

# Good Morning, Happy Monday and Welcome to WASA 2023!

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Thank  
you





# Lighting the Way for Leadershi p

A collage of 1980s and 1990s pop culture items. It includes a television set with a portrait of a woman, a red cassette player, a black CD-ROM case, and various cassette tapes and CD-ROMs. The text '80s' is written in large, white, bold letters with a black outline, and a dollar sign '\$' is placed to its right.

80s \$

90s \$

2000s \$



# BACK IN 1989

## WHAT THINGS COST

FIRST-CLASS STAMP	\$0.25
BREAD	\$1.29
GALLON OF MILK	\$2.14
GALLON OF GAS	\$1.08
NEW HOUSE	\$124,348.00

AVERAGE INCOME  
PER YEAR  
**\$27,450**

## U.S. PRESIDENT

★ *George Bush* ★



## WHAT HAPPENED

In Alaska's Prince William Sound, the Exxon Valdez spills 240,000 barrels (11 million gallons) of oil after running aground

The first of 24 satellites of the Global Positioning System is placed into orbit

The first World Wide Web server and browser is developed by Tim Berners-Lee (England) while working at CERN

## SPORTS



Super Bowl Champions  
World Series Champions  
NBA Champions  
Stanley Cup Champions

San Francisco 49ers  
Oakland Athletics  
Detroit Pistons  
Calgary Flames

**U.S. jury convicts Oliver North  
in the Iran-Contra affair**



**World  
POPULATION  
5.190 BILLION**

## TOP MOVIES

Indiana Jones & the Last Crusade  
Honey, I Shrunk the Kids  
Look Who's Talking  
Lethal Weapon 2  
Batman



## MUSIC

LOOK AWAY  
Chicago

MY PREROGATIVE  
Bobby Brown

EVERY ROSE HAS ITS THORN  
Poison

MISS YOU MUCH  
Janet Jackson

STRAIGHT UP  
Paula Abdul

The Cosby Show  
Roseanne  
The Golden Girls  
Cheers  
The Wonder Years

*Television*

Lucky

Bank of America

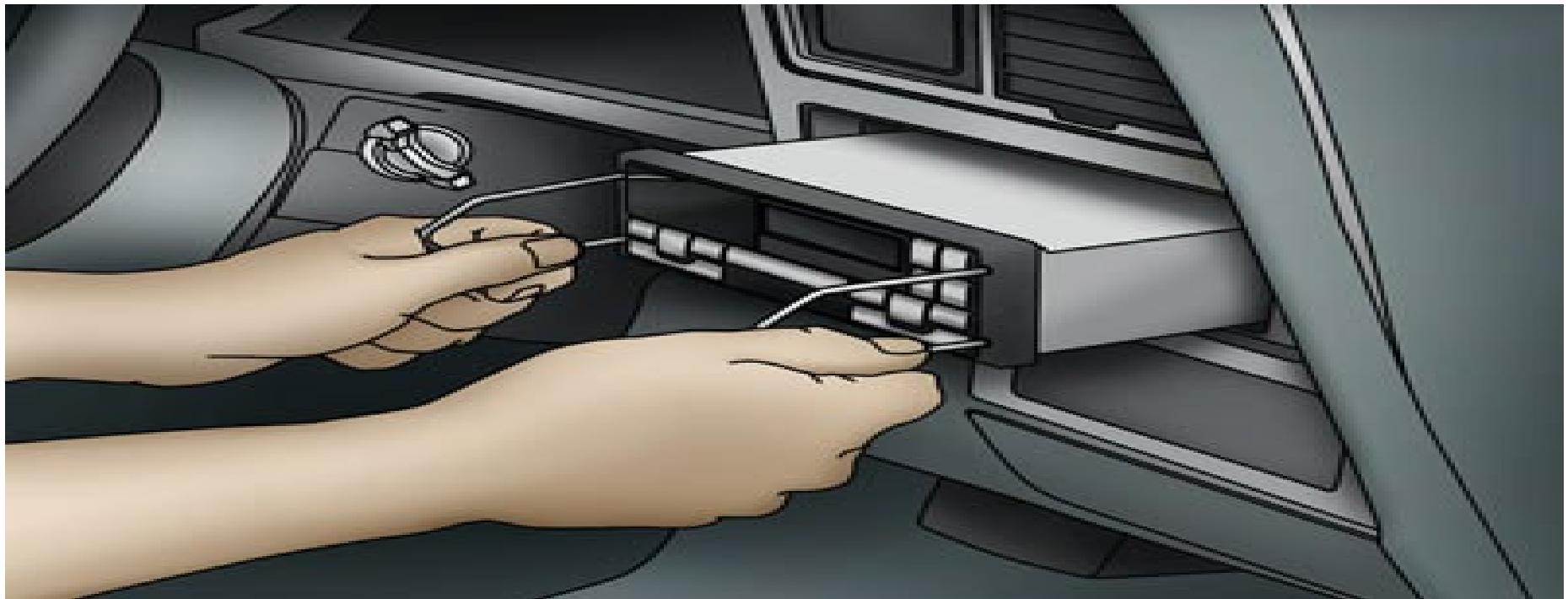
Wash State

BAKERY DELI PHARMACY SEAFOOD

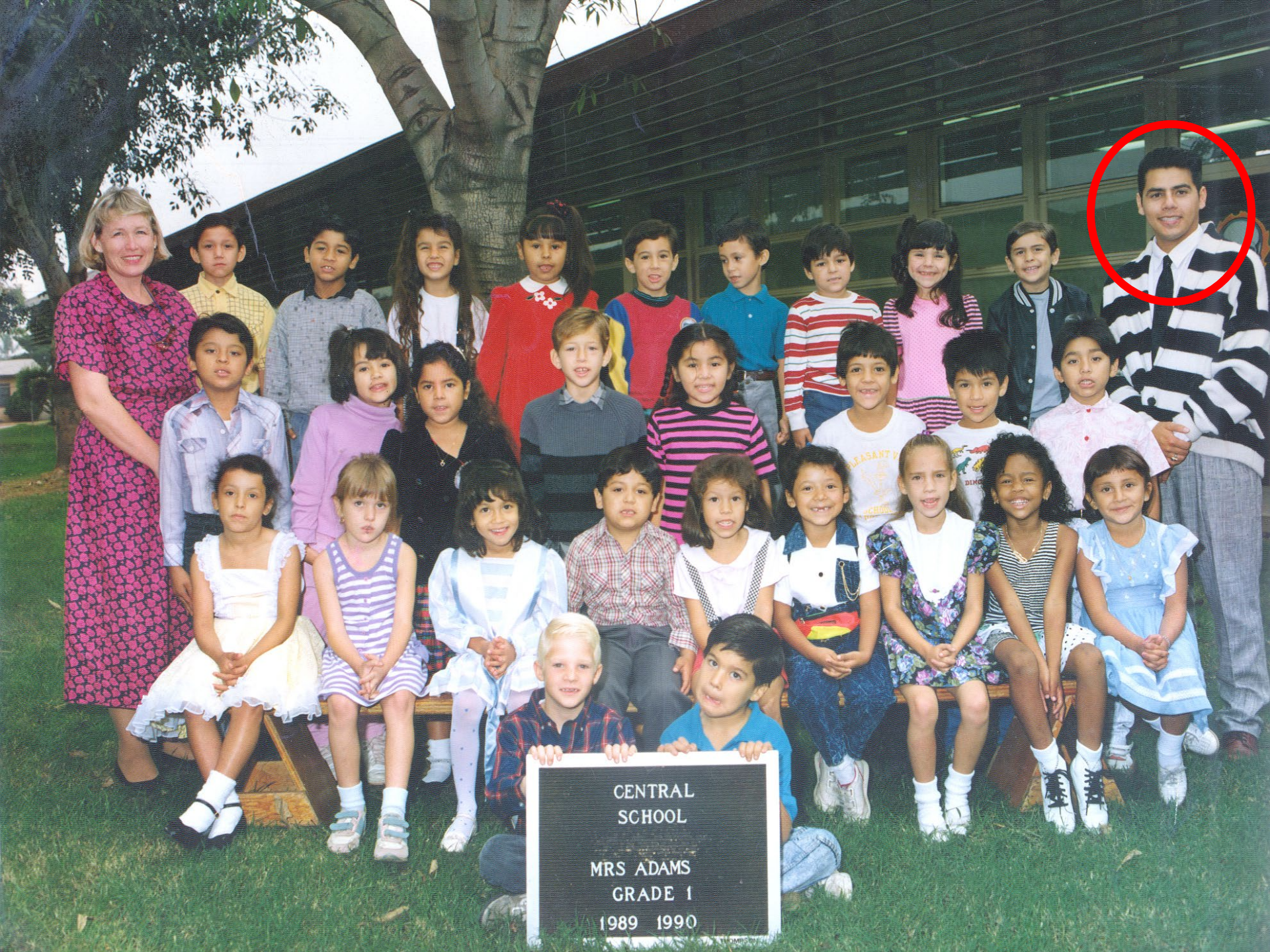
1322

NO PARKING









CENTRAL  
SCHOOL

MRS ADAMS  
GRADE 1  
1989 1990



# BACK IN 1993

## AVERAGE COST

A first class stamp	\$0.29
A gallon of gas	\$1.11
A gallon of milk	\$2.86
A movie ticket	\$4.14
A new house	\$113,200.00

## AVERAGE INCOME PER YEAR

**\$31,230**

## '90s SLANG

Allright - Alright, okay  
Da bomb! - Really cool  
As if! - Lack of interest  
Word - In agreement  
Boo ya! - In your face  
Dope - Something cool  
Talk to the hand -  
I don't want to hear it

## IN Style...

Denim overalls  
Ripped jeans  
Plaid flannel shirts  
Guess jeans  
Reebok Pumps  
Doc Martens  
Scrunchies  
Bucket hats  
Fanny packs  
Rollerblades

## U.S. PRESIDENT

★ *Bill Clinton* ★



**World  
POPULATION**  
5.588 BILLION

## TECHNOLOGY

NASA's STS-57 Space Mission is successfully completed during June and July.

The World Wide Web was born at CERN.

The Pentium microprocessor is introduced by Intel.

Windows NT 3.1 released by Microsoft.

