



"Making a Positive Difference"

Escambia County School District Case Study

Kelly Krostag
Coordinator of Employee Services

Studer Education & Escambia

- 2006 – 1st Studer Group Meeting
- Assigned a Coach from Studer Group/Studer Education
- Teachers and Ed. Support developed *The Standards of Behavior*
- 2008 – Roll out of Behaviors for Administrators to Hardwire

Outcomes

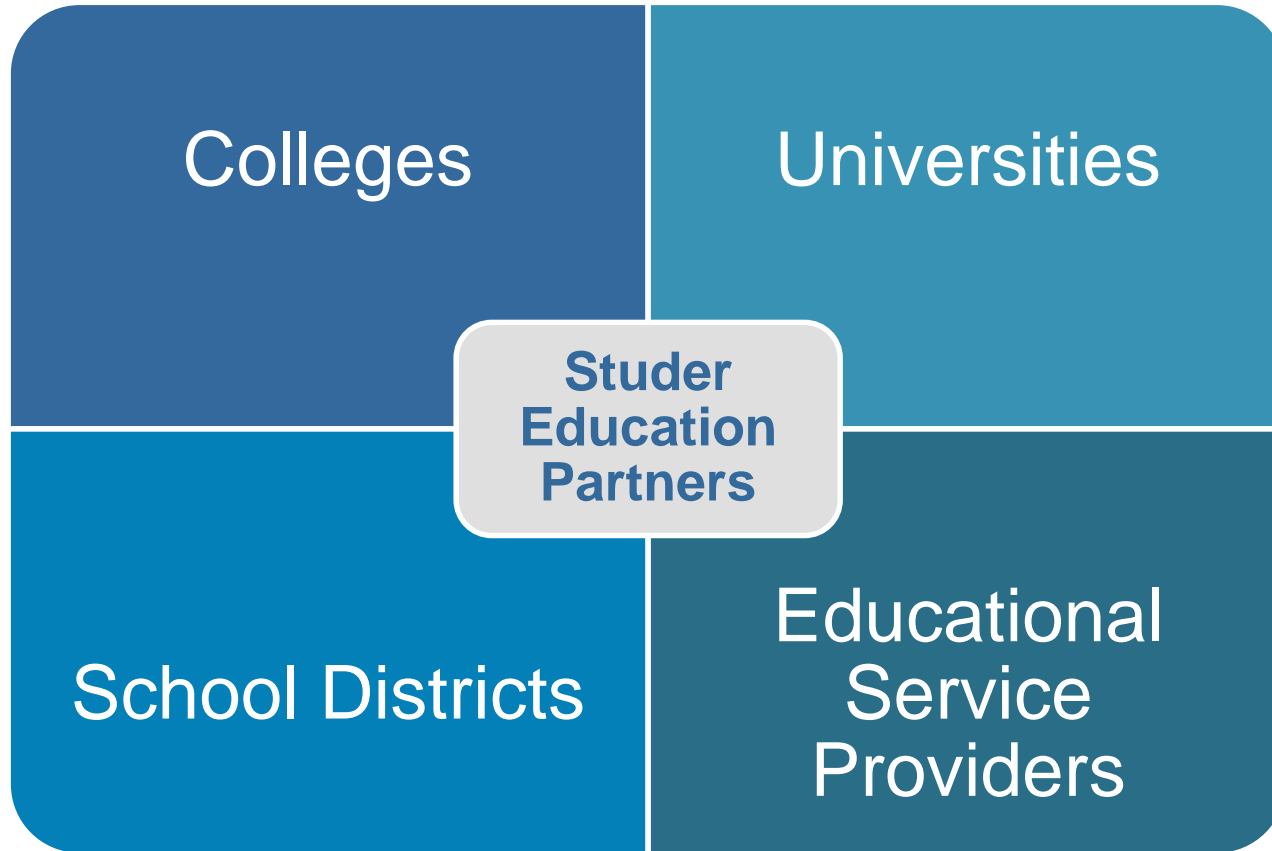
- *High, Middle, Low Performers* training led to a deeper understanding and authentic scoring of the rating system in our evaluation.
- Having hard conversations with Middle and Low Performers were already taking place.
- Educational Support Personnel evaluation was created from the *Standards of Behavior*.
- START Program for Beginning Teachers was negotiated as a result of Studer strategies.

