



**MAKE LEARNING
BETTER**

TALKING LEADERSHIP to IMPROVE POSITIVE BEHAVIOUR

MAKELEARNING**BETTER**.COM



WELCOME & INTRODUCTIONS



OVERVIEW

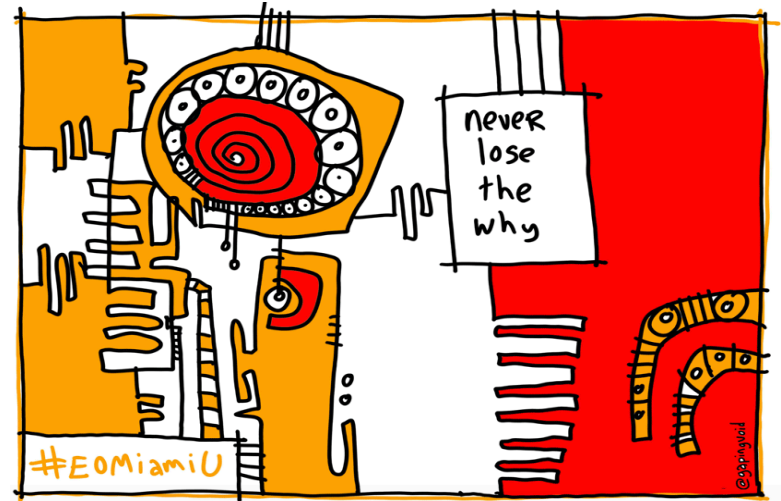
BETTER TO PADDLE YOUR OWN CANOE
THAN HANGING OUT
WAITING TO BE INVITED
TO BOARD
ANOTHER MAN'S YACHT.



@gapingvoid



- Explore how to continuously improve positive behaviour at WHS
- Role of BI Leaders
- Personal professional Development





PROGRAM

- *Session 1- Setting the Scene- perspective on issues*
- *Coaching*
- *Session 2 – Formal Input*
- *Problem of Practice & Coaching*
- *Coaching*
- *Session 3 – Short Presentations on “learnings” –*