## IN THE NEWS...

When the U.S. Post Office issued the first stamp honoring Elvis in 1993, stamp collectors mailed letters with these stamps to bad addresses to have them marked "Return to Sender".

The North American Free Trade Agreement (NAFTA) is signed into law by U.S. President Bill Clinton.

Oprah's 1993 interview with Michael Jackson is the most watched interview ever in the history of television.

Coachella was started when the band Pearl Jam boycotted Ticketmaster for their high prices, and played at the location (Empire Polo Club grounds) during their Ticketmaster boycott tour.

## IN THEATERS...

Sleepless in Seattle

Jurassic Park

Mrs. Doubtfire

The Fugitive

The Firm



## ON Television...

Home Improvement  
Seinfeld  
Roseanne  
Grace Under Fire  
Frasier

## ON THE RADIO...

I Will Always Love You - Whitney Houston  
Whoomp! (There It Is) - Tag Team  
Can't Help Falling in Love - UB40  
That's the Way Love Goes - Janet Jackson  
Freak Me - Silk

# What I learned after 7 years of teaching:

- All those Harry Wong Videos were not as easy to implement as I had hoped.
- There is a difference between teaching students and ensuring students learn.
- Because I worked in a community whereby most my students were labeled “Title 1” I as a teacher possessed the opportunity to help my students break free from the cycle of poverty.



# BACK IN 2000



World Population  
6,145,006,989  
USA Population  
282 millions

## Popular TV Shows

Friends  
ER  
Who Wants to Be a  
Survivor  
Monday Night Football



## HISTORICAL EVENTS

America Online announces an agreement to purchase Time Warner for \$162 billion (the largest-ever corporate merger).  
Hillary Clinton is elected to the United States Senate, becoming the first First Lady of the United States to win public office.  
Presidential election, 2000: Republican candidate Texas Governor George W. Bush defeats Democratic Vice President Al Gore in the closest election in history.

President of the  
United States

*Bill Clinton*



## WHAT THINGS COST

Gallon of Milk.....	\$ 2.79
Dozen Eggs.....	\$0.96
Postage stamp.....	\$0.33
Average salary.....	\$42,629
Gallon of gas.....	\$1.51
Average new car.....	\$21,000
Average house.....	\$205,375

## Sports Highlights

MLB World Series  
New York Yankees  
Superbowl  
St. Louis Rams  
NBA Champions  
Los Angeles Lakers  
Stanley Cup Champs  
New Jersey Devils



## TOP MOVIES

Titanic  
Jurassic Park  
Star Wars: Episode I -  
The Phantom Menace  
The Lion King  
Forrest Gump

## Popular Songs

Breathe  
Faith Hill  
Santana featuring Rob Thomas  
Smooth  
Maria Maria  
Santana featuring The Product G&B  
I Wanna Know  
Joe  
Everything You Want  
Vertical Horizon

## Oscar Winners

ACTOR  
American Beauty  
Kevin Spacey  
ACTRESS  
Hilary Swank  
Boys Don't Cry  
DIRECTING  
Sam Mendes  
BEST PICTURE  
American Beauty

# What I learned after 12 years of being an administrator at all three levels:

- The most challenging aspect of changing a school for improvement is not necessarily our work with students, but our work with the adults in the building.
- Whatever I ignored I endorsed and to be effective I had to inspect what I expected.
- There is a difference between managing a school and leading a school.




# What I was trained for and what I needed...

## What I got...

- Ed Code 105
- Master Schedule 101
- Human Resources 107

## What I needed...

- The staff doesn't want to do it 111
- My staff blames the kids and their parents, how do I get them to focus on what we can control 118
- Culture eats structure for lunch 103



The soil is the attitudes, values, and beliefs of the adults on our campus to want to embrace the “uncomfortable” adult behaviors associated with implementation of best practices and research. Hence the soil is our school and district culture.

The seeds represent the preponderance of research and best practices that affirm all students can learn at high levels.







**So What Do We  
Mean by the  
Term**

***School  
Culture?***

## Every school has a culture:

The collective attitudes, values and beliefs of a faculty and staff that determine a particular set of **behaviors** especially as it pertains to our work with students in our schools.

**What is the Soundtrack of your school?**

**soundtrack**



# How do we continuously and effectively “till our soil?”



**Transformation  
Leaders**

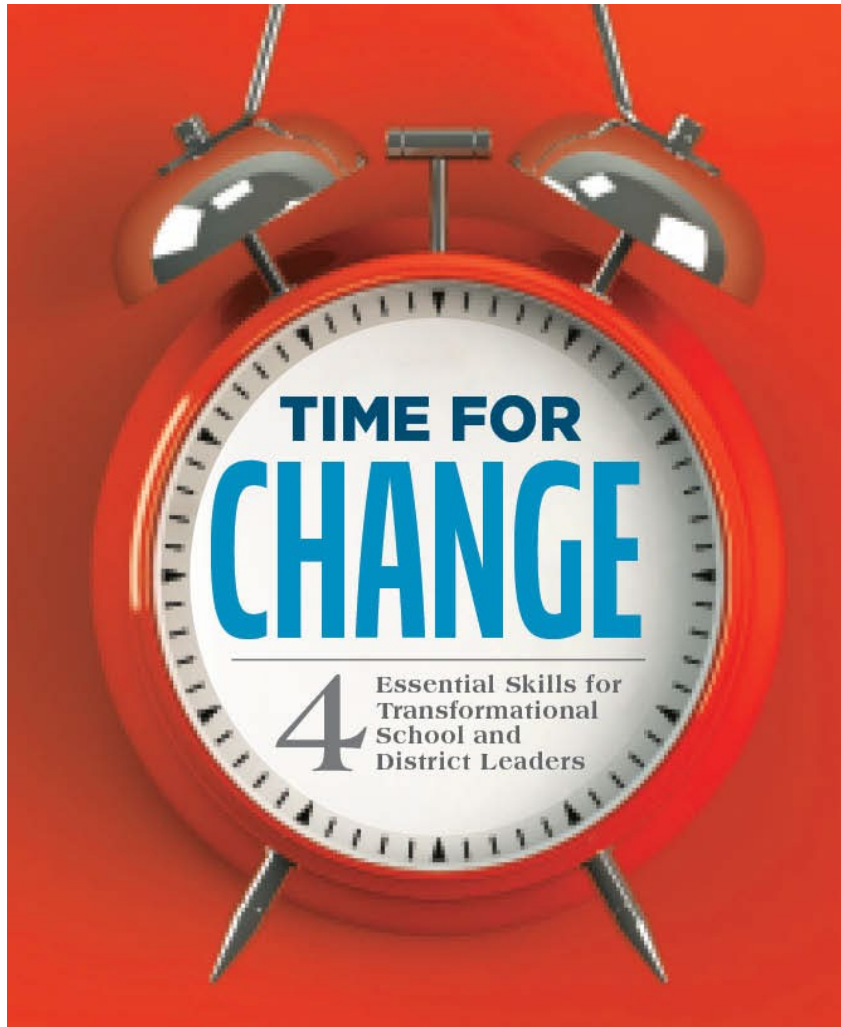
Fixed-mindedness

COVID exhaustion

The wrong attitude

Lack of  
Commitment

Confusion



**ANTHONY MUHAMMAD**  
**LUIS F. CRUZ**

# Time for Change: Four Essential Skills for Transformational School and District Leaders

Anthony Muhammad, Ph.D.

Luis F. Cruz, Ph.D







# Dr. John P. Kotter

No one person, no matter how competent, is capable of single-handedly developing the right vision, communicating it to vast number of people, eliminating all of the key obstacles, generating short-term wins, leading and managing dozens of change projects, and anchoring new approaches deep in an organization's culture.

Putting together the right coalition of people to lead a  
(ve is critical to its success.



(Kotter, *Buy-In: Saving Your Good Idea from Getting Shot Down*, 2010, p.52)



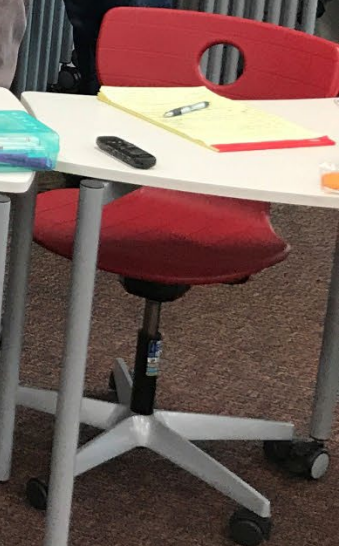
5. Engage cognitive conflict

Motivation Education

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www.teachingadaptschools.com

**The purpose of the  
Guiding Coalition at  
Santa Maria  
High School  
is to unify staff with  
the development of  
best practices in a  
mutually accountable  
school environment  
which undeniably  
increases learning for  
ALL!**