The Human Elements of Negotiating for Outcomes

Janet K. Pilcher, Ph.D.
Senior Executive

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“Champion Best Places to Learn, Work and Achieve”



Driving Sustainable Change

BUILD SKILLS

- Educational Conferences
- Speakers
- Books
- Videos
- Online Learning



TRAINING

GET RESULTS

Fast improvement on key organizational metrics through coaching, e.g., student learning, employee engagement, support services, and financial efficiencies.



TRAINING

CHANGE CULTURE

Comprehensive organizational transformation through expert coaching to hardwire evidence-based practices across the board.



TRANSFORMATION

General Findings from Educational Systems

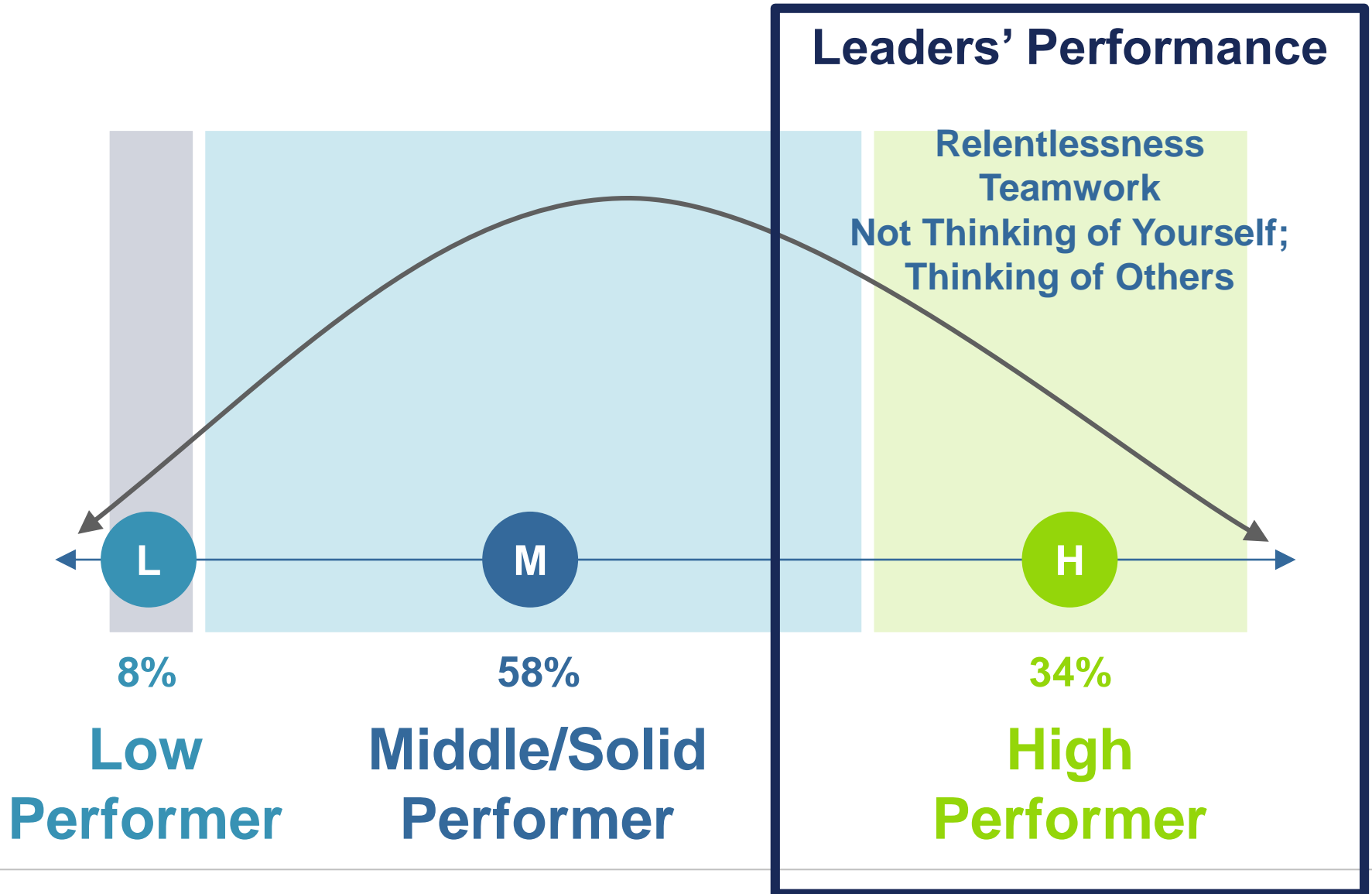
Positives

- Genuine concern for employees and students
- People come to work with passion for education