feedback to Exec

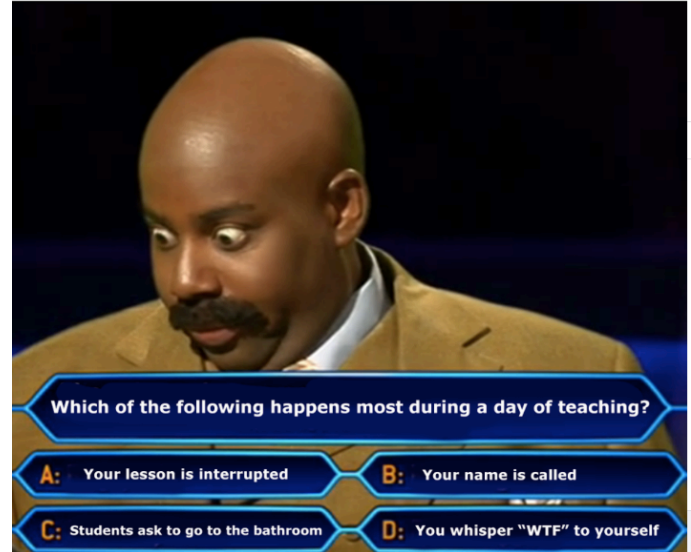


TAKE AWAYS

Million Dollar Question

BORED
TEACHERS

Aim for at least
5 takeaways





Tell the story

Tell it in your own voice

All voices are different





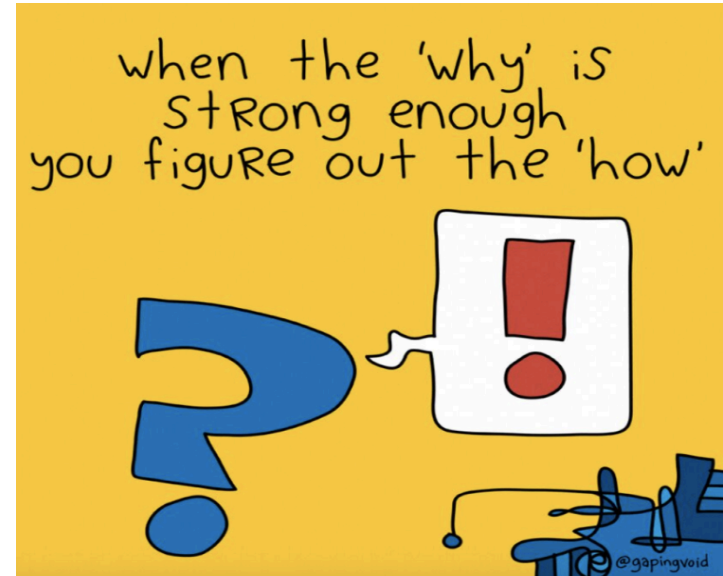
- H** Honesty – “stories need data”
- A** Authenticity – “share the voice”
- I** Integrity – “trustworthy”
- L** Love – “believe in people”





WHS STORY

- Constantly changing
- Data
- “Anecdotal”





WORK

ME

THEM

Change is happening **all the time...**



DATA

TERM 1 2019 – 11 WEEKS

Exclusions x 6

Suspensions x 55

Internal Suspensions x 10

Take Homes x 45

Time Out Admins x 50

TOTAL “INCIDENTS” = 166 for 532 kids

= 166 over $(35+24)*10.2$ OR 708 periods

IS THAT AN UNACCEPTABLE SET OF NUMBERS?




DATA

TERM 1 2019 – 11 WEEKS

B1 LEADER CALL OUTS – Av 16 /day

In 11.2 weeks = 916

ARE ALL THE CALL OUTS NECESSARY?
IS THIS EARLY INTERVENTION STOPPING
ESCALATION OF ISSUES?



One of the happiest moments ever is when you find the courage to let go of what you can't change.



THERE ARE SOME CHALLENGES





Control and Self Awareness



What is and is not in our control

Redefining success

We do not all think or act the same

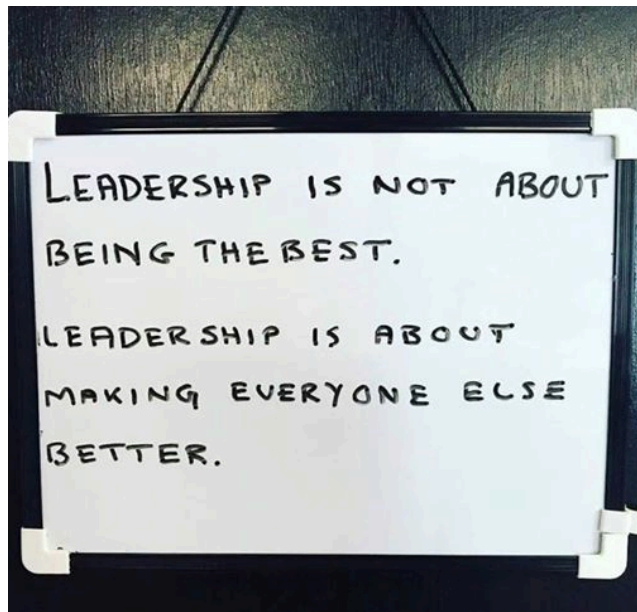
Importance of Self Awareness



SIX SIGNS of LEADERSHIP

1. Challenge your own assumptions
2. Be radically transparent and model it for others
3. Be a learning machine
4. Have mentors and pick them carefully
5. Build strong relationships
6. Serve others

- *Marcel Schwantes*





**A SLIGHT
DIRECTION CHANGE**

KNOW YOURSELF

LEAD YOURSELF





Self Awareness

Character
Strengths

**Know
Yourself**

Sweet Spot

**Know the
Work**

**Working
with Others**

Role
Statements

“Work” - Feedback

Emotional
Intelligence

Relationships



Self Awareness

- Reflection
- Advice
- Mentoring/Coaching
- Psychometric assessment

www.humanmetrics.com





Organisations

In poorly performing companies, employees are 79% more likely to have low self-awareness and have 20% more 'blind spots'

Leaders

High self-awareness is the strongest predictor of leadership success



Emotional Intelligence is responsible for 58% of your job performance.