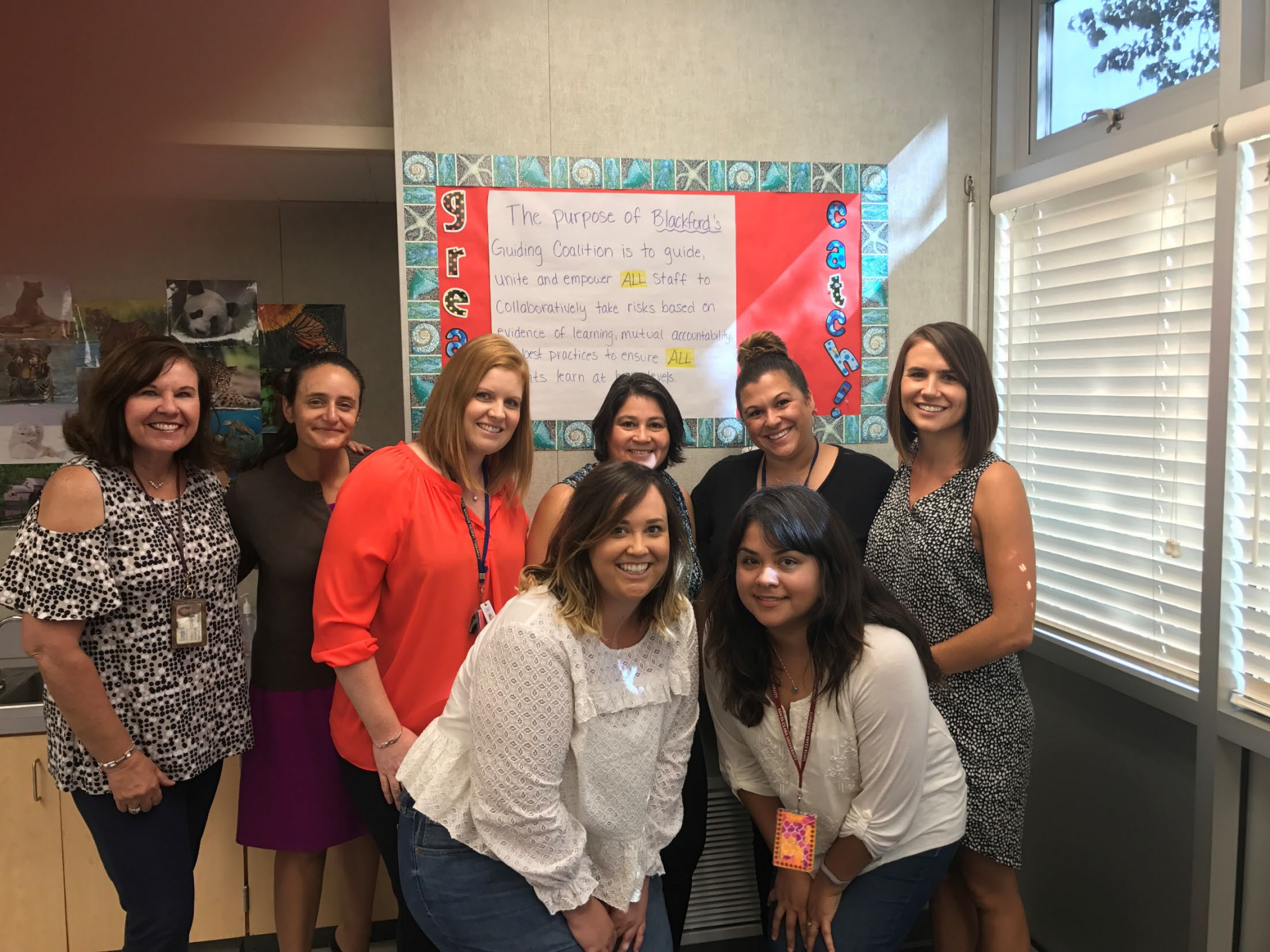





**The purpose of the  
Guiding Coalition at  
Santa Maria  
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the development of  
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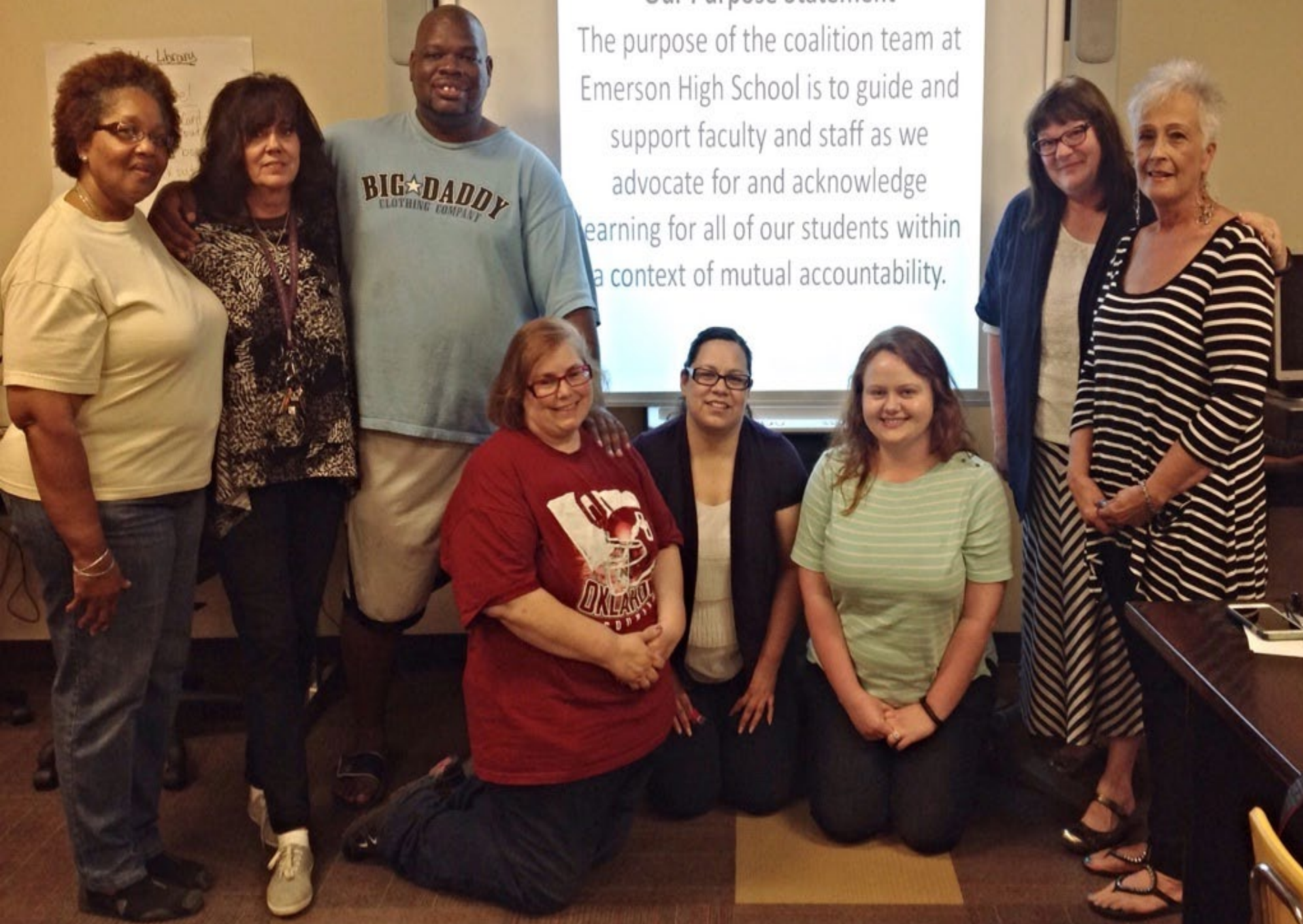
The purpose of Blackford's  
Guiding Coalition is to guide,  
unite and empower **ALL** staff to  
collaboratively take risks based on  
evidence of learning, mutual accountability,  
and best practices to ensure **ALL**  
students learn at high levels.





## Our Purpose Statement

The purpose of the coalition team at Emerson High School is to guide and support faculty and staff as we advocate for and acknowledge learning for all of our students within a context of mutual accountability.





# Important characteristics of a School's **Guiding Coalition**

1. To (guide, unite, support, empower) the faculty and staff at our school to embrace the necessary adult changes to increase learning for all students.
2. To learn and then ensure others learn and embrace best practices, hence the science of our profession used to increase learning for all students.
3. To promote working collaboratively to ensure that learning for all students and staff continuously takes place within the context of a healthy school culture.

## 1<sup>st</sup> strong recommendation

Assemble your current “leadership team” or construct a new team as a Guiding Coalition. Make sure that this team develops a one sentence purpose statement clearly articulating their purpose and alignment to supporting the staff to increase student learning

**Guiding Coalition must now Lead**



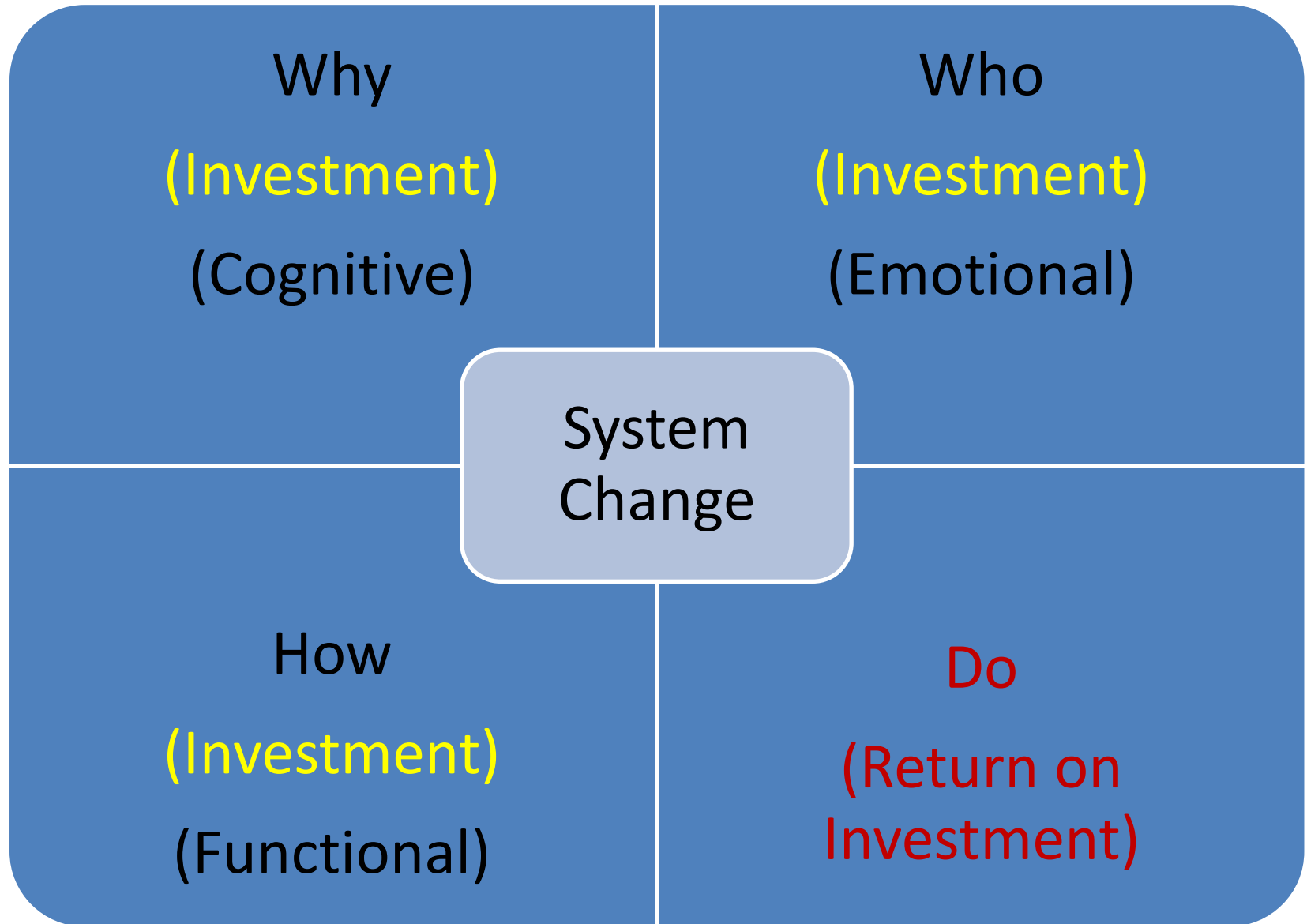




**Without context, a piece of information is just a dot. It floats in your brain with a lot of other dots and doesn't mean a damn thing. Knowledge is information-in-context ... connecting the dots.**

