A Leader’s Mindset: Creating a Culture that Maximizes Achievement for All Students

National Youth At Risk-West
San Antonio, TX
October 2016
Think, Pair, Share

• Look at the quote on the next slide. Take a few minutes to analyze it and make note of your reactions
• Be prepared to share your thinking with the group
“Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them.”

Robert Jarvick
Share your thinking
This session will be successful if...
Share your thinking
Who Am I?
The World Is Changing
The world our children grow up in - world class knowledge?

Knowledge doubled the last 10 years & doubles every 18 months

50% of today's knowledge was not know 10 years ago

The half-life of knowledge ("outdated-ness") gets shorter & shorter
Mindset, what is it? Is it important, if so why?
Leaders often struggle to create positive change because they fail to enter into the conversation that is going on in the minds of the people they are trying to influence.
First Order and Second Order Change
“The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year.”

John Foster Dulles, former Secretary of State
Essential Leadership Quality

• Honesty
  – Is the number one most admired quality in a leader.
  – Is directly related to trust; without trust, an organization is doomed to failure.
Building Capacity for Trust

- **Competence Trust**
  - "Trust of Capability"
  - Acknowledges people's skills and abilities.
  - Allow people to make decisions.
  - Involve others and seek their input.
  - Help people learn skills.

- **Contractual Trust**
  - "Trust of Character"
  - Manage expectations.
  - Establish boundaries.
  - Delegate appropriately.
  - Encourage mutually serving intentions.
  - Keep agreements.
  - Be consistent.

- **Communication Trust**
  - "Trust of Disclosure"
  - Share information.
  - Tell the truth.
  - Admit mistakes.
  - Give and receive constructive feedback.
  - Maintain confidentiality.
  - Speak with good purpose.
What Distinguishes Successful Schools

• Consistently reinventing themselves
  – No plateaus, always moving forward, looking at new ways to meet the needs of all students

• Realize that the “opportunity set” is always changing
  – The external environment

• Understand that the “skill set” must change to meet the changes in the external environment
Every school is perfectly aligned for the results it gets.
Circles of Influence

Where do you spend your time?

Beyond our Control

Within our Influence

Within our Control

Covey
Healthy Schools

• Healthy Schools
  – Create a collaborative culture
  – See the value and contributions of all
  – Give and foster trust
  – View the success of one as the success of all
  – Empower others
  – Celebrate successes regardless of how small
  – Create new leaders

• How healthy is your school?
Are we operating with an Industrial Age Mindset or a 21st Century Mindset?

One Size Does Not Fit All
Schools are perfectly aligned for the results they get
Build Relationships
(Early and often)
Kid Connections:

• 5 students a day
• 5 classrooms a day
• 1 teacher per day
• Notes and letters
• Graduating Seniors
• Movie tickets
Types of and Process for Student Engagement

- Engagement of the Heart
- Engagement in School Life

Result: Engagement of the Mind
No Engagement of the Heart
Adult Attitudes: Often The Elephant in the Room
• Attitude is everything
  – Many people want someone else to motivate them
• Attitude determines action
  – Your attitude determines how you act and how others perceive you
• Your staff will mirror your attitude
  – Who you are is who you attract
• Keeping a positive attitude is easier than trying to regain one
If you think the grass is greener on the other side of the fence start watering your own lawn
The Bell-Shaped Curve

Can be swayed either way

Against you  With you
Those who can’t come up with a solution will come up with an excuse. Excuses kill achievement.
The Story of the Three Frogs
Change because you see the light, not because you feel the heat
Questions/Comments