

Public Schools 360° Using Research to Rebuild Internal Relationships

Public Schools 360°

Using Research to Rebuild Internal Relationships

Presented by


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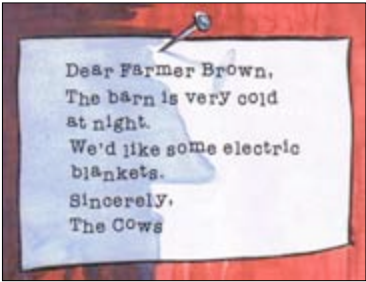
June 29, 2009
NSPRA 56th Annual Seminar • San Francisco, CA

Farmer Brown




Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
Written by Doreen Cronin; Illustrated by Betsy Lewin.

Out of Touch With The Cows




Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
Written by Doreen Cronin; Illustrated by Betsy Lewin.

Out of Touch With The Hens



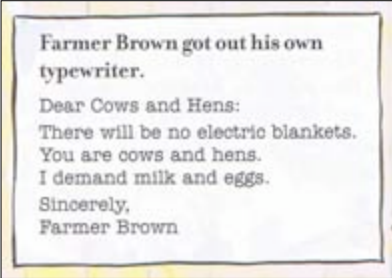
Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Organize and Strike



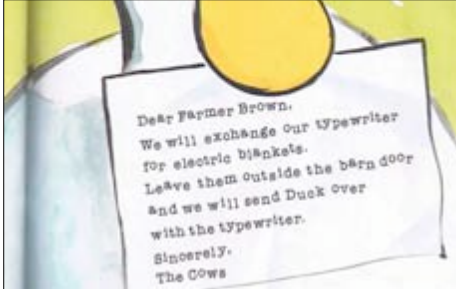
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Copes By Making Demands



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Work Force Negotiates



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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The Organization Caves



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Farmer Brown Didn't Learn



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Duck Is Inspired



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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The Grass is Greener



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Farmer Brown Loses Power



Images from "CLICK, CLACK, MOO: Cows That Type" and "Duck for President"
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Farmer Brown Just Can't Win



Why Not?

Topics for Today

- Creating a 360° Culture
- Client Survey Groups
 - Standards
 - Research-based Questions
- BOE Client Survey
- Process for using 360° to rebuild internal relationships

Client Surveys and RACE

- Bookends for the RACE
 - **Research** - Initial client survey (360°)
 - **Analysis** - Goal development & planning
 - **Communication** - Goal implementation
 - **Evaluation** - Follow-up client survey

A Culture of Client Surveys

- Clayton uses 360° evaluations for:
 - Teachers
 - Principals
 - Central Office Administrators
 - Superintendent
 - Board of Education
- Why?
 - Education is a service industry!

Client Surveys ... Pros

- Promotes good public/employee relations
- Builds successful relationships
- Early warning system for problems
- Increase job security
- Complements planning and goal-setting process
- Provides objective/comparative standards

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Client Surveys ... Cons

- Can be time consuming
- Confronting problems is uncomfortable
- 360° require a healthy self-esteem
- Sometimes we do unpopular things
- Perceptual - can be reactive
- Difficult to do if problems already exist

Superintendent

- Use client survey/360° process since 1996
- Originally custom, research-based survey
 - Evolved to incorporate ISLLC standards
- Groups surveyed include:
 - BOE
 - Parent/Community Leaders
 - District Leadership
 - Teachers
 - Support Staff

Central Office Administrators

- Sent to relevant District staff and parent parent leadership
- Evaluates both department heads and department staff
- Based on Interstate School Leaders Licensure Consortium (ISLLC) standards
 - Six standards
 - Evaluation based on performance measures
- Established performance norms

Principals

- Distributed to building staff and parent leaders; Follow up to all parents
- Based on McREL Balanced Leadership Framework (www.mcrel.org)
 - Evaluates 21 specific leadership responsibilities
 - Link between leadership and student achievement
- Established performance norms

Teachers

- Test parent/student perceptions of work
- Helpful evaluation tool
- Provides both objective/subjective feedback
- Means to consider the perspectives and insights of others
- Refine and improve instructional practice.
- Formative feedback that supplements other performance indicators