**– Michael Ventura**

# Rational vs. Irrational Resistance



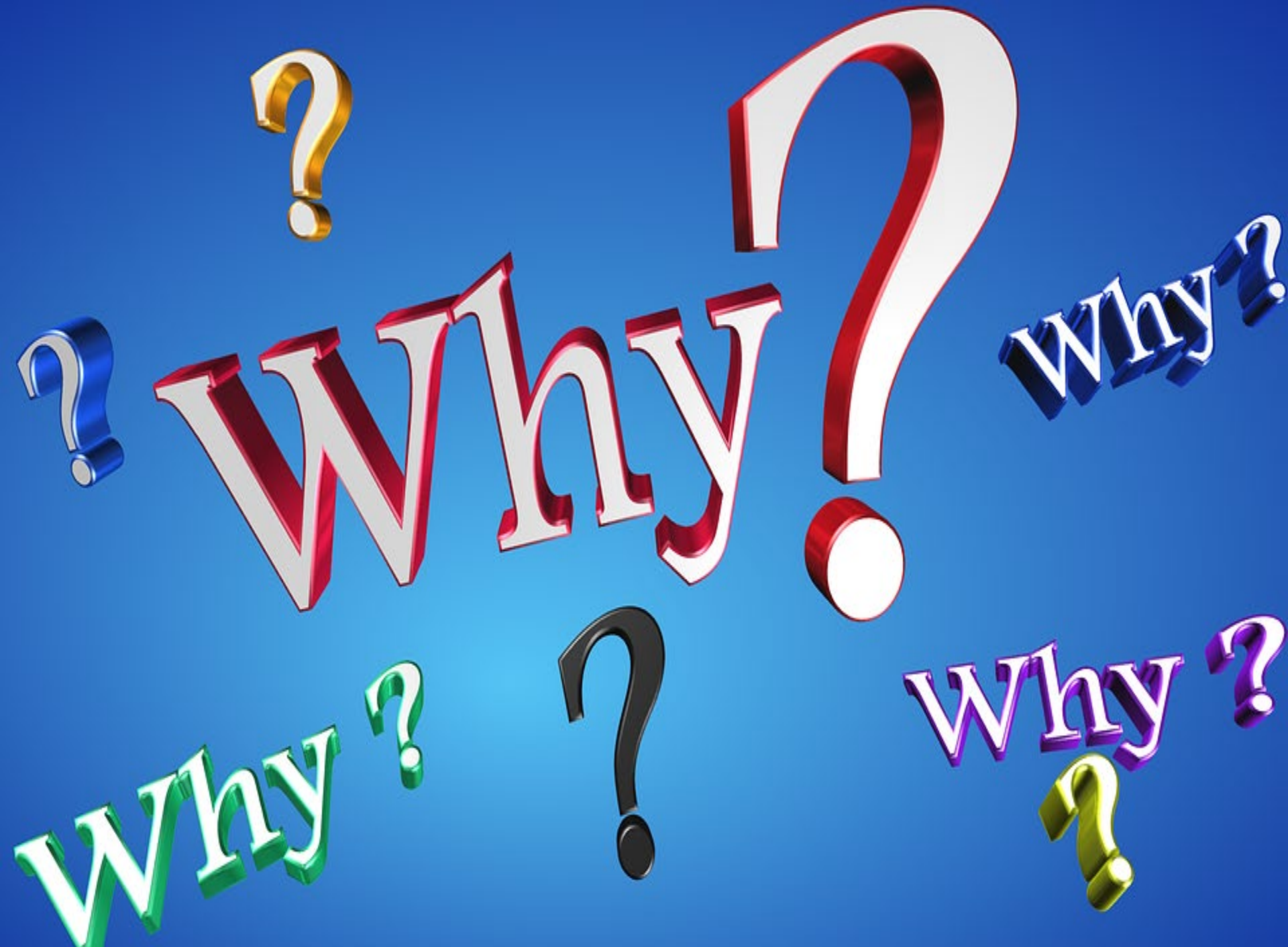


# Golden Rule of Transformational Leadership

Support  
(Investment)

Precedes

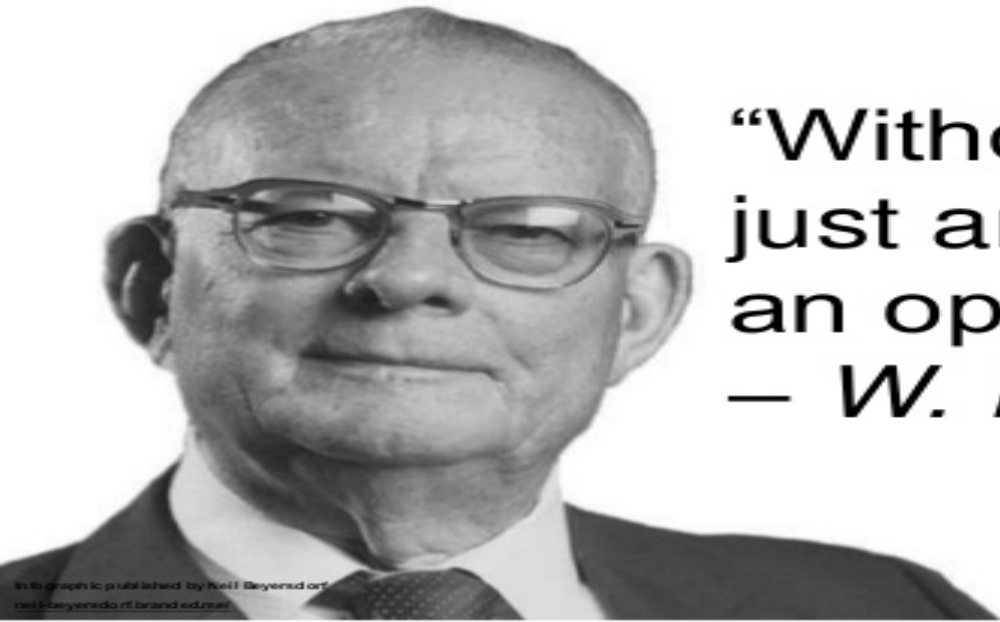
Accountability (ROI)



The 4 layers of **Why** Transformational Leaders  
Continuously use to till the Soil.

The **Institutional** Why  
The **Professional** Why  
The **Societal** Why  
The **Personal** Why





“Without data you’re  
just another person with  
an opinion.”  
– *W. Edwards Deming*



In God we trust; all  
others bring data.

W. Edwards Deming

# The Institutional Why



# The Professional Why



We are **professional** public-school educators not amateur public-school educators.





[illegible]



Douglas  
Reeves

## *Achieving Excellence and Equity (2019)*

“In an analysis of data from more than 750,000 students, I found that schools engaged in the PLC process with **depth and duration** consistently display greater gains in student **achievement**, particularly in reading, mathematics, and science.”





**Douglas Reeves**

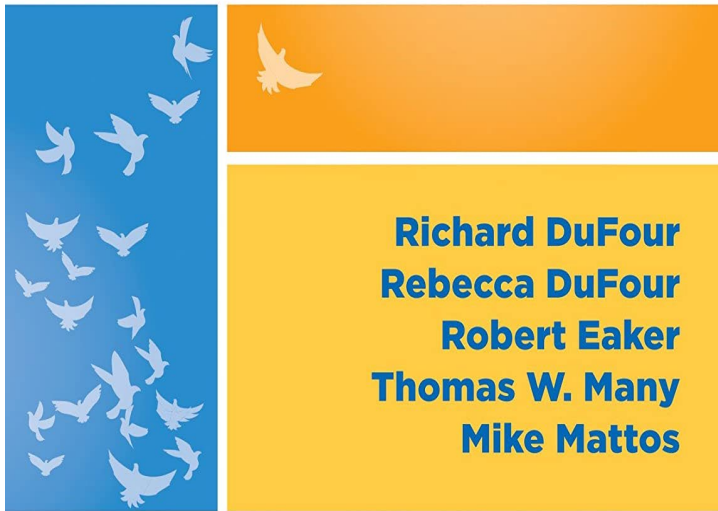
## ***Achieving Excellence and Equity (2019)***

A **preponderance** of evidence is reached when “different researchers, operating independently using different research methods and working with subjects in different parts of the world, come to strikingly similar conclusions.”