FEEDBACK, GUIDANCE & COACHING

Three inter-related elements



The Purpose of Feedback

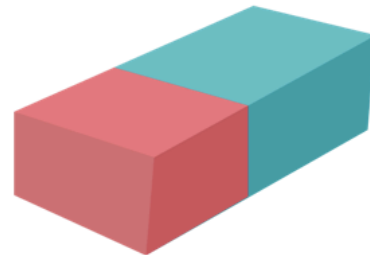
Affirm

- My work is valued
- More of this please!



Modify

- Increasing self awareness & choice
- This could/would be good to do differently!



Source –Growth Coaching International



Process we use to affirm or modify our thinking and behaviour.



Source –
can be internal + external



Collaborative Feedback Pyramid

CONCERN BASED FEEDBACK - DO LEAST

When to use: Generally related to a significant incident, behaviour or attitude that does not fit the school/organisational culture or relationship.

Technique: Explicit raising of concern.

LEARNING BASED FEEDBACK - DO MODERATELY

When to use: Understanding what is working for us - what to do more of and what to work on, it is invitational - "I want it" (coaches), and coach respectful in providing it.

Technique: Goal seeking feedback, in the moment feedback, Feedback bridge.

POSITIVE BASED FEEDBACK - DO OFTEN

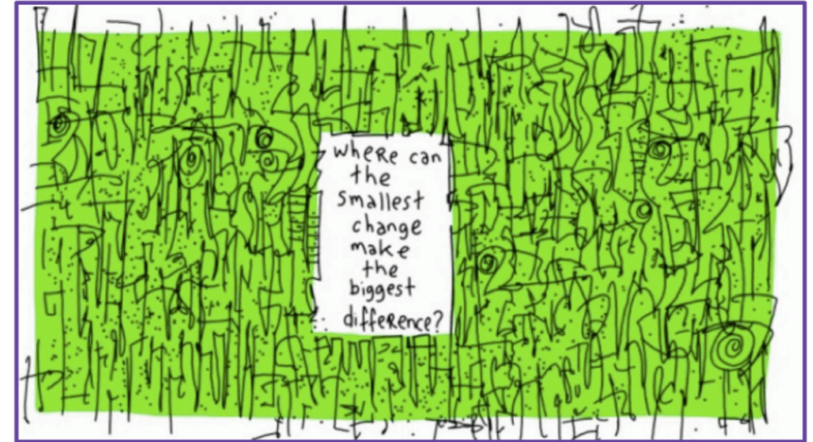
When to use: Provided as often as possible.

Technique: Affirming and acknowledging.

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The Power of Conversation





Losada

Research on the nature of dialogue in high performing teams

	High performing teams	Low performing teams
Positive vs negative dialogue	+6:1 ratio of +ve to -ve dialogue (strengths & opportunities vs deficiencies)	1:3 +ve statements to -ve statements
Inquiry vs advocacy in dialogue	+2:1 inquiry vs advocacy	1:20 inquiry vs advocacy

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Giving Positive Feedback

Public	Private
Written	Spoken
Expected	Unexpected
Professional	Personal



LEARNING BASED FEEDBACK

CONVERSATIONS



Always take sides. Neutrality helps the oppressor, never the victim. Silence encourages the tormentor never the tormented.

Elie Wiesel

Romanian-born American Jewish writer, professor, political activist,
Nobel Laureate and Holocaust survivor.



Awareness



Growing awareness changes the game. It moves us from being **acted upon** to being in a position to **act on** the issue or challenge.

