

# Engaging Multiple Perspectives to Improve Results

Presented by:



Lakewood City  
School District

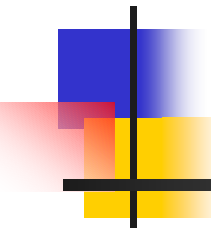


**SchoolPrism**<sup>TM</sup>  
*Changing Perspectives Into Results*

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Organizational Effectiveness Strategies

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**How will life be different  
in 2020 and what will  
that mean for how we  
educate students?**

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# Today's Objectives

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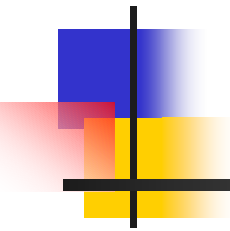
- Discuss ways to gather and use perceptual data from stakeholders...
  - In action planning for school improvement
  - In relation to other quality initiatives
  - In engaging people in systemic thinking
- Explore the necessity of engagement for school improvement



# Agenda

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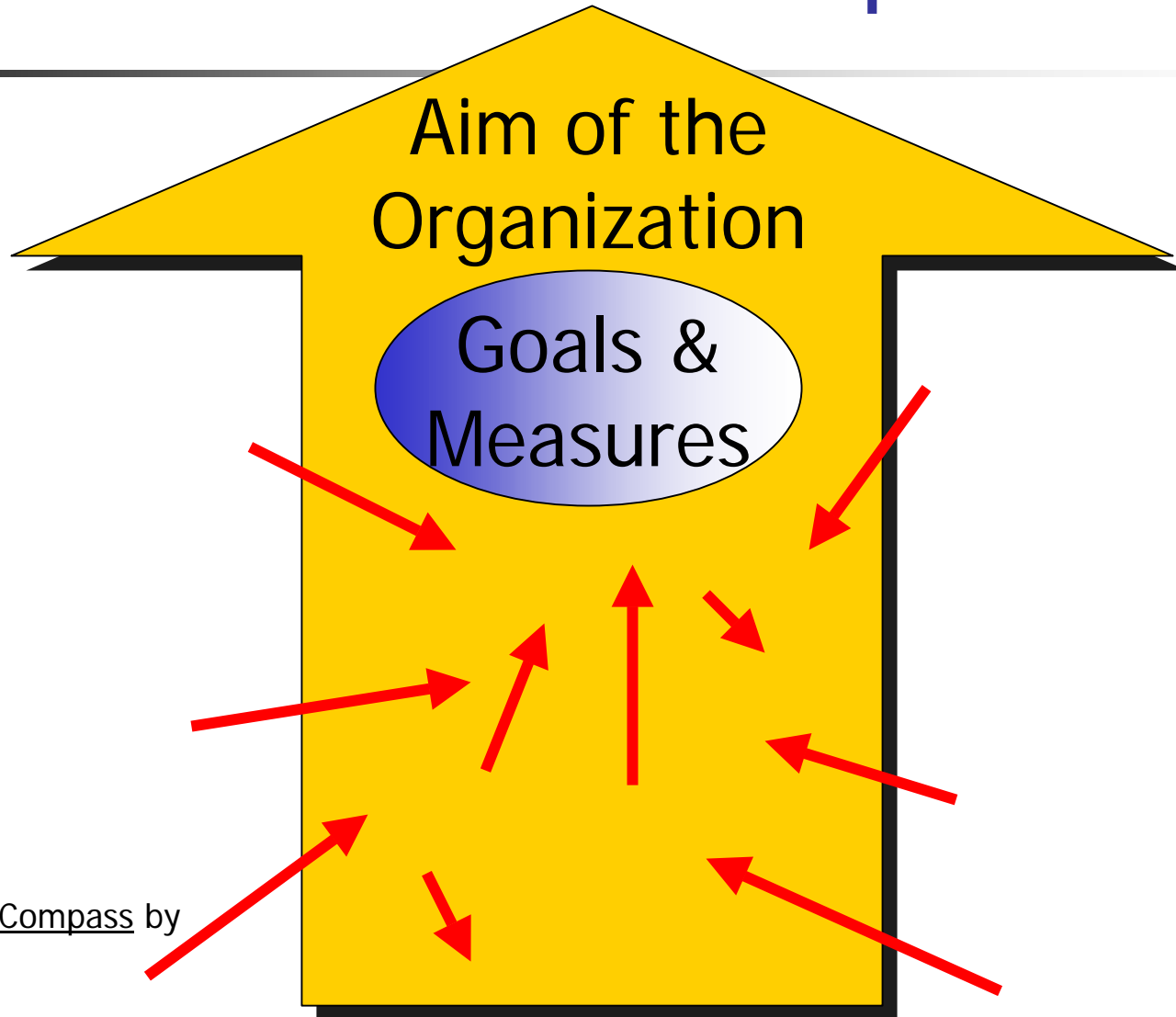
- One Superintendent's Story
- Gathering Data
  - Survey Review/ Focus Groups
  - Relationship of School Success to Data
- Using Data
  - OD Interventions/ Action Planning
  - A Winning Application
- Q & A



