with coachees.

And Andrea's organization, her program uses the Coaching Companion. I know many of our audience members might also be using the Coaching Companion or interested in looking into the Coaching Companion. If you're not familiar with the Coaching Companion, it's an online platform built to support practice-based coaching implementation. So, since Andrea's program is using the Coaching Companion, she chose to create a goal and action plan for herself within Coaching Companion using the strategy of reviewing video during her upcoming "reflection and feedback" meetings. And you'll see that that's … Again, one of the ideas for using this resource is to really identify strategies from it that you want to try out. So, she identified that strategy. Using the strategy will help Andrea know if coachees are watching the videos and understanding the feedback she's provided. So, within Coaching Companion, Andrea will provide feedback on the focused observations that her coachees upload. And so, now she's decided that in the meetings, they're going to review those videos together. Previously, she had watched the videos and made comments in Coaching Companion before the "reflection and feedback" meetings, but she'd not been reviewing the videos and comments with the coachee during the meeting. So, this is kind of adding that extra layer of support and making sure the coachees are really understanding and seeing her feedback.

So, Andrea decided to write an action plan for herself, which is the tip here, and her goal is, "I will ask reflective questions, while watching the focused observation video with the coachee after I've identified and tagged supportive and instructive feedback in the video." Her action-plan steps include tagging the video prior to the meeting, identifying reflective questions to ask

during the video meeting, and asking at least three reflective questions during the viewing with the coachee. So, Andrea also reviewed the documents that are provided with constructive feedback examples. Oh, I'm so sorry. And she reflected on her recent delivery of constructive feedback and tried writing some sample constructive feedback for upcoming coaching needs. So, just out of that one webinar, that one set of resources, so the webinar as well as the constructive feedback tips, she got some really good ideas about how she could support constructive feedback in her coaching meetings and was able to develop an action plan for herself around this skill.

So, now that we've seen how Andrea was really using the resource family for herself and finding resources for her to enhance and hone her coaching skills, let's think about another way that Andrea might use the resource family. So, Andrea, who is a veteran coach, has three new coachees who never participated in practice-based coaching before. So, these are people that are new to coaching and the coaching process. She really wants to build their knowledge of PBC so support their buy-in and understanding of the process and to help facilitate that collaborative partnership with them. So, we're going to do the same thing here that we've done the last couple of times we've introduced a scenario. So, if you were trying to give Andrea some support or some tips around this, what resources would you recommend to Andrea to share with her coachees? Where would you look in the resource family for that? Right? So, again, Andrea's looking for resources to share with her new coachees that have never been a part of practice-based coaching before. So, we want you to think about, what resources would you recommend, and where would you look in the resource family?

So, we're going to do the same thing where we give you a couple of minutes to look through it and type your ideas in the Q&A. And then we will push some of those ideas out and share some of those ideas with everyone. So, we'll give you a little bit of time to do that, couple of minutes, and then we'll come back together and check out some ideas.

So, Joyce, as I was thinking about this scenario, when we talk to programs about really kind of building what we call that culture of coaching in a program, this is one of those things that I think programs are now really thinking about, which is how to really prepare coachees for coaching, right? May not be something that a program or a coach has thought about before, but it's a really important part for that collaborative partnership.

Joyce: No, definitely. I was kind of having some of those same thoughts about how this resource family – and we're talking about it here with our "Coaching Corner" webinar, right? And our audience here, coaches, and those supporting coaching … But how it's just as important for the coachees to kind of be engaged, and what a great way and what a great resource to have where you can automatically go to and pull things that could be used for those that are receiving coaching as well. And then it also made me kind of think about … I guess this is just another question for you, Ragan is … So, could you see this resource being used by kind of a practice-based coaching, that implementation team, that kind of makes some of these decisions about kind of how coaching happens, what's the focus of coaching, kind of PD related

to coaching, all of those things. Could you see this resource being used to kind of help plan out the coaching PD efforts of the year by the team?