Responsibility

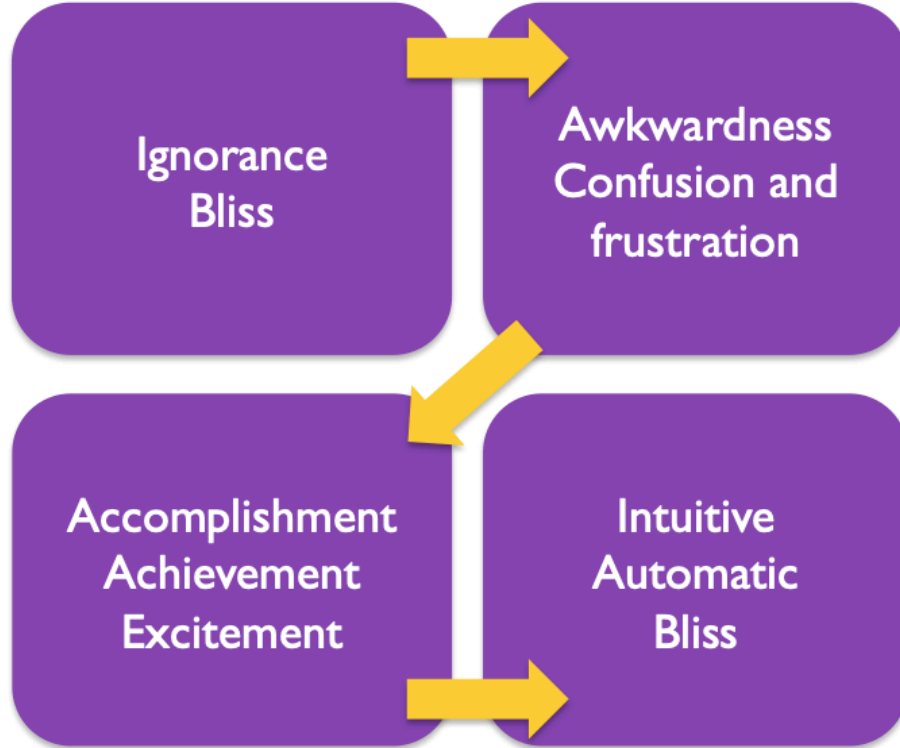


Commitment & performance arises from **choice**

Taking **responsibility & ownership** for change



Unconscious
incompetence



Conscious
incompetence

Conscious
competence

Unconscious
competence

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CONCERN BASED FEEDBACK

**RADICAL CANDOR
FIERCE CONVERSATIONS**



RADICAL CANDOR



 CANDOR

<http://www.radicalcandor.com/>



TALKING ABOUT IMPROVING OUTCOMES

some key elements



Importance of Relational Trust

- Respect of others
- Regard for others
- Role competence
- Personal Integrity





80/20 Rules

Constituencies

Timing





Constituencies

- Who will the decision effect?
- Who are you talking to?
- Who are you listening to?





Execution matters a lot,
but **timing** might matter
even more

Top 5 factors in
success across more
than 200 companies



Timing



Team



Ideas



Business
Model



Funding



Timing 42%



Team / Execution 32%



Ideas / Change 28%



Plan / Strategy 24%
(Business Model)



Funding 14%



What's in it for me?





Only matters when it matters





**There is no simple
or single answer
to resistance**





**What song are we
ALL singing?**





**WORK WILL NOT ALWAYS
WORK OUT!**



INFLUENCE & INFLUENCING

**“The key
to successful
leadership
today is
influence,
not authority.”**

Kenneth Blanchard



INFLUENCE & INFLUENCING

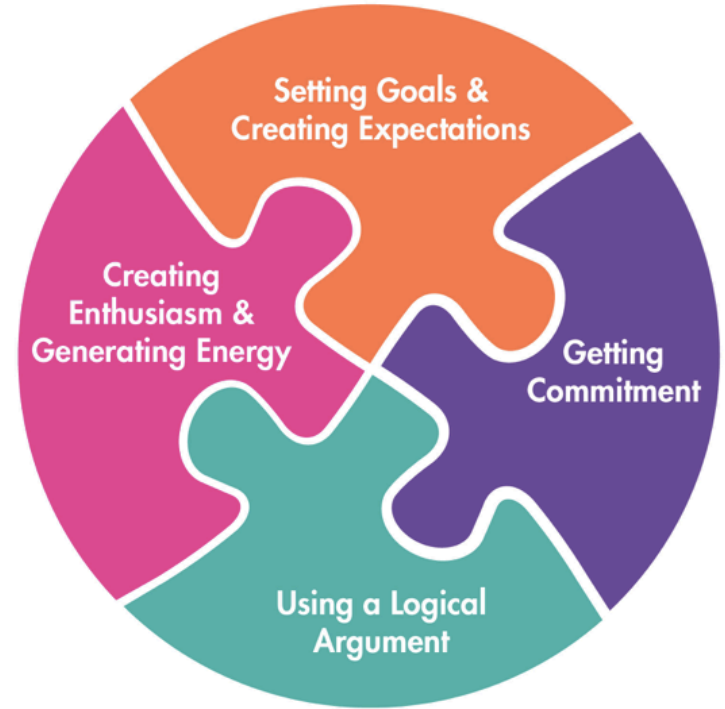
Power is nothing unless you can turn
it into influence.