 **THIRD EDITION**

# Learning by Doing

**A Handbook for Professional  
Learning Communities at Work™**



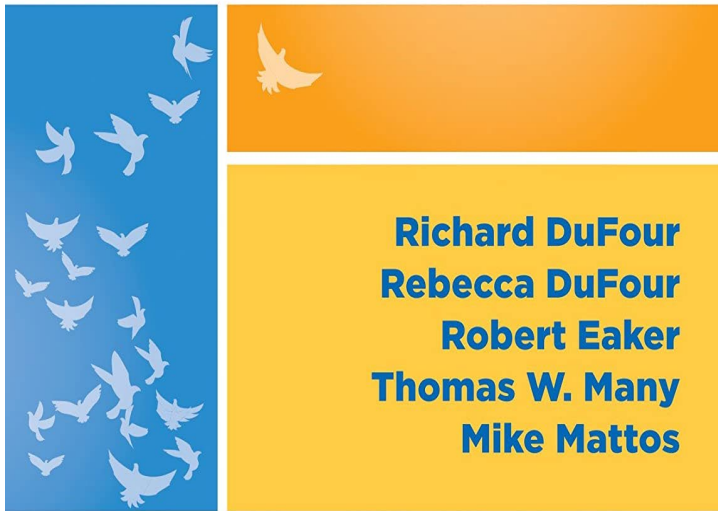
**Page 78**

**Why should we  
collaborate?**

 **THIRD EDITION**

# Learning by Doing

**A Handbook for Professional  
Learning Communities at Work™**



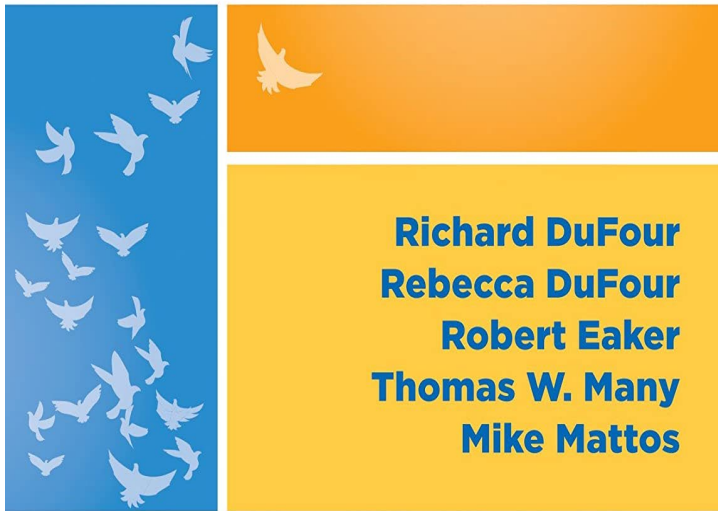
**Page 123**  
**Why should we  
have access to a  
guaranteed and  
viable curriculum?**



 **THIRD EDITION**

# Learning by Doing

**A Handbook for Professional  
Learning Communities at Work™**



**Page 143**

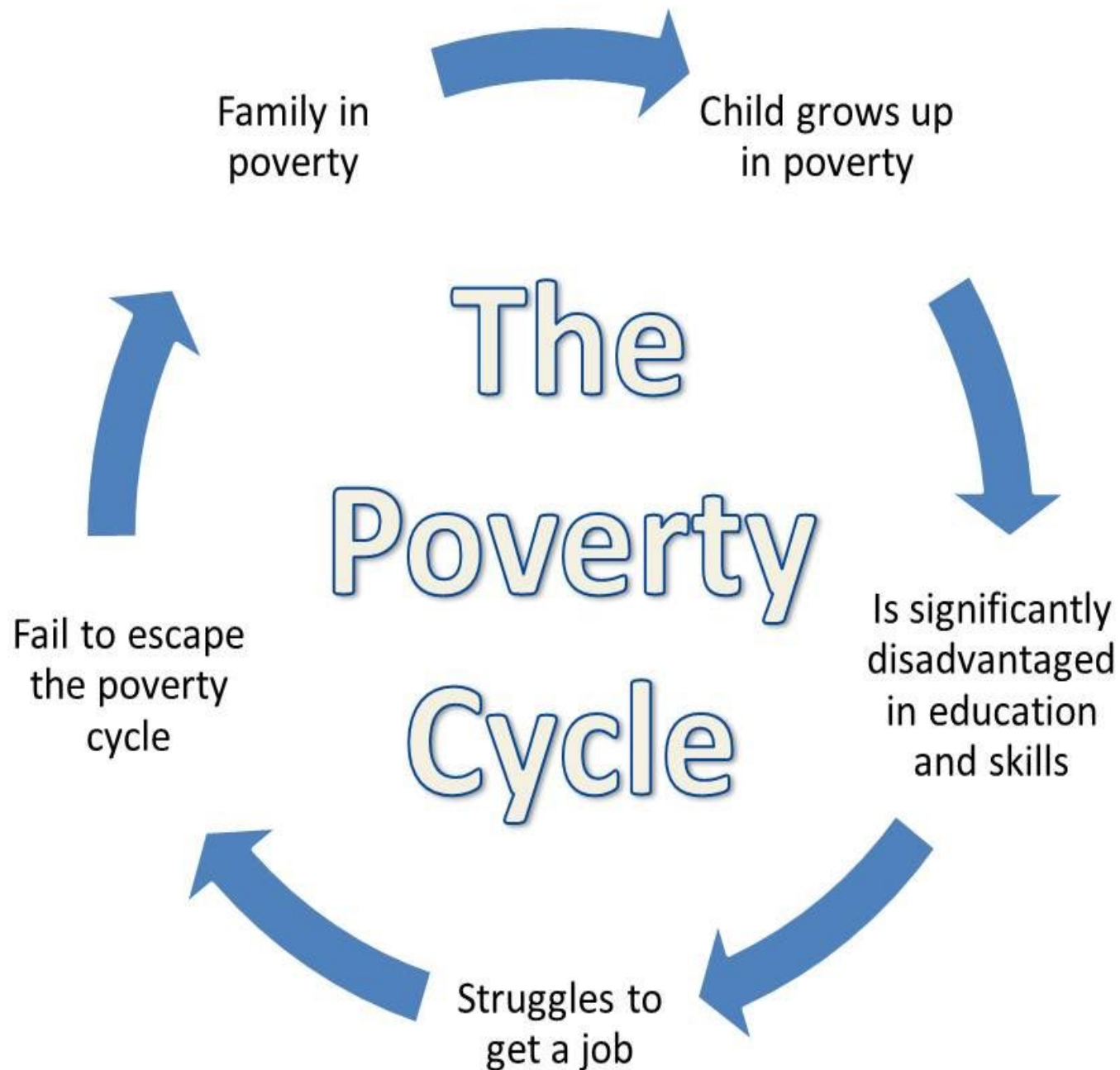
**Why should we use  
formative assessments?**

**Page 144**

**Why should we use  
common assessments?**

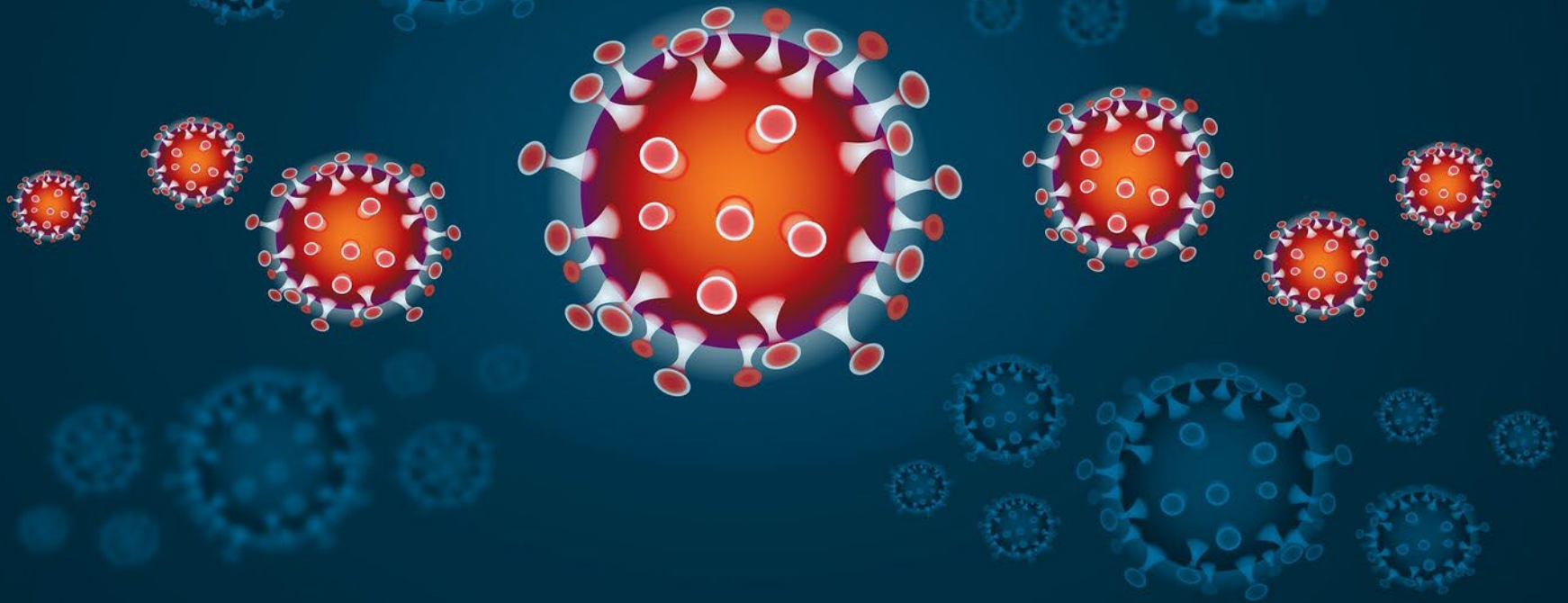
# Our Societal Why







**We're All in This Together!**



We are all in the same storm, but in different boats!