Ragan: Yeah, I think that's a great question, Joyce. I think that, definitely, we want to see this used in lots of different ways, and one of those ways is, we know that a lot of people who are part of those implementation teams may not have a great understanding of practice-based coaching and what that looks like and how much time and energy from coaches and coachees is involved in that. And so, using some of these resources to really give that information about coaching and what's involved can really help, I think, teams that are thinking about how to implement this better understand so that they can then make a plan that's actually doable around implementing coaching.

Joyce: Yes. Definitely. I could definitely even see maybe taking this resource and developing almost an onboarding process maybe for everyone involved, whether it's a coach or a coachee or, say, someone that's new to the implementation team or for and ed manager maybe thinking, "OK, so someone's going to come on. What are the things that we could pull together that would give them the knowledge and kind of the foundation they need to be successful in whatever their role is?" Don't you think?

Ragan: Yeah, I think that's an excellent idea. Again, we don't want this … We say this is resource family for coaches, but it really can be used much more broadly than that and can be used as a planning piece as something to provide information that anyone that's engaged in or needs to know about coaching, right? That's what practice-based coaching is and how it's delivered.

Joyce: Right.

Ragan: I see our responses are slowing down, and I want to make sure to give you an opportunity to see some of the resources that Andrea uses. We saw some great responses. So, let's look at what Andrea might use to support her coachees. So, Andrea reviews the suggested resources for "What is PBC?" So, again, those kind of general PBC resources. She decides to watch the PBC overview videos with her coachees. And so, really … I'm sorry. She decides to watch the PBC overview video with her coachees in the first meeting to really introduce the coachees to practice-based coaching, including the purpose and the process of coaching. So, it really serves as kind of a jumping-off point for that conversation around how PBC is going to be delivered.

Andrea is currently supporting her coachees virtually, so she has a Zoom meeting with each coachee and shares her screen to video together. She also shares the video and the PBC overview document with her coachees through the Coaching Companion in case they want further information. So, again, using those kind of beginner resource around practice-based coaching … But the document and the overview video ... And, again, you can see those are ideas for using this resource within the resource family too. So Andrea had two of her coachees that are really interested in learning more about the PBC process. So, she discusses with the coachees and their supervisor the possibility of completing the practice-based coaching modules on the iPD, or the individualized professional development portfolio as a part of the

professional development requirement. So, this is meeting some of those requirements that they had to complete professional development hours while really digging into something that will help them with participating in coaching and understand PBC better. And this is that advanced resource. So, she's only sharing this with a couple of her coachees that really, really want to learn more and feel like they need to learn more to participate in coaching. So, those are a few ideas of how Andrea used this, and we saw, again, some other ideas around how these could be used with coachees, not just how our resource family can be used with coaches.

So, we know that we have given you a lot of resources in the PBC resource family. We hope that you'll find it useful as you're trying to find resources to support your coaching and to support other people, as we mentioned, in your program as they need to learn more about PBC or know more about how PBC happens.

We want to remind you that the MyPeers practice-based coaching group provides an opportunity to discuss your coaching successes, challenges, and questions with other Head Start and Early Head Start coaches. MyPeers would be an excellent place to share how you're using the resource family or to share other resources that you've come across that may not be included on the resource family. And so, you can also ask others about the resources they've used through MyPeers.

Just a reminder, if you didn't already know, if you're a Coaching Companion user or are interested in Coaching Companion, many of the resources included on the resource family are also available in the Coaching Companion resource library. And you can share with your coachees or possibly with others in your program through the Coaching Companion. So, that's another way to really kind of share these resources we've compiled into the resource family.

So, as Joyce mentioned, as we talked about earlier, we want to make sure that this resource was developed with coaches as our primary audience, but we do want you to be able to share this resource family with others in your program with your coachees. If you're an ed manager or someone who's supporting coaches watching this, we want this to be a resource for you, as well. So, it's not only for coaches but for anyone who kind of touches PBC in your program that might need more information or more resources around just knowledge of PBC or implementation.