Biggest Barriers

- Lack of trust in senior leader accountability
- Lack of input on decisions that affect their jobs
- Feedback on strengths and areas to improve
- Lack of good operational processes to efficiently accomplish goals
- Not communicating the right thing at the right time in the right way to keep people aligned
- Positive notes or communication home to parents

Developing Leaders – Performance Curve



What are Employees Looking For in Their Leaders?

- A good relationship
- Approachability
- Willingness to work side by side
- Efficient systems
- Training and development
- Resources to do the job
- Appreciation



What is Evidence-Based Leadership All About?

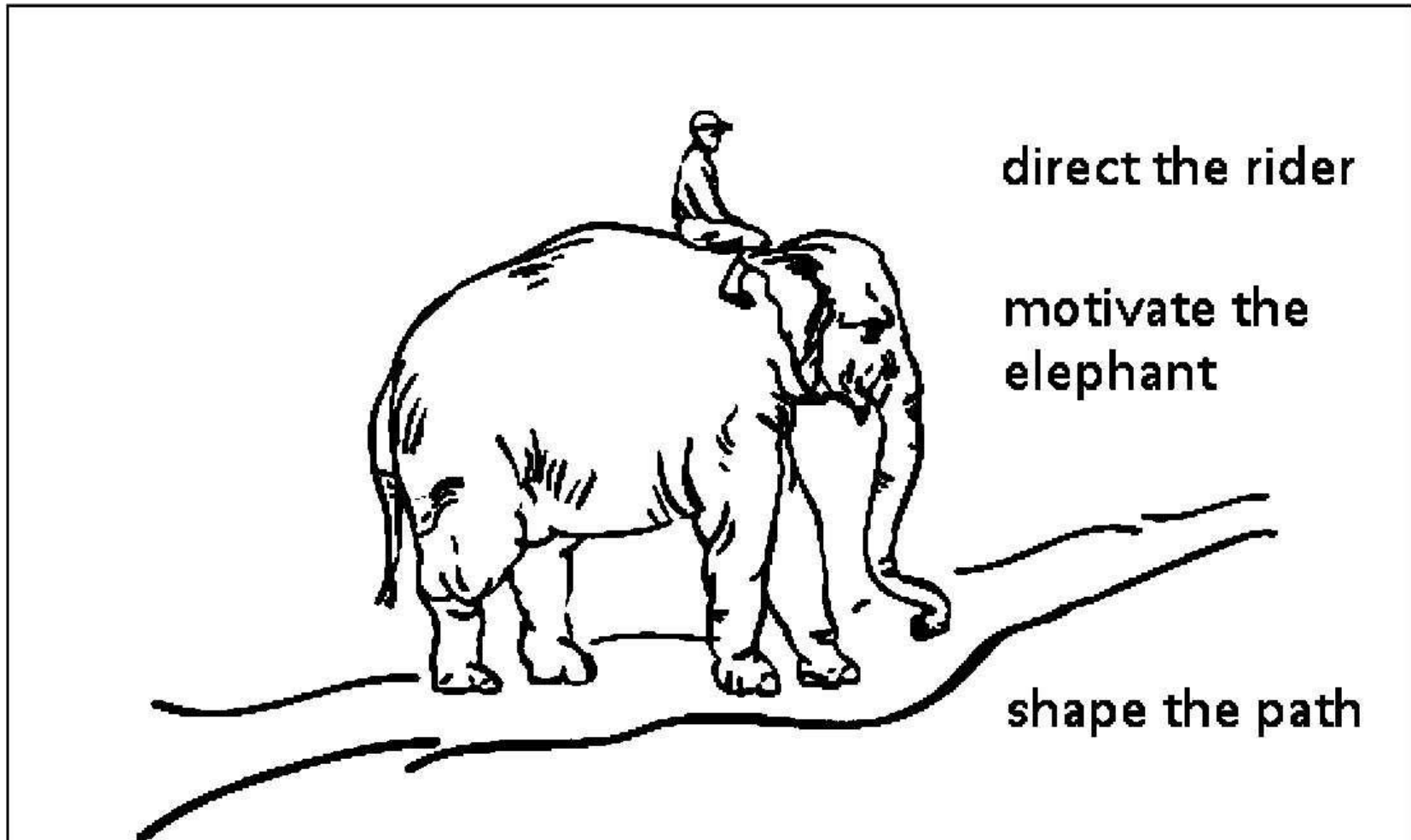


Using information and data, leaders engage in open, honest and transparent dialogue with their teams to harvest wins and collectively determine actions needed to get better and better.