— *Condoleezza Rice* —



FOUR KEYS TO INFLUENCE

1. **Setting Goals & Creating Expectations**
2. **Getting Commitment**
3. **Creating Enthusiasm and Generating Energy**
4. **Using a Logical Argument**





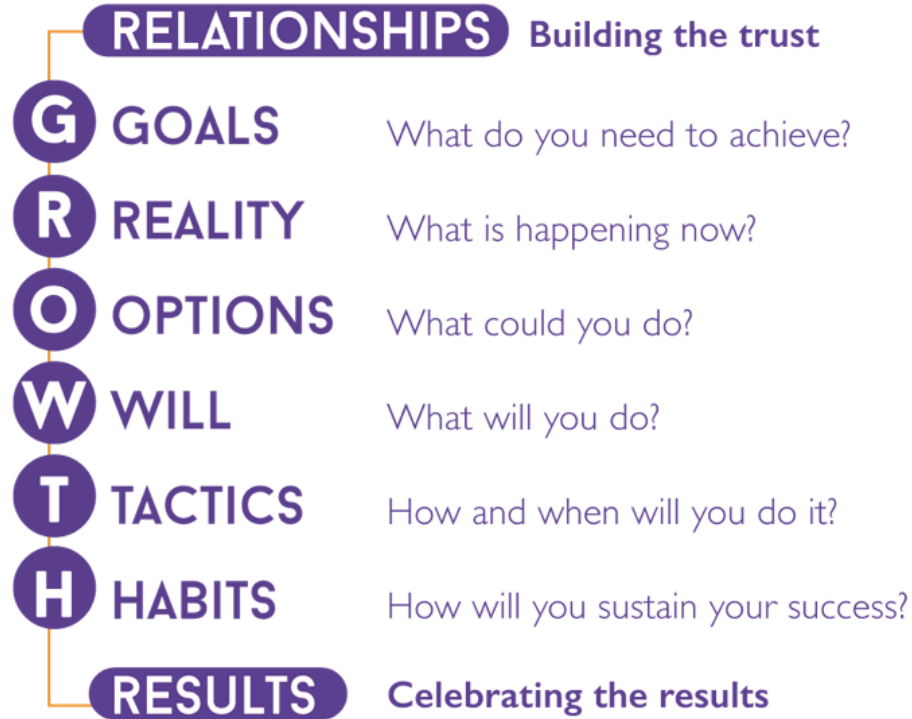
Setting Goals & Creating Expectations

- Be clear – so people know what is wanted, expected or required of them
- What criteria are going to be used to judge success
- Consequences- positives & negatives
- Follow-up.





The GROWTH Coaching System



Ref: Campbell, J. (2016)



Getting Commitment

- Involve others in a genuine way in decision making and problem solving activities
- Gaining commitment is greater than feelings
- Listen actively
- Being open about your own limitations Strength –based approach
- Space and “freedom”





Creating Enthusiasm & Generating Energy

- Knowing what will turn people on
- Being able to put together and communicate a vision for the future
- Being enthusiastic yourself
Enthusiasm is infectious
- Tell the story of possibility - ability to paint vivid pictures with your words





Using a Logical Argument

- Give the reasons why
- Use facts, data, and expert opinions
- Appeal to reason rather than emotion
- Anticipate the arguments
- Testing the reactions to your ideas
- Be organised

Being listened to is so close to being loved that most people cannot tell the difference."

DAVID OXBERG

Pragmatic Solutions

www.RianaAvis.com



WHERE TO NOW?

- Share “some issues” – 3 on card
- Individual meetings re big picture & your own professional learning



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THANK YOU

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