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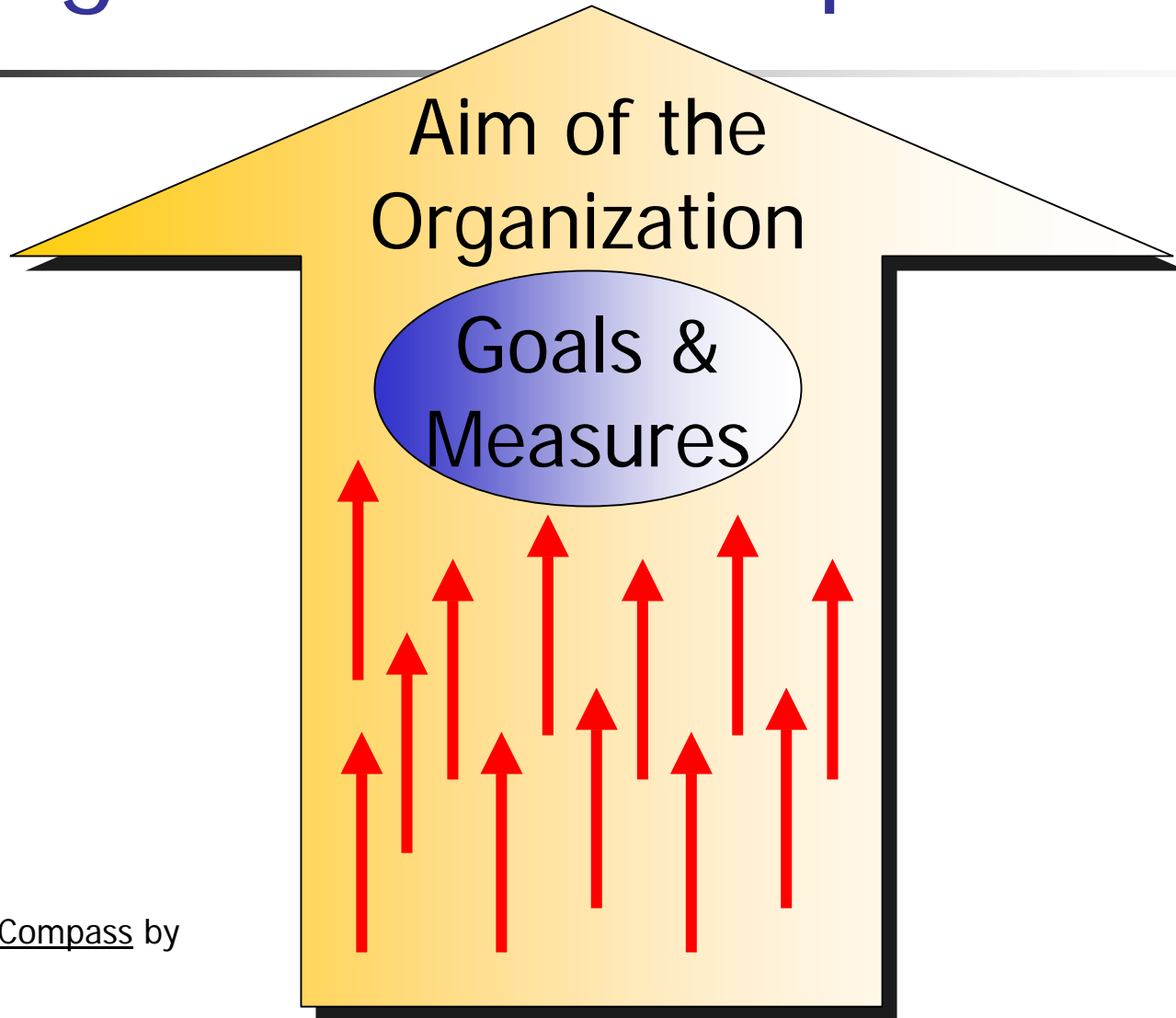
One story of the quest for  
continuous improvement  
using quality data