SENSE



of

URGENCY



## Moral Imperative

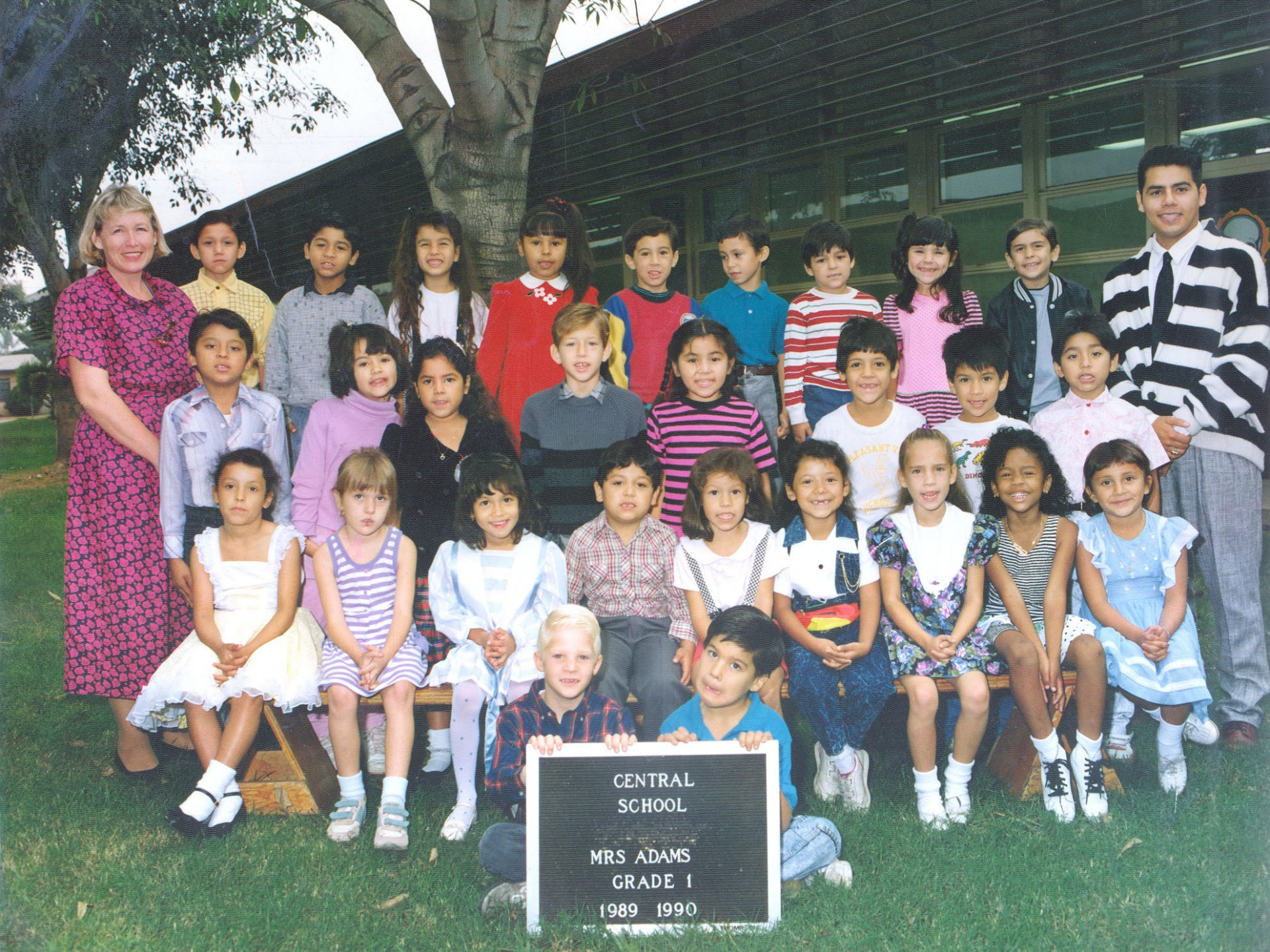


Michael Fullan

The values and commitments that drive educators to want to serve *all* students in an effort to ensure their success.

Our Personal Why





CENTRAL  
SCHOOL  
MRS ADAMS  
GRADE 1  
1989 1990



## 2nd strong recommendation

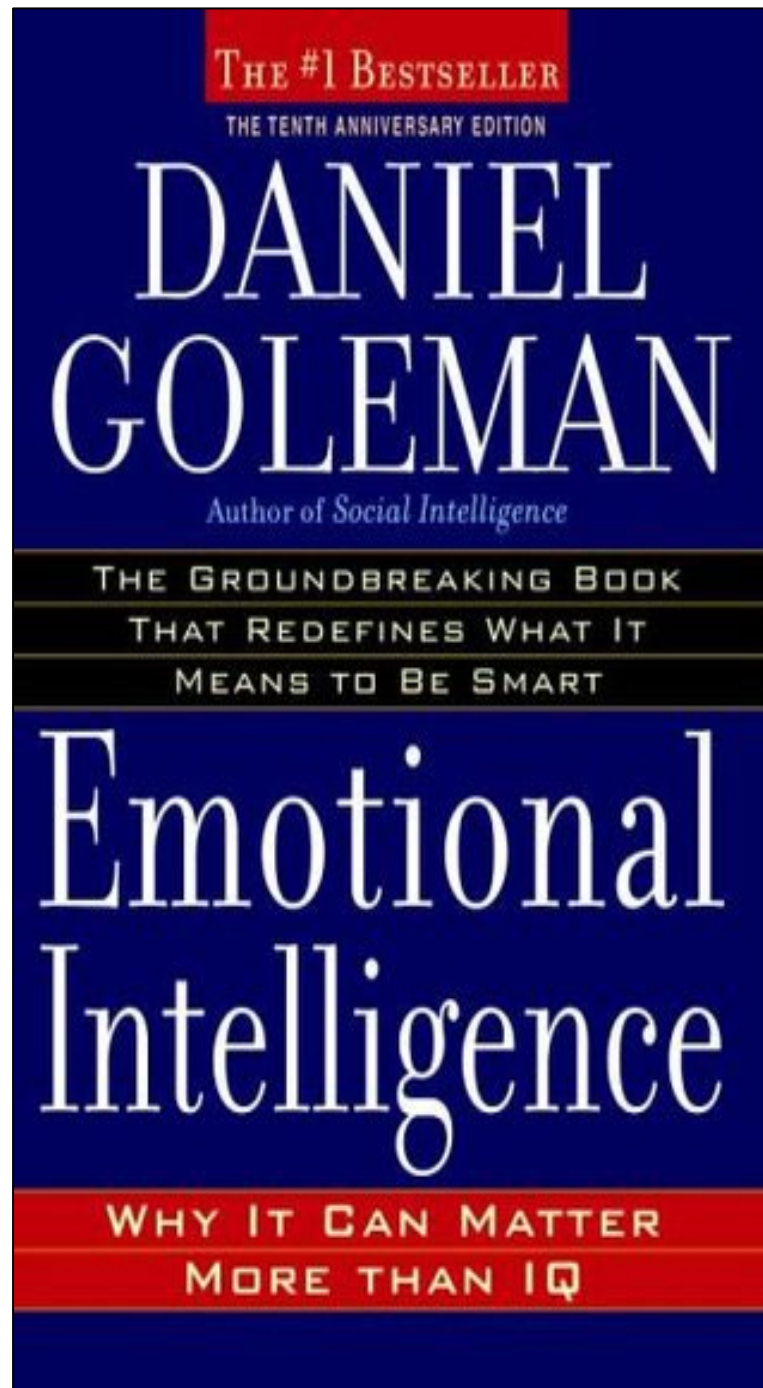
Begin to incorporate into your collective dialogue with your staff a continuous balanced reminder of the institutional, professional societal and personal “why’s.”







EMPATHY



## What is emotional intelligence?

Emotional intelligence is the ability to recognize, understand, and manage both our emotions and the emotions of others.

People with strong emotional intelligence are aware that they can drive their own behavior to impact others both positively and negatively, especially within a context of extreme pressure.



