



CASEY **REASON**

Innovation, Learning Organizations, & Finding Time to Innovate

Presented by Casey Reason, Ph.D.



Great leaders make connections...



Great leaders have vision...



Great leadership:
You'll know it when you see it!

How many leadership books do we need?



How many leadership books do we need?

- In 2015, four books were published per day on leadership.
- Amazon.com has over 60k books with “leadership” in the title.

Why are there so many leadership books?

1. People feel free to offer their opinions on leadership.
2. Different tastes in leadership.
3. Anyone can write a book about leadership.
4. Leadership practices are constantly evolving.
5. There is no limit to how leadership can be taught and discussed.

Leadership is...

1. Accelerating individual, team, and institution performance.
2. A palpable force, not a position or a person.
3. A force of driving continuous innovation.



(Reason, 2014)

Leadership, cont'd

1. Clarity – They know why they exist and what they are doing well.
2. Culture – They know that the culture is the courier for continuous innovation.
3. Acceleration – They know they must continue to be able to learn and do more.

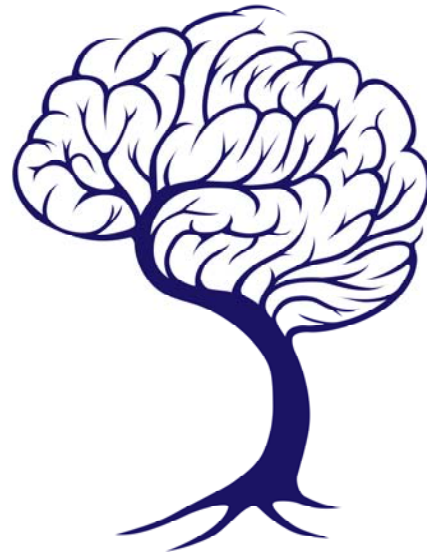
Leaders...

- Know themselves
- Know it is not about them!



Learning...

Control vs. Creativity

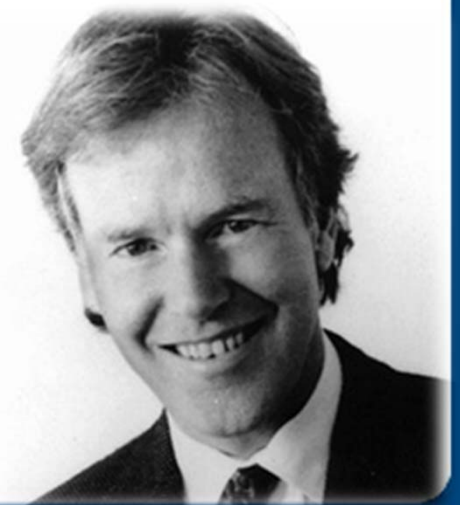


What does your school know?

**What is your school (uniquely)
able to do?**



Learning Organization: Peter Senge (Control vs. Learning)



Learning: Individual, team, and school-wide

Big Ideas About Organizational Learning

- Your school: A good place to learn
- Shared knowledge: A known commodity
- Individual, team, and system/School-wide learning

Architecture of a learning organization

- Make professional development time sacred, continuous, and a known working condition
- Allow for think time
- Allow for failure and playful practice
- Implement creative stretch goals
- Focus on individual learning and team learning

**Your school for sale:
What is the value proposition?**



When you hear the phrase “school improvement”, what do you think of immediately?



Clarity Required: School Improvement and Adaptable, Innovative Learning Organizations

- Source #1- A focus on standardized tests
- Source #2 – Grade Cards and Other Rating Systems
- Source #3 - A focus on “hot button” local school, political, or community issues
- Source #4 - The kitchen sink approach to school improvement

Inward vs. Outward Focus: An Interesting Challenge

How can a leader balance those “inward” and “outward” facing issues in developing both a comprehensive yet focused view of school improvement?



Striking a Balance: The Leadership Mindset for School Improvement

- Priority #1: Strive for clarity...all around the school
- Priority #2: Strive for a local focus (with inside and outside measures)
- Priority #3: Strive for multiple measures of student results

Adaptable and Innovative Learning Organizations: Pulling it all Together

- Adaptable Organizations
- The importance of innovation
- Continue to build learning organizations

School Culture

The actions we take

Past, present, & future

The stories we tell



School Culture

Leading human doings versus leading human beings

The Stories We Tell

People would be surprised to know _____.

One of my most significant disappointments was _____.

The three things in my life I am most proud of would be _____.

One of my greatest fears is _____.

If I live to be 100, I will never give up trying to _____.

**Your Leadership Dashboard:
Knowing Your Focus & Being Ready
to Lead**

Leadership Dashboard

Student
Achievement

Leadership
& Innovation

Risk
Management

Student
/Staff Social
& Emotional
Needs

Connected
Culture

Facilities,
Budget,
Technology
and Grounds

Adult
Learning
Power

Parents,
Family &
Community

THE CHOICE. . .

What you are forced to do. . .

What you know needs to be done. . .