# Random Acts of Improvement



Adapted from  
The Management Compass by  
Michelle Bechtell

# Aligned Acts of Improvement



Adapted from  
The Management Compass by  
Michelle Bechtell



**I am here because...**

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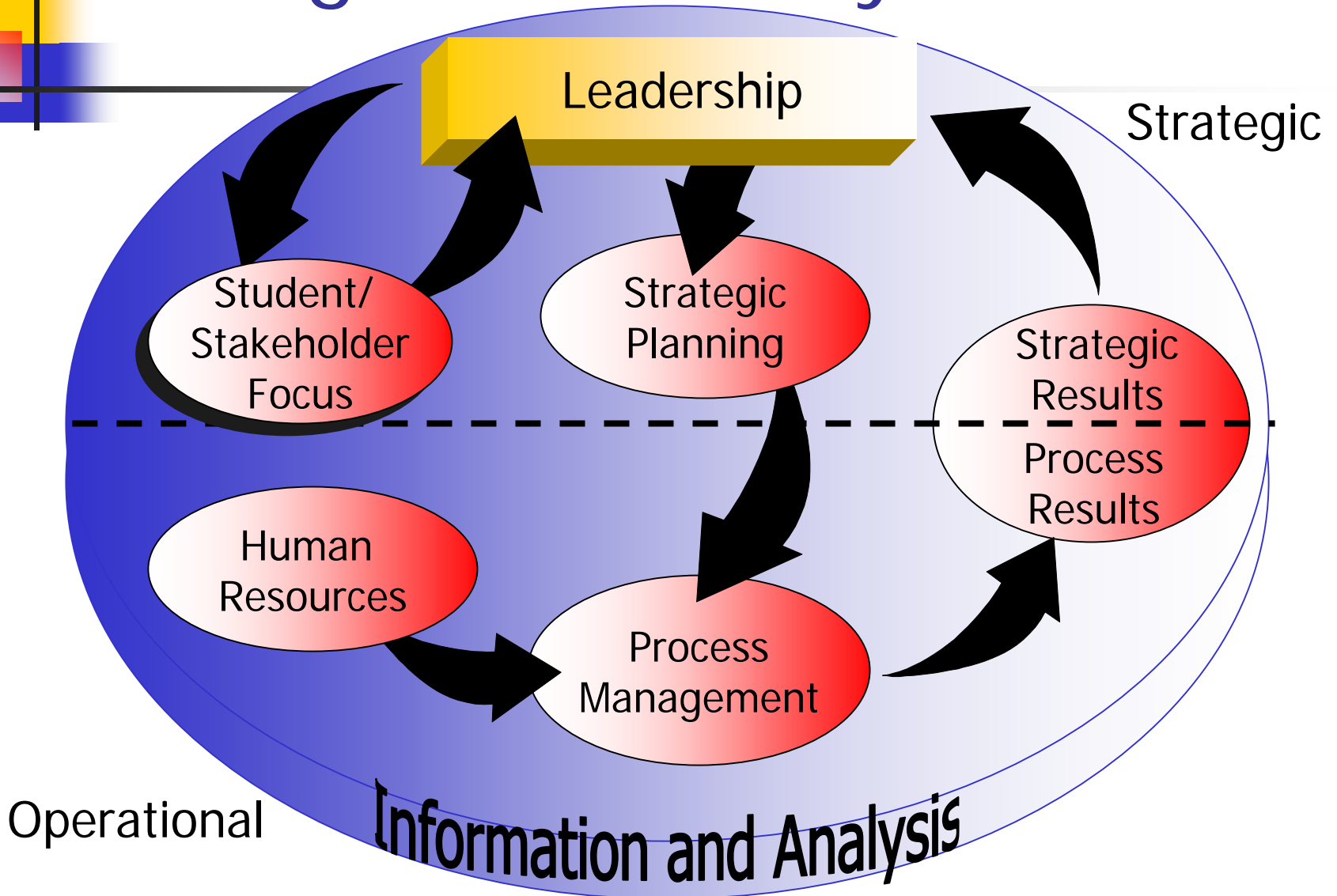