THE #1 BESTSELLER

THE TENTH ANNIVERSARY EDITION

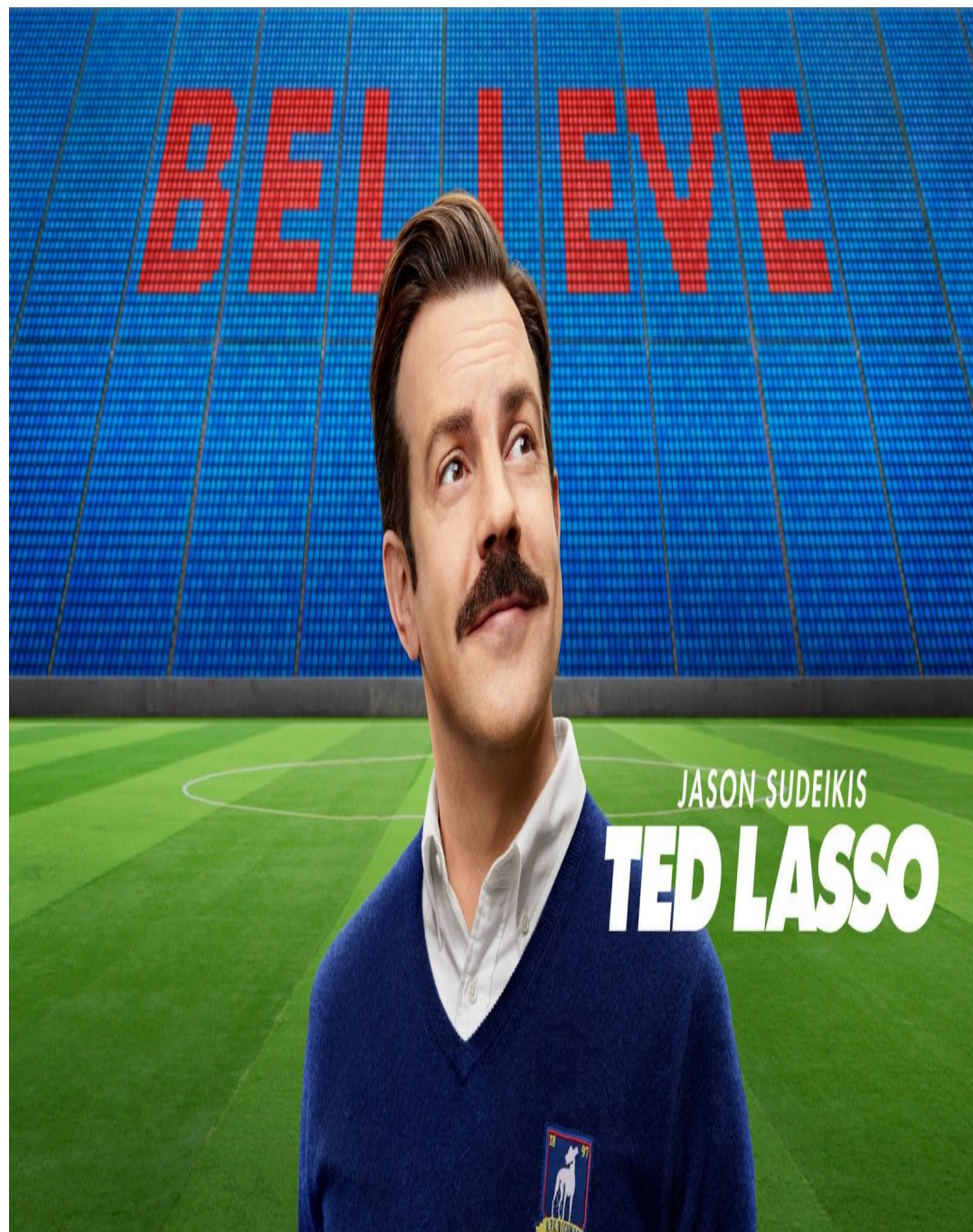
# DANIEL GOLEMAN

*Author of Social Intelligence*

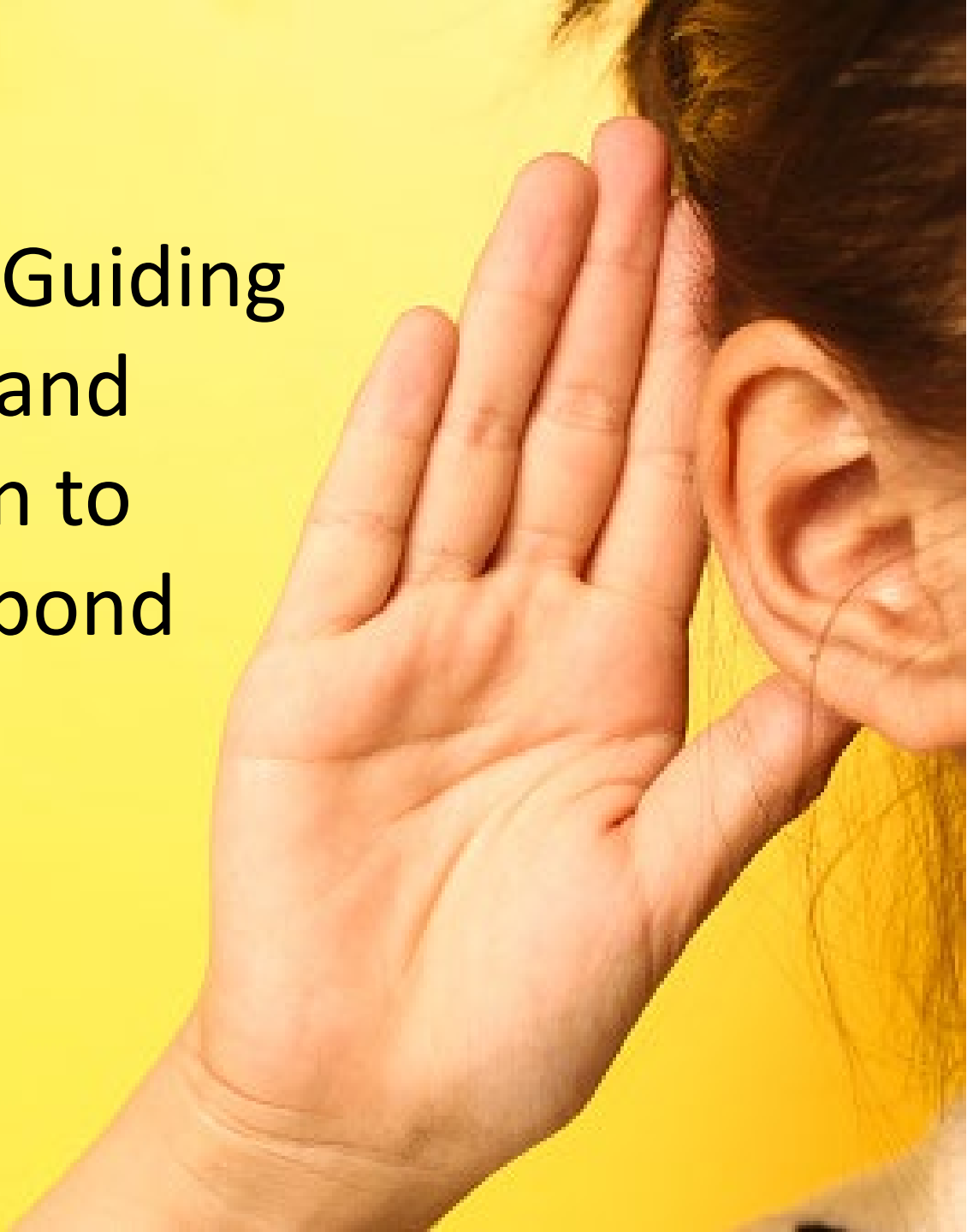
THE GROUNDBREAKING BOOK  
THAT REDEFINES WHAT IT  
MEANS TO BE SMART

# Emotional Intelligence

WHY IT CAN MATTER  
MORE THAN IQ



How will you as a Guiding Coalition actively and continuously listen to your staff and respond collectively?



## 4th strong recommendation

Set up at least 2 times a year (if possible 3) whereby leadership (GC and admin at the school listens to the staff for support needed to proceed with implementation of best practices!

**Make sure to follow through!**





H

O

W

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# Continuous PROFESSIONAL DEVELOPMENT

# Golden Rule of Transformational Leadership:

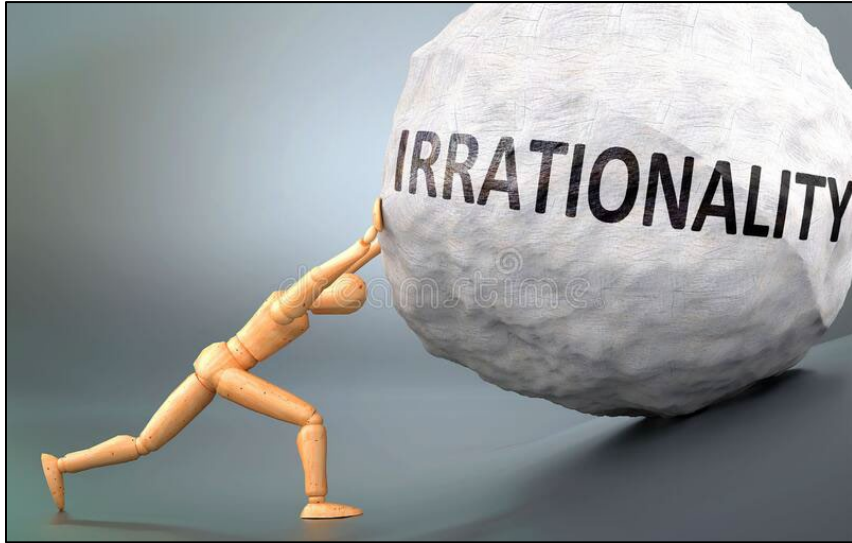
SUPPORT (I)

MUST PRECEDE

**ACCOUNTABILITY (ROI)**



# Irrational



Irrational:  
Not logical or  
reasonable

—Oxford English Dictionary

# CAVE People

Colleagues

Against

Virtually

Everything



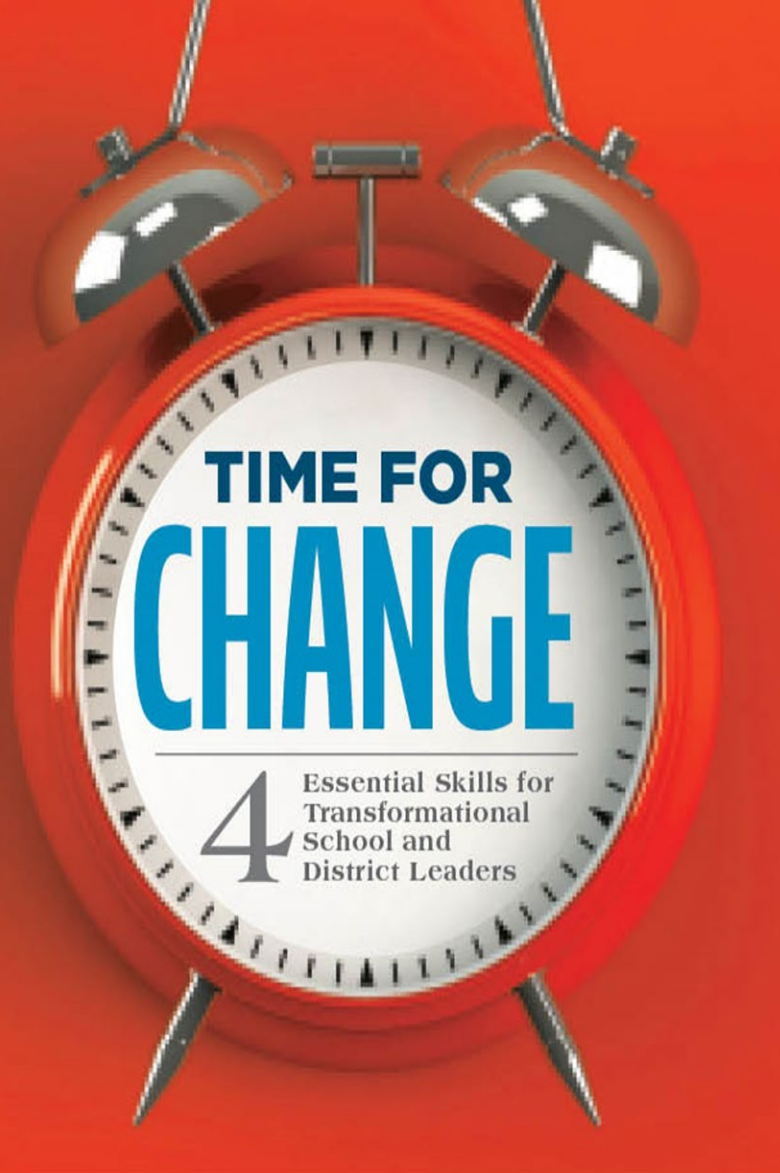
What do we do when we are confronted with **irrational** resistance to PLC at Work Implementation?

**CAVE**

(Colleagues Against Virtually Everything)

### Accountability

“We are not asking you if you would like to implement best practices as a means of ensuring high levels of learning for our students, we are expecting it.”