Board of Education

- Strictly focused on internal relationships
- Teachers evaluated the BOE
- Why now?
 - A “perfect storm”
 - Teacher complaints
 - Math curriculum issues
 - Science curriculum issues
 - Parents “storming” for pet issues
 - Upsetting the applecart during negotiations
- Take steps to evaluate and re-build trust among teachers and BOE

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Methodology

- E-mail survey (Zoomerang)
- Invitations sent to 290 staff
 - All certified staff
 - All administrators (non-certified, too)
- Questions based on U of FL research
 - Measuring trust in organizations
- Surveys were administered confidentially
- Surveys could be taken only once

Demographics

- 228 completed surveys
 - 78.6 percent response rate
- Respondents identified themselves as:
 - 83 PK-5 teachers
 - 51 6-8 teachers
 - 73 9-12 teachers
 - 21 administrators

Response rate significant enough to draw general conclusions

Communications Lab

October 2008

Educating Everyone Takes Everyone ...

Fostering Teacher and Board of Education Relationships



Getting Situated

- Seating for teachers is by years of service in the District
- One or two Board Members are seated at each table plus two Administrators
- Take this opportunity to learn something about your colleagues
- Enjoy dinner

Setting the Stage for our Work

- Introductions
- Focus on Evening's Conversations
 - What did we learn from BOE client survey?
 - What can we learn from each other?
 - What can we do to foster BOE and teacher relationships?

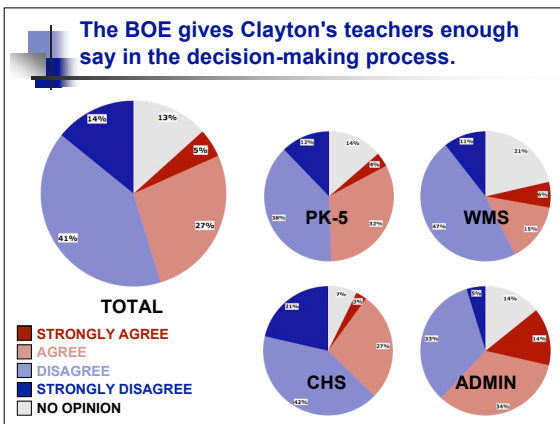
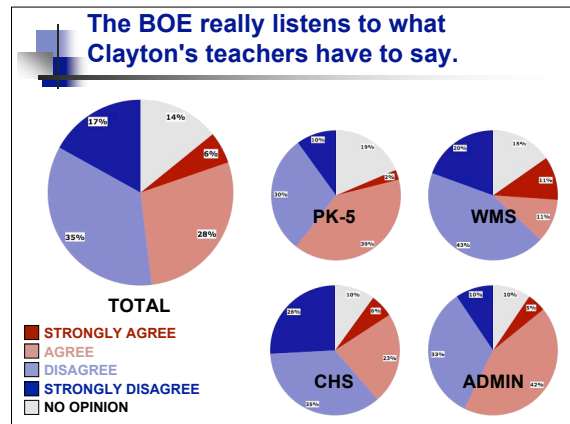
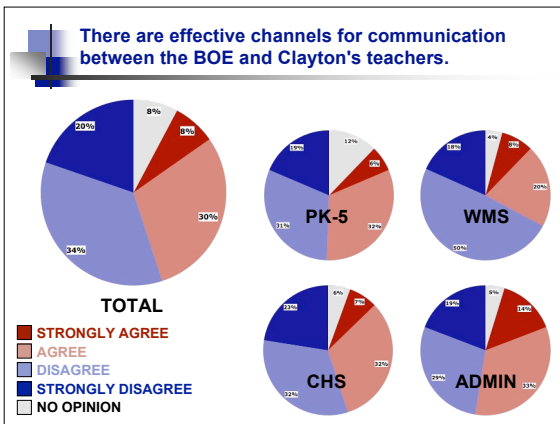
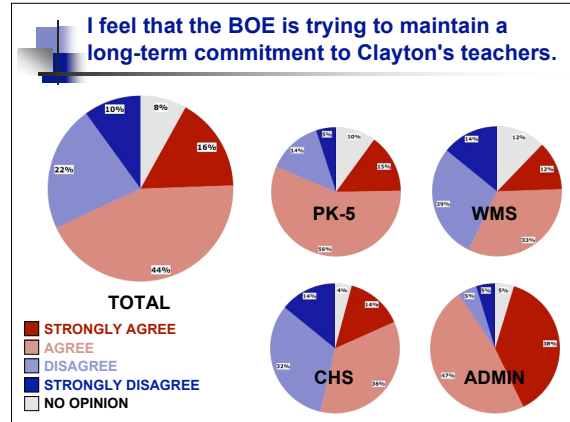
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Communications Lab