# The Need for Quality Data

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- Process of gathering data and acting on it creates awareness and engagement
- Engagement is essential to create the commitment that drives change in a system
- Change cannot be sustained without commitment

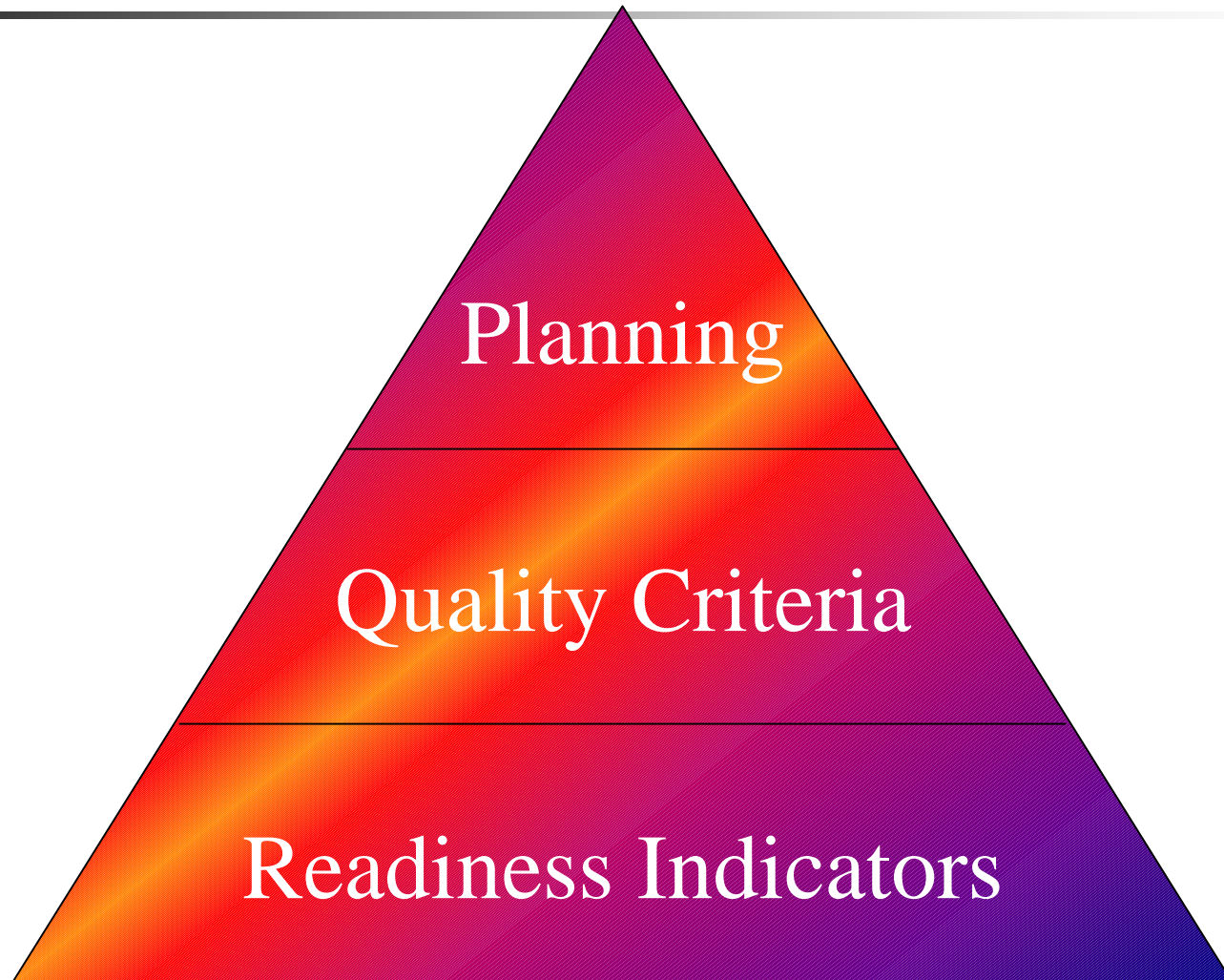
# Baldrige and Quality Criteria





# Role of SchoolPrism Process

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# Readiness Indicators

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**Communication:** Planned system with multiple channels for accurate and timely exchange of information with stakeholders. Discussions with stakeholders are open, and information is presented in a meaningful way.

**“It is easy for parents and community members to provide information to staff members at our school.”**



# Readiness Indicators

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## **Mutual Respect & Collaboration:**

Stakeholder groups cooperate, and treat one another with courtesy and as having opinions that are of equal value.

**“Staff members and parents work together as partners in educating students.”**



# Readiness Indicators

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**Common Goals:** All stakeholder groups are familiar with and take ownership of district goals. Stakeholder groups meet to discuss and prioritize school needs.

