INCORPORATING BEST LEADERSHIP PRACTICES IN MANAGING AND LEADING EDUCATIONAL ORGANIZATIONS

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Professional Background

• Social Studies Teacher/ Camden Catholic High School – 10 Yrs.
• Guidance Counselor / Triton High School – 3 Yrs.
• Assistant Principal / Collingswood High School – 5 Yrs.
• Principal / Kingsway Regional High School -15 Yrs.
• Superintendent / Woodstown-Pilesgrove Regional - 7 Yrs.

Associated Professional Development

• Stephen Covey: Principle Centered Leadership – Valley Forge 1995
• Disney University: Creating Motivational Environments – Orlando, FL 1996
• Franklin Covey: Speed of Trust – Sundance, Utah 2012
• Disney Institute: Disney’s Approach to Leadership Excellence Orlando, FL 2014

Resources

• Disney – Creating Magic by Lee Cockerill
• 7 Habits of Highly Effective People by Stephen Covey
• Principle Centered Leadership by Stephen Covey
• Good to Great by Jim Collins
• Jack Welch
It’s more than just the mouse...
“No one knows better how to sell popcorn on Main Street than the person who is selling the popcorn.”

“Learning is our Mission”
“Good Will” is the single most important investment that an organization can make in its employees, investors, customers, and constituents. But …

It’s is like nitroglycerin…it has tremendous power but, if you drop it, it can do incredible, lasting damage that will take significant time and resources to rebuild.
In the realm of education, the students and parents are our customers and education the service we provide them. All enterprises take great pride in understanding and respecting the needs of their customers and in turn providing them with the ultimate service. We should aspire to do the same.
Learning Is Our Mission
Seek First to Understand ... then to be understood
BUSINESS TO EDUCATION CORRELATIONS

Product / Service
- Education

Supplier/ Producer
- Teachers, Support Staff, Administration, BOE

Commodity
- Students

Customer
- Parents, Taxpayers

Profit
- Student Outcomes
7 Habits of Highly Effective People/Organizations


2. Begin With the End in Mind — “True North” Concept. Know where you are going, understand where you are, what you need to do to get to your destination. (Diagnostic/Prescriptive Approach)


4. Think Win/Win — Achieving organizational goals supersedes individual triumphs and all or nothing victories.

5. Seek First to Understand, Then to be Understood — Prioritize understanding the needs and dynamics of the customer/client first... then own the perception as much as you do the reality.

6. Synergize — Synthesis + Energy = Synergy

7. Sharpen the Saw — The greatest threat to an organization’s success... is success.
It's More Than Just The Mouse

“Disney’s consistent business results are driven by overmanaging things that most organizations ignore. That is what differentiates us. We have learned to be intentional where others are unintentional.”

<table>
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<th>Disney</th>
<th>School Organizations</th>
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<tr>
<td>Customer Service</td>
<td>• Train Staff – Parent Friendly / Service Orientated</td>
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<tr>
<td>Branding</td>
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<td>Environment</td>
<td>• Atmosphere – School Pride, Tradition, Ceremony</td>
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<td>Play to the Positive</td>
<td>• Inherent belief and faith in people’s goodness</td>
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Establishing A Vision

GREAT LEADERS:

- Proactively Establish Values.
- Interdependence Between Personal and Organizational Values.
- Communicate Vision as a Story...In A Passionate, Vivid, Imaginative Way.
- Hire, Orientate and Immerse Staff with Organizational Vision.
- Believe That Most People are Leaders.

EXAMPLES

- True North Vision Statement
- Academic Doctrine (Artifact #1)
- Honor the Past, Confront the Present, Embrace the Future
- Inclusive Involvement in Development of Vision/ Mission Statement
- Teaching Philosophies Training. (Artifact #2)
- Actions Are The Greatest Validator Of A Mission
- Play Hard, Play Smart, Play Fair
Academic Doctrine
Artifact # 1

◆ We will work to our maximum ability, not to our minimum acceptability

◆ We are to solve problems, not identify them as obstacles to performance

◆ We will strive to achieve the highest common denominator for excellence— not the minimum demonstration of proficiency

◆ We will set expectations that will maximize our potential, not lower our standards to meet minimum capabilities

◆ Class attendance is an absolute requisite for successful learning

◆ All assigned work shall be completed in a timely manner and characterized by quality and integrity

◆ A grade is something we achieve, not receive. If we fail to do the work, we will “achieve” failure…it’s as simple as that.
Teaching is both an Art and a Science. *Good* teachers excel at one of these, great ones excel at both.

The best tools of discipline are a well-planned lesson and the power of your personality.