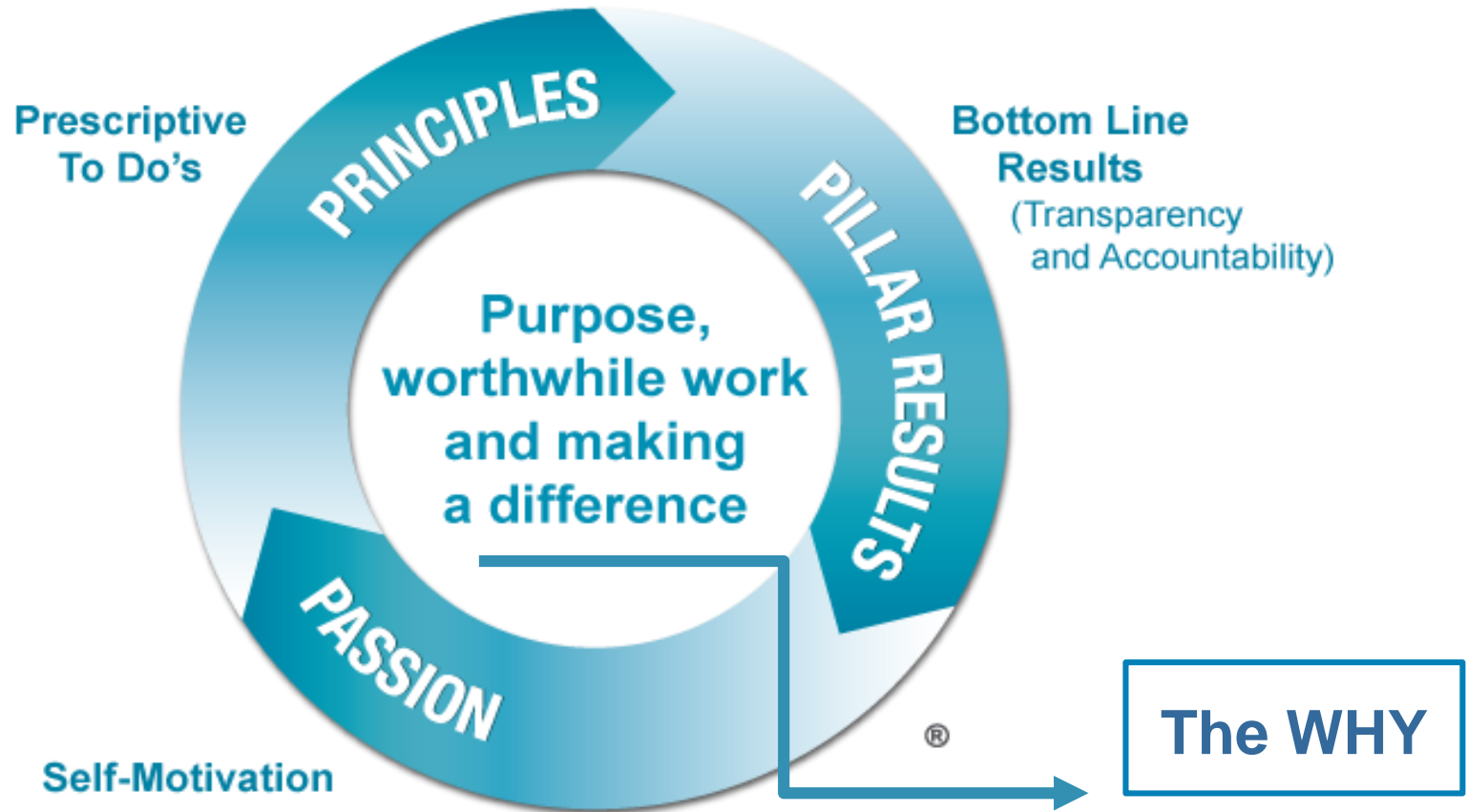
Janet K. Pilcher, Ph.D.