Board of Education Client Survey Results

As you listen to the presentation, please think about the issues or themes that you want to delve into deeper during small group discussion.



Short Answer - Question #5

Please list up to three things you feel the Board of Education does well.

1. Communicating with parents and staff (19)
2. Care and commitment to students and the District (18)
3. Supports the District's efforts to educate students (18)
4. Asks questions/seeks the necessary information (13)
5. Visible in schools and community (11)
6. Listening and responding to parent concerns (11)
7. Accessible and open to input (9)
8. Listening and responding to staff concerns (8)
9. Listening and responding (7)

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Short Answer - Question #6

List up to three ways in which the BOE has created challenges and/or difficulties for you in your work.

1. Not trusting staff or their expertise (20)
2. Micromanaging; Too involved in day-to-day operations of the District (17)
3. Yielding to parent pressure; empowering parents too much (17)
4. Making decisions based on personal agendas/personal experiences (9)
5. Not out in schools enough; Lack of visibility (9)
6. Asking too many questions; Creating busywork that takes staff away from work with students (7)
7. Being the first contact for concerned parents; Not using established channels for concerns (7)

Fostering Organizational Trust

- Information is shared openly
- People talk straight and confront real issues
- People are candid and authentic
- There is real communication and real collaboration

The Speed of Trust
Stephen Covey

Framework for Conversations

1. Based on the BOE client survey, what are the three most important issues that we must address in regards to teacher and Board of Education relationships?
2. How can we convey respect for teachers as professionals while aligning and standardizing practices?
3. How can the Board of Education and teachers support each other in their respective roles?

Roles

- Group Members
 - Participate/contribute equally and actively
 - Listen with the intent to understand
 - Ask questions to clarify or inquire into a colleague's thinking
 - Use this time to learn from and with each other
- Facilitator
 - Structure conversation around three focused questions
- Note Taker
 - Capture group memory
 - What did we learn from each other?
 - What can we do?

Resources

- Survey Results
- Posters of summarized short-answer questions
- Your experiences
- Your stories

Keep in mind ...

“Relationships of all kinds are built and sustained by trust.”

- Stephen M. R. Covey

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Focus Question #1

- Based on the BOE client survey, what are the three most important issues that we must address in regard to teacher and Board of Education relationships?
- Instructions
 - Round-robin share
 - Reach consensus on the three most important to your career stage group
 - Share perspectives on these issues
 - Be prepared to share with whole group
 - What did you learn? What can we do?

Keep in mind ...

“Want to build relational trust? Learn more about each other. Learn it through simple questions that can be tucked into the doing of work, creating workplaces that not only employ people but honor the soul in the process.”

- Parker Palmer

Focus Question #2

- How can we convey respect for teachers as professionals while aligning and standardizing practices?
- Instructions
 - Round-robin share
 - Share perspectives
 - Be prepared to share with whole group
 - What did you learn? What can we do?

Keep in mind ...

“In organizations, real power is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.”

- Margaret Wheatley

Focus Question #3

- How can the Board of Education and teachers support each other in their respective roles?
- Instructions
 - Round-robin share
 - Share your perspective
 - Reach consensus on specific actions
 - Be prepared to share with whole group
 - What did you learn? What can we do?

Next Steps

- Specific actions to take
- Communication with broader school community
- ?????

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Using Research to Rebuild Internal Relationships

Closing Reflection

- What have you learned from this evening's conversation?
- What is your reaction to this evening's conversation?

Thanks for your active participation!!!!

Communications Lab

April 2009

Welcome!