Teaching in *its* truest sense is basically storytelling...Good teaching is good storytelling, captivating, compelling, comprehensible, and enjoyable to the listener. If you tell a story well, the listener can retell that story to others. That's the essence of teaching in a nutshell.

In a classroom time is a valuable resource; use it wisely, judiciously and economically. Downtime is deadtime.

It is an important goal of our teaching that our students perform in a manner that' makes us proud of them. More importantly *is* that we perform our role in a manner that makes them proud of us.
Expect respect, but first make sure you earn it.

In the realm of education, the students and parents are our customers and education the service we provide them. All successful enterprises take great pride in understanding and respecting the need of their customers and in turn providing them with the ultimate service. We should aspire to do the same.

No one knows better the operational needs of a school than those who operate within it every day: the teachers and the students.

In teaching, the small steps can be equally as valuable as the big ones over the course of time. In many instances, little things do count. They set the tone, solidify a foundation and cultivate a future. Remember that the BIG PICTURE is made up of many little pieces.

A school’s climate is the pathfinder for its success. Without a positive one you’re just a building, an innate object. With it, the school is a living, breathing, dynamic institution occupying a building. It is its soul.

Teaching is a vocation as much as it is a profession. As a teacher, the classroom is your domain … own it, cultivate it, manage it.
**The Four Key Basics**

- **Safety** — Practice safe behaviors, put safety first, demonstrate and encourage the actions for the safety of others.

- **Courtesy** — Smile, be approachable and make eye contact. Be courteous and respectful to all guests. Go above and beyond to exceed expectations.

- **Show** — Stay in character and play the part, ensure area is show ready at all times.

- **Efficiency** — Perform role efficiently, get most out of experience.

- **School Climate** — Safe, secure, accommodating and enjoyable. Cultivate pride and sense of ownership.

- **Scholarship** — “Learning is a Discipline”. Promote and cultivate a climate for learning.

- **Service** — We are service providers to the community, that service being education.

- **Partnership** — All stakeholders in a school; students, parents, staff and administration must have a sense of ownership and pride in the institution and its purpose.

Artifact #3: "Learning Is our Mission” Newsletter Article
“No one knows better how to sell popcorn on Main Street than the person who is selling the popcorn.”

- Everyone is a Leader
- Ground Level Empowerment
- Leader Engagement/ Work Area Inclusion
- Inclusive Decision Making
- Think Like the Customer
- Know your Product
- Create the “Process” to carry out the mission

- Teachers know best what works in a classroom and how best to deliver it.
- Engage staff in the decision making and “imagineering” of the organization
- Successful Referendums
- Successful Implementations of State Mandates (CCCS)
- Vertical Experiences
“Speed of Trust”
Trust in an organization is a force multiplier ... the more there is the quicker things are accomplished. The less trust, the harder it is to get things done.

Developing Trust 6 Principles
- Establish Credibility
- Declare Your Intent
- Listen First
- Create Transparency
- Keep Commitments
- Practice Accountability

Funding Crisis 2009 Agreement on Net Zero Raise
- Respect staff, don’t create hysteria with preemptive declarations
- State, Prioritize a Realistic Strategy
- Talk with Teachers Association
- Open the Books
- At all costs, don’t stray from your promises
- Inclusive Sharing of Outcomes
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Artifact #3 “The Dividends of Good Will”
The Dividends of Good Will

2009-10: In the face of a $3M budget deficit the teachers association came forward and offered to take a 1-yr net zero pay increase. First district in NJ to do so.

Since then 2 cycles of 3-yr contracts with our 3 bargaining units have been successfully negotiated prior to expiration of existing contracts.

2012-13: One of 8 school districts chosen to be part of the new teacher evaluation pilot known as EE4NJ

After 3 failed referendums over a period of 5 years...successfully passed 2 referendums over a span of 2 years.

Nationally recognized by USDOE at Labor Management Collaboration Conference in St. Louis in 2010.

Past 7 years private contributions paid for numerous facility improvements including new irrigation on the athletic fields.

Revitalized our Ag. Science program with help of Ag. Community. Received State award for such.
Dividends of Good Will (continued)

◆ Initiated new schedules that significantly increased academic time at elementary and middle school levels. We are in the process of doing the same at the High School.

◆ High School rated “A+” by Inside NJ Magazine. In the top 5 of average SAT scores in South Jersey.

◆ Successfully implemented all facets of Achieve NJ Principal/ Staff Evaluations, SGO’s, Common Core Curriculum Standards. Had one of the highest implementation rates in the State.

◆ In the process of instituting new standards aligned grading system district wide to better align the measurement of student performance with the new CCCS and the requisite PARCC assessments.

◆ Voters passed 3 consecutive budgets prior to change in law that no longer required voter approval if election moved to November.
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QUESTIONS?