**“Most students and teachers agree on how to make our school a better place to learn.”**



# Readiness Indicators

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**Involvement:** Stakeholder groups see the benefit of and are willing to commit time and effort to school improvement. Stakeholders know how to get involved.

**“It would be worthwhile to increase community member involvement in efforts to improve our schools.”**



# Survey Review

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- Find three items or dimensions of interest
- How could this information be helpful to ...your Districts? ...your schools?
- What do you already know about these topics that interests you?
- What else might you want to know?



# What makes a good item?

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- Focused on one criterion
- Parallel, but not necessarily identical, across stakeholders
- Clear/ understandable
- Not “leading” to the “right” answer
- Generates dialogue



# Survey Discussion

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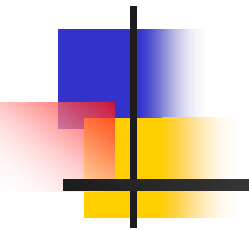
- What questions would you ask in a focus group to gather information on the Baldrige criteria?
- Who are your district's key stakeholder groups? How would your questions differ for different stakeholders?
- How might the resulting information align initiatives in the district?



# SchoolPrism Contributions

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- Validate the need for improvement
  - Are we getting to the results stakeholders want?
  - Changing expectations over time?
- Create meaningful dialogue around valid and reliable data
- Align actions at all levels