Things to Do

1. Contact mother regarding the status of her request to allow her son back on the bus.
2. Author principal's update for web page.
3. Observe at least three classes briefly today.
4. Finalize plans with committee for April professional development.
5. Meet with neighboring principal over his thoughts on establishing a shared International Baccalaureate program.
6. Ensure the tech department gets the laptops lab ready for the district principal training session next week.
7. Read the new contract language in preparation for an upcoming teacher discipline meeting.
8. Schedule one evaluation and set pre-conference dates.
9. Go over the new adjusted budget and establish priorities for next budget meeting.
10. Get back to the tech teachers about their request for replacement software (do I have the money?).
11. Contact the Special Ed Director over IEP scheduling problems.
12. Review again the district policy on student photo use in teacher classrooms and websites.
13. Call a meeting with the testing committee to go over the new fall state testing requirements and the impact on the district testing schedule.
14. Follow up on the purchase of new mobile phones to be used as part of the building safety plan.
15. Rewrite acceptable use policies for teachers with smart phones and mobile tablets.
16. Call the meeting for new teacher orientation/induction committee to plan work for the summer.
17. See the three boys who are on behavioral contracts with you and review their status.
18. Review the latest updates on the new state teacher-evaluation instrument and the implementation schedule.
19. Move forward with plan to organize a student sensitivity workshop after uncovering a neighborhood hate-club.

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17. See the three boys who are on behavioral contracts with you and review their status.
18. Review the latest updates on the new state teacher-evaluation instrument and the implementation schedule.
19. Move forward with plan to organize a student sensitivity workshop after uncovering a neighborhood hate-club.
20. **Download the latest updates on common core implementation expectations.**
21. **Establish plan for training new assistant principal on updated teacher-evaluation process.**
22. **Download new state guidelines on end of course assessments.**

Leadership Dashboard List

1. Student Achievement
2. Student and Staff Social and Emotional Needs
3. Adult Learning Power
4. Leadership and Innovation
5. Connected Culture (Collaboration/Conflict)
6. Parents, Family, and Community
7. Risk Management (Labor, Legal, Compliance and Safety)
8. Facilities, Budget, Technology and Grounds

Leadership Dashboard List

1. Student Achievement

- Observe at least three classes briefly today.
- Download the latest updates on common core implementation expectations.
- Meet with neighboring principal over his thoughts on establishing a shared International Baccalaureate program.
- Get back to the tech teachers about their request for replacement software (do I have the money?).
- Call a meeting with the testing committee to go over the new fall state testing requirements and the impact on the district testing schedule.
- **Download the latest updates on common core implementation expectations.**
- **Download new state guidelines on end of course assessments**

2. Student and Staff Social and Emotional Needs

- Contact mother regarding the status of her request to allow her son back on the bus after his breakdown
- Move forward with plan to organize a student sensitivity workshop after uncovering a neighborhood hate-club.
- See the three boys who are on behavioral contracts with you and review their status.

3. Adult Learning Power

- Finalize plans with committee for April professional development.
- Schedule one evaluation and set pre-conference dates.
- Call the meeting for new teacher orientation/induction committee to plan work for the summer.
- Review the latest updates on the new state teacher-evaluation instrument and the implementation schedule.
- **Establish plan for training new assistant principal on updated teacher-evaluation process.**

Leadership Dashboard List

4. Leadership and Innovation

5. Connected Culture (Collaboration/Conflict)

6. Parents, Family, and Community

- Author principal's update for web page.

7. Risk Management (Labor, Legal, Compliance and Safety)

- Read the new contract language in preparation for an upcoming teacher discipline meeting.
- Contact the Special Ed Director over IEP scheduling problems.
- Review again the district policy on student photo use in teacher classrooms and websites.
- Follow up on the purchase of new mobile phones to be used as part of the building safety plan.
- Rewrite acceptable use policies for teachers with smart phones and mobile tablets.

8. Facilities, Budget, Technology and Grounds

- Ensure the tech department gets the laptops lab ready for the district principal training session next week.
- Go over the new adjusted budget and establish priorities for next budget meeting.

The Leadership Dashboard

- Allows you to identify the 6-9 leadership focal points you will ALWAYS maintain on your dashboard.
- Allows you to maintain a focus even when change forces reshape the change landscape.
- Allows you to minimize blind spots and keep both a global focus WITH specifics.
- Allows you to maintain a great elevator speech in each of the most important focal points in your building.

The Leadership Dashboard

- Know the latest trends and maintain an expertise that's scholarly, current, and researched based.
- Know the practical realities of implementation in each area, recognizing current pitfalls, challenges and emerging opportunities.
- know where their school stands in these areas.
- Be tuned into the steps that are being taken to keep growing at all times in each area.

LEADERSHIP DASHBOARD

Student
Achievement

Leadership
& Innovation

Risk
Management

Student
/Staff Social
& Emotional
Needs

Connected
Culture

Facilities,
Budget,
Technology
and Grounds

Adult
Learning
Power

Parents,
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Community

THANK YOU!

Casey Reason, Ph.D.

President & CEO

Casey Reason
Companies

P: 877.771.7954

F: 480.619.5030

info@caseyreason.com

caseyreason.com

