

No More Drama: Moving the Bus Forward and Becoming a Real PLC

Anthony Muhammad, PhD

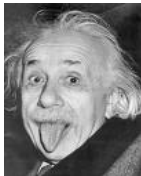


Public School Purpose

- All children have the **right** to have their gifts and talents cultivated through the process of education.
- All children **can** learn and become educated.

(Cuban & Tyack, 1995)

What's Next? Is Change Necessary?



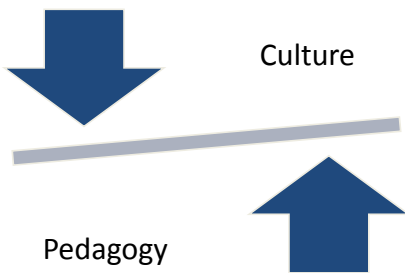
"Insanity is doing the same thing over and over and expecting a different result."

—Albert Einstein

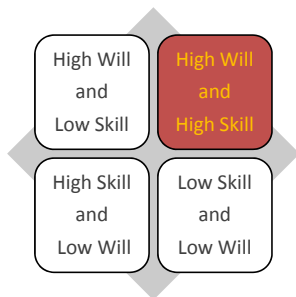
Two Forms of Change

- Technical–structural (skill)
- Cultural (will)

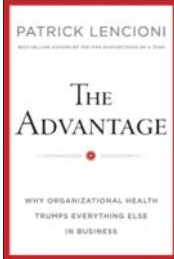
Will and Skill



High Will and High Skill



Don't Underestimate Culture



“The health of an organization provides the context for strategy, finance, marketing, and everything else that happens within it, which is why it is the single greatest factor determining an organization’s success. More than talent. More than knowledge. More than innovation.”

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012), p. 2

Choosing Being “Smart” Over Being “Healthy”

Smart

- The “sophistication bias”
- The “adrenaline bias”
- The “quantification bias”

Healthy

- Build a cohesive team.
- Create clarity.
- Over-communicate clarity.
- Reinforce clarity.

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012)

Avoiding Culture

“Most leaders prefer to look for answers where the light is better, where they are more comfortable. And the light is certainly better in the measurable, objective, and data-driven world of organizational intelligence (the smart side of the equation) than in the messier, more unpredictable world of organizational health.”

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012), p. 7

Cultural Change

“Structural change that is not supported by cultural change will eventually be overwhelmed by the culture, for it is in the culture that any organization finds meaning and stability.”

—Schlechty, *Shaking Up the Schoolhouse: How to Support and Sustain Educational Innovation* (2001), p. 52

School Culture

“School culture is the set of norms, values, and beliefs, rituals and ceremonies, symbols and stories that make up the ‘persona’ of the school.”

—Peterson, “Is Your School Culture Toxic or Positive?”
Education World (2002)

Complexity of Cultural Change

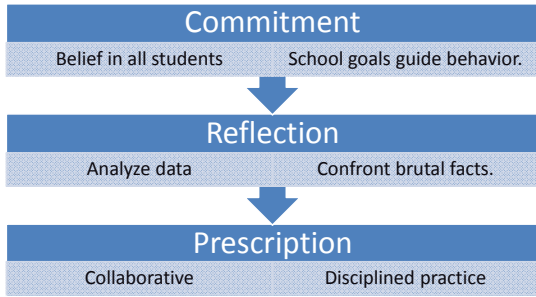
- Anthropology
- Sociology
- Psychology
- Political Science
- History
- Economics

Healthy School Culture

“Educators have an unwavering belief in the ability of all of their students to achieve success, and they pass that belief on to others in overt and covert ways. Educators create policies and procedures and adopt practices that support their belief in the ability of every student.”

—Kent D. Peterson in Cromwell, 2002

Prescriptive



Healthy School Culture Connection of Two Great Concepts



What is a PLC?

“A Professional Learning Community is a group of educators committed to working collaboratively in ongoing processes of collective inquiry and action research in order to achieve better results for the students they serve. PLC’s operate under the assumption that the key to improved learning for students is continuous, job-embedded learning for educators”

DuFour, et. al, 2006

The Task at Hand

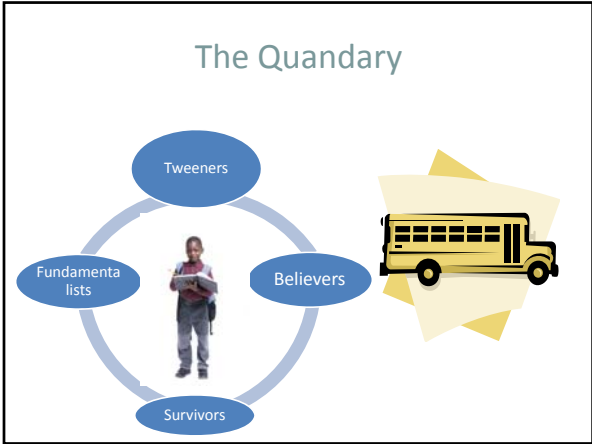
“If schools are to be transformed into learning communities, educators must be prepared first of all to acknowledge that the traditional guiding model of education is no longer relevant in a post-industrial, knowledge-based society. Second, they must embrace ideas and assumptions that are radically different than those that have guided schools in the past.”

—DuFour & Eaker, *Professional Learning Communities at Work* (1998), p. 34

Good to Great, Jim Collins

What do great corporations/organizations do differently than good/average organizations?

1. They seek and confront the “brutal facts”
2. They get the right people on the “bus” in the “right seats”




Adult Drama

Dysfunctional social interactions between adult professionals within a school environment that interfere with the proper implementation of important policies, practices, and procedures that support the proper education of students

The Transformational Leader

“Schools need transformational leaders at every level. These leaders are determined to lead people to better behavior. They do not stop at criticizing current behavior. Rather, they use their resources and influence to help people improve.”



—Muhammad & Hollie, *The Will to Lead, The Skill to Teach: Transforming Schools at Every Level* (2011)

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