# Relationship of school success to survey data

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# Maple Heights Schools

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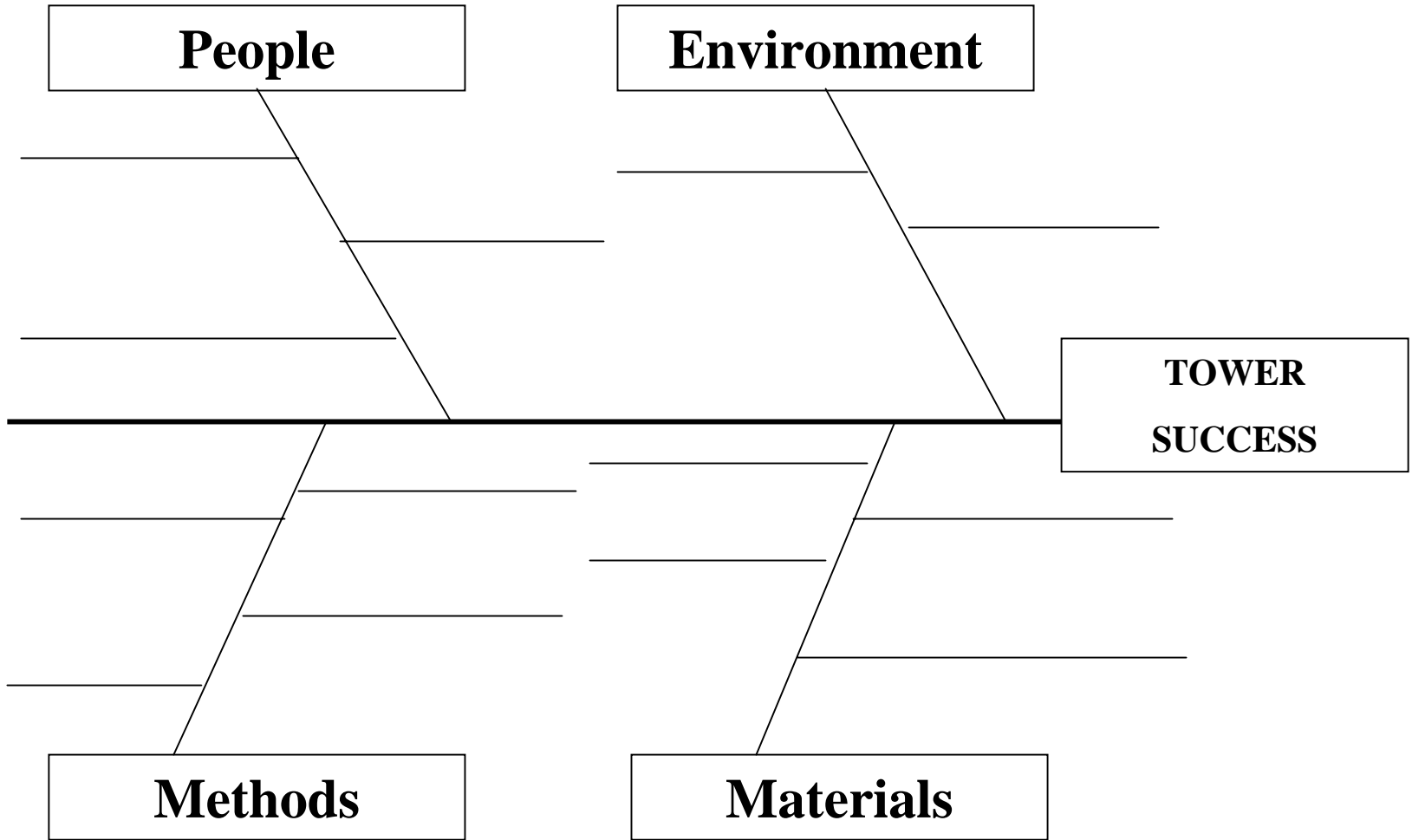
Using teambuilding to increase  
readiness for change  
and enhance commitment