Elephant and the Rider



Four Tactics on the Human Element to Take With You

Tactic 1: Stop We/They and Manage Up



Tactic 2: Apply a Process for Developing and Applying Standards of Behavior



VISION: *Create a District where parents want to send their children, students want to learn, teachers want to teach, and employees want to work.*

Standard 1: PRIDE	Standard 2: TEAMWORK	Standard 3: PRIVACY	Standard 4: SAFETY	Standard 5: SERVICE	Standard 6: STEWARDSHIP	Standard 7: ACCOUNTABILITY
<p>1.1 I demonstrate a positive and optimistic attitude towards others.</p> <p>1.2 I create an inviting/caring work atmosphere.</p> <p>1.3 I maintain a professional image by dressing appropriately according to my work assignment.</p> <p>1.4 I make eye contact and speak clearly and calmly to others.</p> <p>1.5 I follow through on meeting needs, requests in a timely manner.</p> <p>1.6 I share the good things happening in Escambia County School District with the community.</p> <p>1.7 I am open to opportunities for professional growth.</p>	<p>2.1 I support and encourage colleagues.</p> <p>2.2 I report to work prepared and on time.</p> <p>2.3 I am consistently honest and transparent when dealing with others.</p> <p>2.4 I give full effort when assisting colleagues with assignments.</p> <p>2.5 I assist others in learning new strategies/skills to improve work performance.</p> <p>2.6 I listen and acknowledge the ideas of colleagues to address issues and solve problems at work.</p>	<p>3.1 I adhere to State and Federal mandates regarding the privacy/confidentiality of records.</p> <p>3.2 I use discretion when discussing confidential information.</p> <p>3.3 I only discuss or release information to appropriate parties.</p> <p>3.4 I maintain, secure, and dispose of private information using District procedures.</p> <p>3.5 I respect colleagues and their personal space.</p> <p>3.6 I abide by the accepted technology policy of the District.</p> <p>3.7 I maintain positive communication by refraining from hearsay and rumors.</p>	<p>4.1 I abide by District safety policies.</p> <p>4.2 I wear my identification badge while conducting District business.</p> <p>4.3 I maintain an orderly and professional workspace.</p> <p>4.4 I report unsafe equipment and conditions to prevent accidents.</p> <p>4.5 I report accidents and complete the necessary paperwork.</p> <p>4.6 I notify appropriate supervisors of suspicious people/activities.</p> <p>4.7 I follow District procedures in helping with injured students or personnel.</p>	<p>5.1 I demonstrate a friendly, helpful attitude and treat others as I wish to be treated.</p> <p>5.2 I notice the needs of students, families, and colleagues and alert appropriate personnel for follow-up.</p> <p>5.3 I am eager to assist and focus my attention to the current assignment.</p> <p>5.4 I stay calm and focused when handling difficult situations.</p> <p>5.5 I listen to concerns and complaints with an open mind and direct them, when needed, to the appropriate staff.</p> <p>5.6 I answer the phone and e-mails appropriately and forward each, when needed, to the correct personnel or department.</p>	<p>6.1 I use time, supplies, and resources efficiently.</p> <p>6.2 I protect and safeguard District property.</p> <p>6.3 I share cost saving ideas concerning time, supplies, and resources.</p> <p>6.4 I contribute to the cleanliness of all District facilities.</p> <p>6.5 I strive to maintain/improve my health for my well-being and to reduce our healthcare costs.</p>	<p>7.1 I abide by the District and State Code of Ethics.</p> <p>7.2 I am honest in dealing with District matters.</p> <p>7.3 I accept responsibility for my job performance even when delegating tasks to others.</p> <p>7.4 I follow worksite procedures for arrival and departure.</p> <p>7.5 I follow District approved procedures for taking leave.</p> <p>7.6 I abide by the District purchasing policy.</p> <p>7.7 I conduct personal business on my own time.</p>

DISTRICT MISSION: *The mission of the Escambia County School District is to provide an environment that creates opportunities for all students to achieve their highest potential while building a foundation for continuous learning.*

I believe in and will abide by these standards of behavior as I work with my colleagues to achieve the vision of our school district. _____

Tactic 3: Design and Apply Rules of Engagement

- Listen actively -- respect others when they are talking.
- Ask questions to learn more and clarify a point before reacting.
- Be courteous at all times.
- Stay away from accusing others of having negative intentions or bad motives.
- When outside of negotiations do not position others in a negative light and hold your team accountable to this. Remaining silent as others speak negatively, personally affirms the negative.
- Speak to possible solutions rather than personalize an issue.
- When bringing a problem, come with possible solutions or a strategy to engage others in solving the problem.