- Seating for teachers is by years of service in the District.
- One or two Board Members are seated at each table plus two Administrators
- Take this opportunity to learn something about your colleagues and share an accomplishment
- Enjoy dinner

Setting the Stage for our Work

- Introductions
- Focus on Evening's Conversations
 - Looking Back
 - Moving Forward

Looking Back

- What did we learn from the Board of Education client survey?
- What actions did we take?

Moving Forward

- Question 1:
 - In our continued efforts to foster Board of Education and Teacher relationships, what do you want the Board of Education to understand about your work as a teacher?
 - What do you want teachers to understand about your work as a member of the Board of Education?
- Question 2:
 - What can we do to build a sense of mutual responsibility and accountability?

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Looking Back

What did we learn from the Board of Education client survey?

Looking Back

- What actions did we take?
 - Establishing clear communication protocols between the BOE, teachers, parents, and administrators
 - Looking for other ways (events) for the BOE and teachers to communicate/interact
 - Increasing visibility of the BOE in schools
 - Revising the curriculum review process to allow for additional interim communication and exchange of information between the curriculum committees and the BOE

Keep in mind ...

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Stephen M.R. Covey

Moving Forward

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Focus Question #1

- Question 1:
 - In our continued efforts to foster Board of Education and Teacher relationships, what do you want the Board of Education to understand about your work as a teacher?
 - What do you want teachers to understand about your work as a member of the Board of Education?
- Instructions
 - Round-robin share of perspectives
 - Be prepared to share with whole group
 - What did you learn?

Focus Question #2

- Question 2:
 - What can we do to build a sense of mutual responsibility and accountability?
- Instructions
 - Round-robin share
 - Share perspectives
 - Be prepared to share with whole group
 - What did you learn?

Keep in mind ...

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- Margaret Wheatley

Next Steps

- Everyone assuming their responsibility to be intentional about building trusting relationships
- Conduct follow-up survey- Fall 2009
- Communications Lab - Fall 2009

Authentic trust emerges when the parties have a deep and robust trust in each other, one that can endure an occasional disappointment or difference.
Megan Tschannen-Moran

Closing Reflection

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- What is your reaction to this evening's conversation?

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Supporting Materials

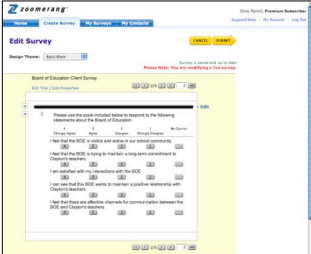
- Client Survey Samples
- Workshop Framework (PPT file)
- Supporting Research
 - UoF Trust Research
 - McREL Balanced Leadership
 - ISLLC Standards
- BOE Client Survey Results

www.clayton.k12.mo.us/NSPRA2009

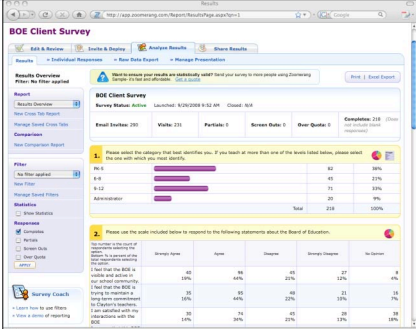
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Client Survey - Implementation

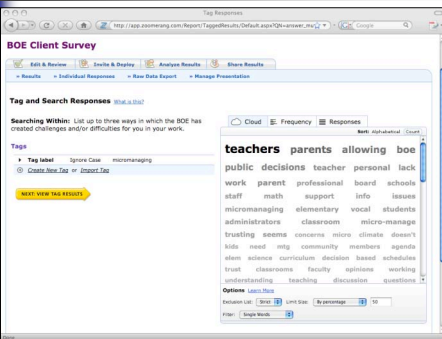
- Clayton uses Zoomerang
 - Survey Monkey, SurveyGizmo, LiveSurvey, etc.



Client Survey - Implementation



Client Survey - Implementation



Sharing Results

- Use surveys over multiple districts
 - Any or all of them
- Combine results to develop norms
- Norms used as baseline for comparison

Let's build a consortium and share!

Contact Us

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 - Superintendent
 - Don_Senti@clayton.k12.mo.us
- Sharmon Wilkinson, Ed.D.
 - Assistant Superintendent
 - Sharmon_Wilkinson@clayton.k12.mo.us
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