ANTHONY MUHAMMAD

LUIS F. CRUZ



# Two Types of Accountability

- A Culture of Accountability



# Two Types of Accountability

- A Culture of Accountability

- Direct In-Person Accountability



# The RESIST Protocol

**R: Recognize**

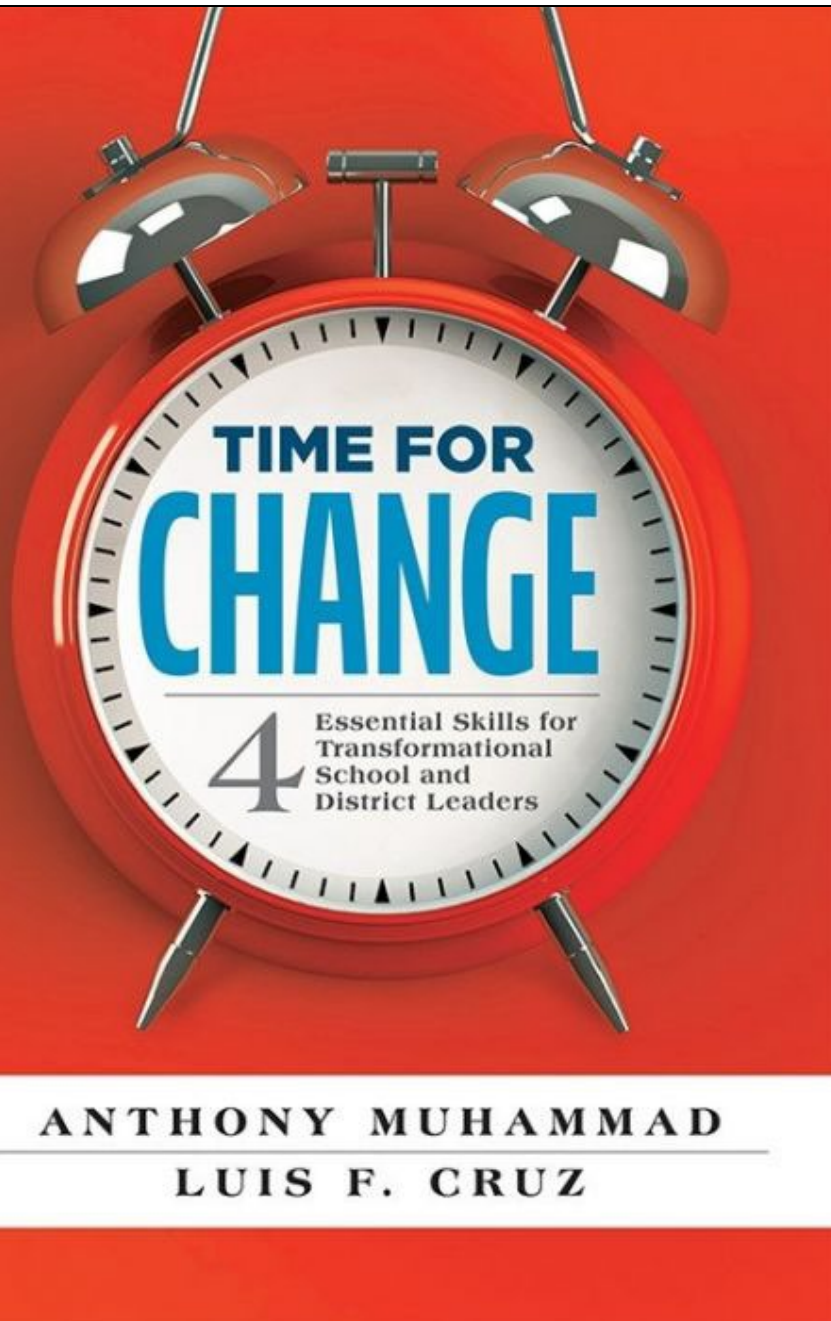
**E: Evaluate**

**S: Select**

**I: Initiate and Inquire**

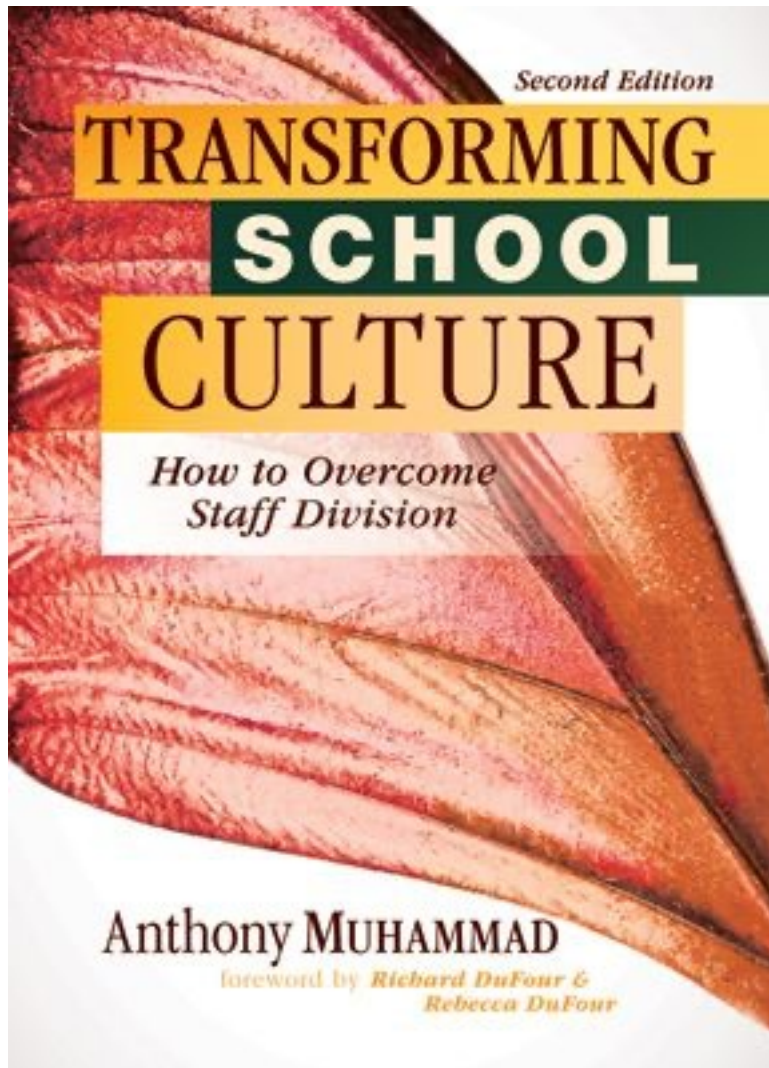
**S: Select**

**T: Tell**



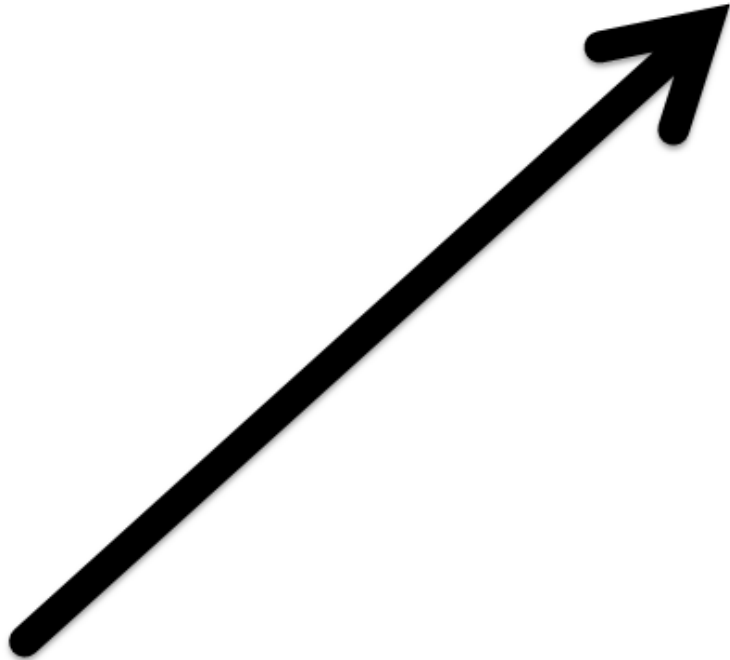






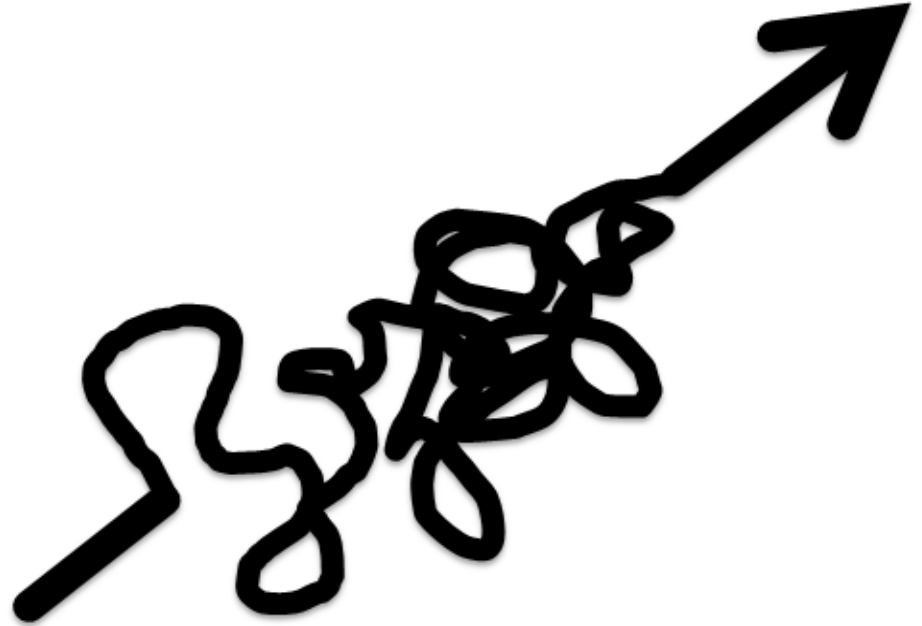
“Illogical resistance ...will eventually call leaders into a battle of will. This is a fight that the school leader must win, because to allow [resisters] to operate in a school culture in the midst of effective transformation is akin to sanctioning the behavior.” (p.113)

# SUCCESS



What people think  
it looks like

# SUCCESS



What it really  
looks like







*“Our children will  
elevate their pants  
when we elevate  
their minds!”*

*—Dr. Pedro Noguera, Dean of Education  
University of Southern California*

# Thank you for your time and Best Wishes Moving Forward!



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