

JOHN EDWARDS & NEIL CARRINGTON

CREATING MAGNIFICENT SCHOOLS  
BY  
TAPPING STAFF POTENTIAL

PDN Conference 2008

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TEACHER DESIGNED SCHOOLS  
NETWORK

- ⌘ Teachers know how to design magnificent schools.
- ⌘ Powerful processes are needed to help them do this.
- ⌘ By the end of this year, the Network will have over 60 schools across Australia, New Zealand, the UK, USA, Norway and Sweden. Three of these are in Queensland.
- ⌘ It is based on total respect for the PPK of teachers.
- ⌘ Such schools need strong leadership, not management.

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JOHN EDWARDS & BILL MARTIN  
TEACHER DESIGNED SCHOOLS

- **Create a Shared Vision**
- **Extract and Live the Core Values**
- **Identify Gaps and Research Them**
- **Bring in the World's Best Practice**
- **Implement Long Term Action Plan**
- **Leading, not Managing**
- **Deep Personal Coaching for Principal**

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## INQUIRY PROBES

- ⌘ **DESIGNED TO TAP THE EXPERIENCE AND MENTAL MODELS OF EACH PERSON**
- ⌘ **QUESTIONS TARGETTING YOUR UNIQUE CONTEXT**
- ⌘ **EVERYONE HAS AN EQUAL SAY, USING CLASSIC BRAINSTORMING AND 10/4 VOTING**
- ⌘ **THE PROCESS IS TOTALLY TRANSPARENT**

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## SAMPLE INQUIRY PROBES

- ⌘ What activities by teachers most impact on deep student learning?
- ⌘ What benefits do we expect from parent and community involvement in our school?
- ⌘ What are the major characteristics you need to be an effective teacher in our school?
- ⌘ What are the best ways to ensure that we have an appropriate balance in our lives?
- ⌘ How do we design for the success of all students in our school?

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## HIGH SCHOOL TEACHER

**“What I enjoy is the fact that consensus p\*\*\*es off those who dominate, and when voices are heard that are usually stilled.”**

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## SHARED VISION & CORE VALUES

THE SHARED VISION IS A RICH DESCRIPTION OF THE WAY THE SCHOOL WILL BE, WRITTEN IN THE PRESENT TENSE. IT IS USUALLY ABOUT ONE PAGE IN LENGTH.

⌘ THE VISION GOES THROUGH A NUMBER OF DRAFTS UNTIL THERE IS AGREEMENT - PUBLICLY AFFIRMED.

⌘ THE CORE VALUES WE WILL LIVE BY ARE THEN EXTRACTED FROM THE VISION, CLARIFIED & ARTICULATED.

⌘ IN THE FIRST YEAR, STAFF MODEL AND ARTICULATE THE CORE VALUES.

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## ONE MIND, ONE VOICE

**“When leadership are unhappy with other leadership members, do not relay this to staff - it undermines and makes staff jumpy and unsure. Feedback needs to begin at that level - be received and worked through, so it does not have a chance to unravel the rest of us.”**

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## THE LIFECYCLE OF GROUPS Tuckman

⌘ **FORMING**

⌘ **STORMING**

⌘ **NORMING**

⌘ **PERFORMING**

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## FORMING

**AGREEING TO DO SOMETHING TOGETHER.**

- ⌘ **INTELLECTUAL COLLABORATION**
- ⌘ **UNCERTAINTY**
- ⌘ **NEGOTIATION**
- ⌘ **SKILLED CONSENSUS**
- ⌘ **EXCITEMENT**
- ⌘ **CREATING THE SHARED VISION**

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## STORMING

**THE STRUGGLE TO BREAK FREE FROM CURRENT REALITY.**

- ⌘ **CHALLENGE TO MINDSETS**
- ⌘ **POTENTIAL CONFRONTATIONS**
- ⌘ **SURFACING OF EGO & FACTIONS**
- ⌘ **USE/ABUSE OF POWER & POLITICS**
- ⌘ **COLLECTIVE AWARENESS**
- ⌘ **CLARIFYING TRAINING NEEDS**
- ⌘ **ACTION LEARNING**
- ⌘ **DEVELOPING FOCUS AND COMMITMENT**

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## NORMING

**NEW SYSTEMIC STRUCTURES & MENTAL MODELS ARE EMBEDDED.**

- ⌘ **FUNDAMENTAL SYSTEMIC CHANGE**
- ⌘ **NEW MENTAL MODELS EMERGE**
- ⌘ **PERFORMANCE NORMS ESTABLISHED**
- ⌘ **ALIGNMENT**
- ⌘ **TEAM LEARNING**
- ⌘ **CONFIDENCE THAT THE VISION IS ACHIEVABLE**

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## PERFORMING

THE ENJOYMENT OF DOING YOUR WORK.

- ⌘ CONTINUOUS CYCLES OF LEARNING & IMPROVEMENT
- ⌘ SYNERGY
- ⌘ FINE TUNING
- ⌘ DRAMATIC SHIFTS IN SKILL ACQUISITION
- ⌘ COLLECTIVE SENSE OF ACHIEVEMENT AND SATISFACTION
- ⌘ "THIS IS THE WAY WE DO THINGS AROUND HERE"

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## JOHN EDWARDS & BILL MARTIN TEACHER DESIGNED SCHOOLS

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## DESIGNING OUR OWN FUTURE

- ⌘ Research themes are extracted from the draft vision.
- ⌘ Teams are formed around the themes. Every teacher participates, others may also join.
- ⌘ Teams explore, trial and prepare for 9 - 12 months.
- ⌘ They find the world's best practices, to bring into the school.
- ⌘ Each team presents "what we need to do to make our vision a reality", with backup data.

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INTERMEDIATE SCHOOL  
TEACHER

"Being together is a fantastic experience - to share in a 'safe non-threatening' environment where you feel that you are not judged for being who you are...

There are no energy vampires, we are all sources of energy and we energise each other".

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CREATING AND LIVING  
OUR LONG TERM PLAN

⌘ EACH TEAM PRESENTS THEIR RECOMMENDED ACTION STRATEGIES TO ACHIEVE THE VISION.

⌘ THE LEADERSHIP TEAM THEN SEQUENCES THESE INTO A LONG TERM PLAN.

⌘ THE SEQUENCE IS BASED ON STAFF FEEDBACK, LEVEL OF PERSPECTIVE, IMPACT ON STUDENT LEARNING, TIME, LOGISTICS, TRAINING NEEDS AND COST.

⌘ YOU THEN JUST WORK YOUR PLAN.

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PRINCIPAL

**"Personally, I was probably on the road to burn out. Doing too much, spending too much time at school and getting myself totally out of balance and stressed to the max!**

**I can't believe the sense of freedom I am feeling since we have begun this journey."**

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