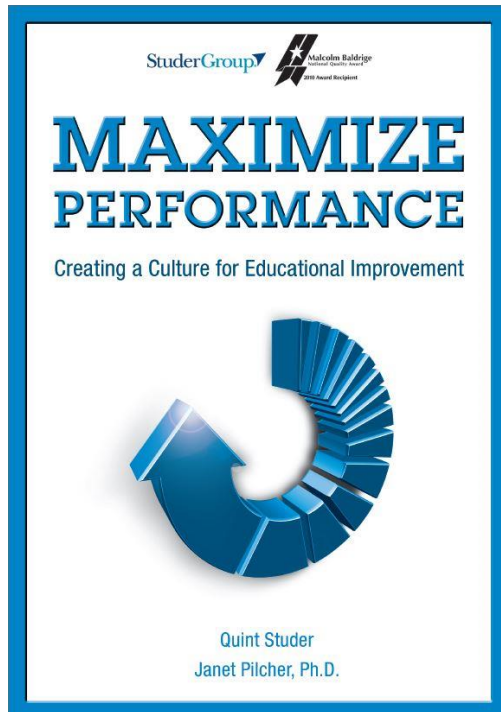
Tactic 4: Harvest Wins

The Relevance of Specific Feedback

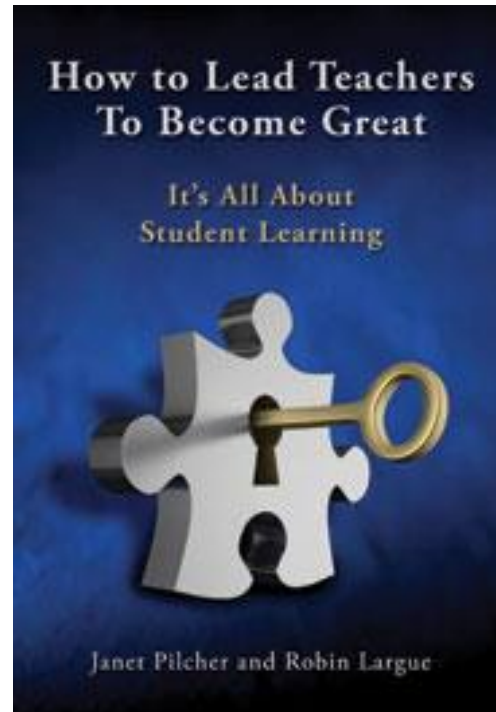


Resources for...

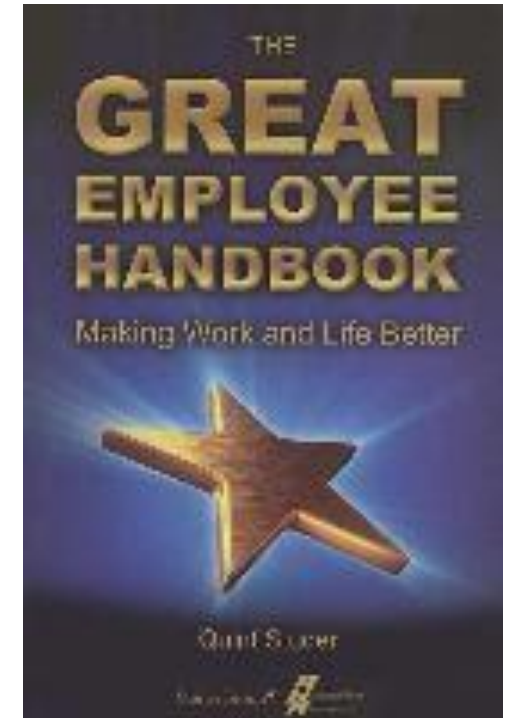
All Leaders



School Leaders



Employees



We are a pebble in a pond: Every action we take and choice we make create ripples in the pond.



StuderEducation

Excellence in Education



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