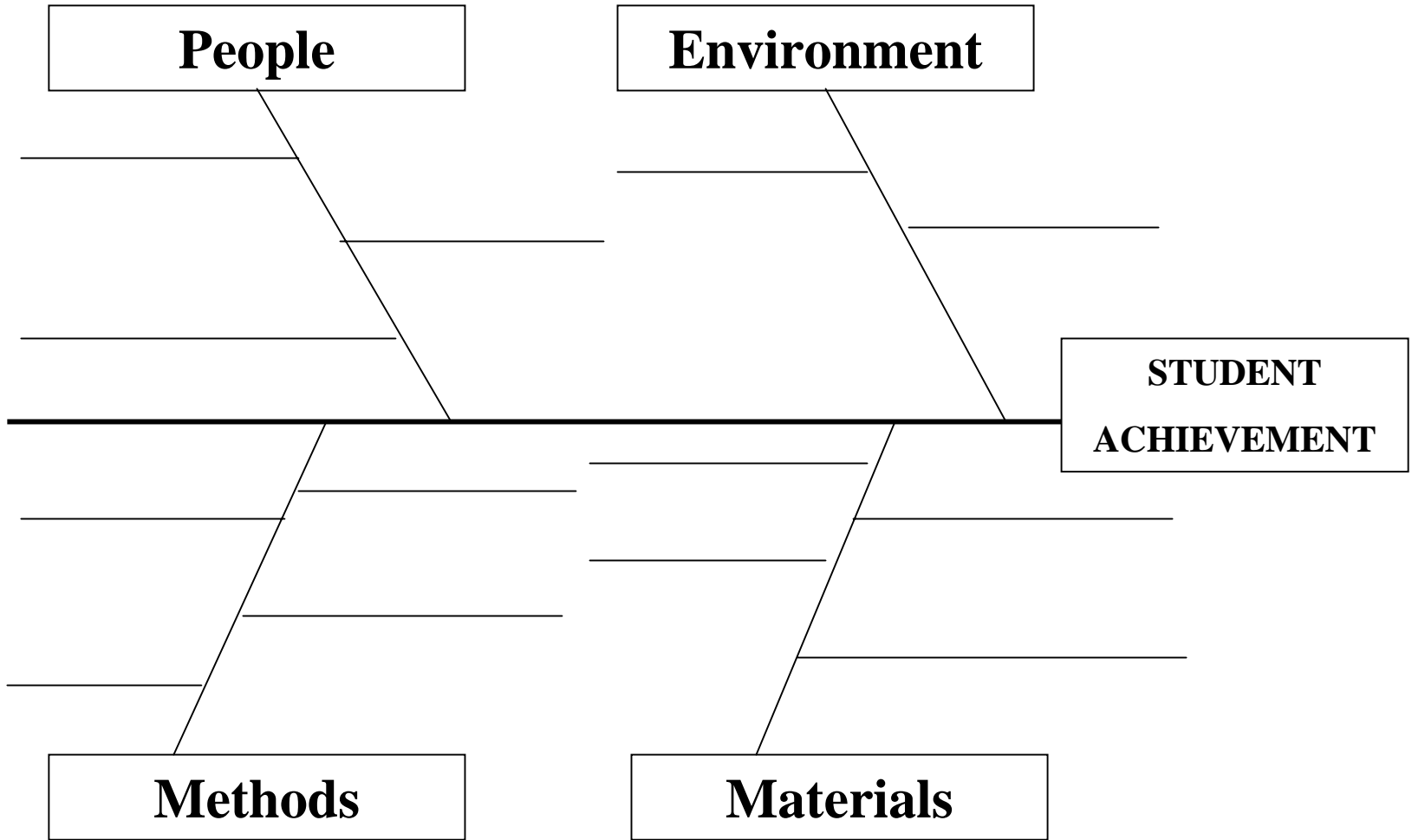


# Tower of Success!

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- Groups: 3 or 4 people
- Materials: Tape and newspaper
- Goal: Build the tallest possible tower
- Time limit: 10 minutes
- Prizes to the winners!





**People**

**Environment**

**STUDENT  
ACHIEVEMENT**

**Methods**

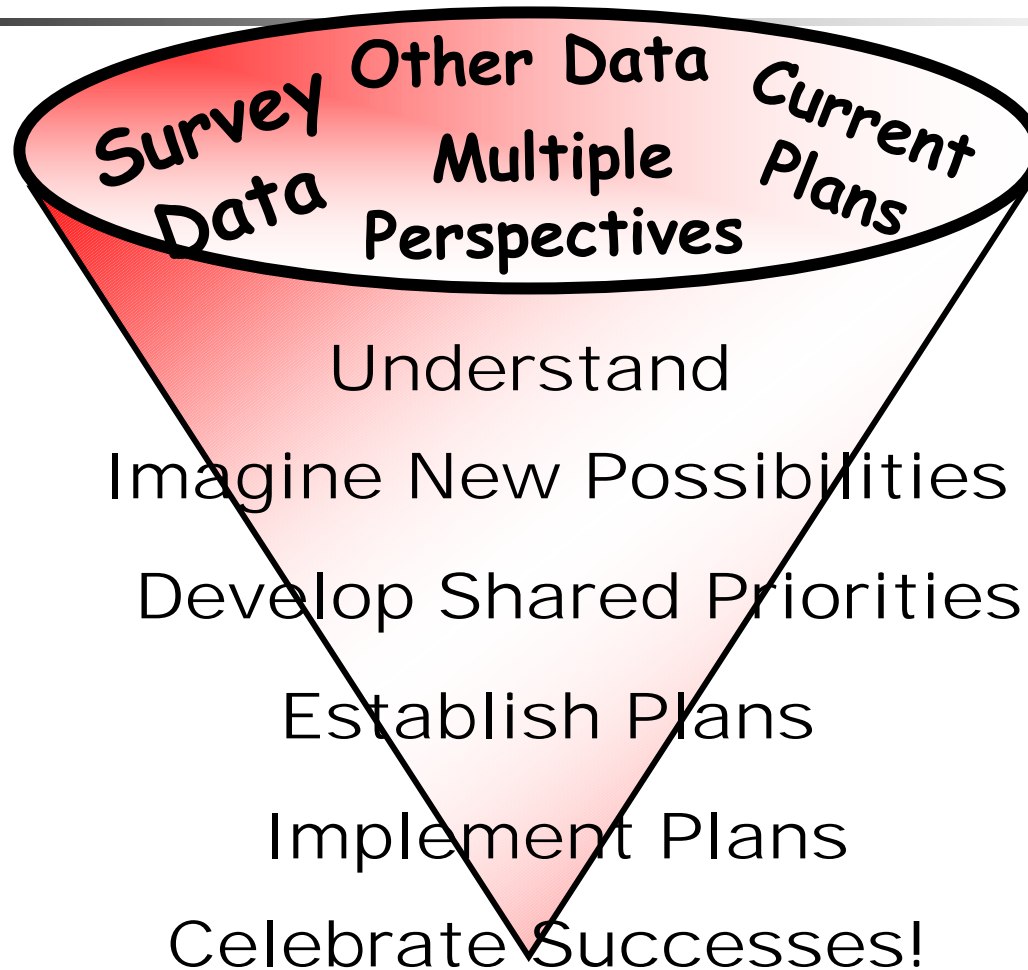
**Materials**



# The Top Ten Reasons Why We Can't Change...

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# Action Planning Funnel





# Comparing Stakeholders

|             | COMMUNITY | PARENTS | STAFF | STUDENTS |
|-------------|-----------|---------|-------|----------|
| Strengths:  |           |         |       |          |
| Challenges: |           |         |       |          |



# Comparing Stakeholders

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# Disconnects: Staff Views

## Mutual Respect

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**Community**

**Staff Strengths**

**Parents**

**Students**



# Reacting to Differences

Dimension

|             |              | Dimension               |                      |
|-------------|--------------|-------------------------|----------------------|
|             |              | Challenge               | Strength             |
| Stakeholder | Agreement    | Improvement<br>Priority | Sustain              |
|             | Disagreement | Build Consensus         | Leverage<br>Strength |



# Principles of Action Planning

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- Include multiple stakeholders on team
- Spend enough time on ground-building to create understanding
- Get people out of their comfort zone
- Create a “safe environment” for ideas
- Have a clear protocol to keep process moving



# Dialogue Protocol

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- Study the data 5 min.
- What do you see? 5 min.
- What is the most important aspect? 2 min.

STOP

- What are the connecting threads? 3 min.
- It might be possible to... 5 min.
- Visual depiction of possibilities 5 min.



# Brainstorming Possibilities

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- Present pictures
- Review flipcharted possibilities
  - What is missing?
  - What can be grouped?
- Identifying the priorities
  - Avery dot voting



# Steps to Action Planning

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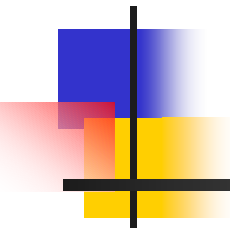
- What needs to be done?
- When should it be completed?
- Who will be involved?
- What could happen to prevent this?
  - How will we overcome this obstacle?
- What are the expected outcomes?
  - What will the results look like?
  - How will we measure progress?



# Orange City Schools

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Implementing action plans and  
integrating data process into a  
winning application for the  
Ohio Award for Excellence



List 3 actions you will  
take *starting right now*  
to help yourself and your  
district gain the commitment  
needed to create and  
sustain transformational  
change in education



# Thank you!

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