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
Driving Sustainable Change

**BUILD SKILLS**
- Educational Conferences
- Speakers
- Books
- Videos
- Online Learning

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

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

**Leaders’ Performance**

- **Relentlessness**
- **Teamwork**
- **Not Thinking of Yourself; Thinking of Others**

**Leaders’ Performance Distribution**

- **Low Performer** (L): 8%
- **Middle/Solid Performer** (M): 58%
- **High Performer** (H): 34%
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

direct the rider
motivate the elephant
shape the path
Four Tactics on the Human Element to Take With You
Tactic 1: Stop We/They and Manage Up

Purpose, worthwhile work and making a difference

The WHY
# 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.

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<td>1.1 I demonstrate a positive and optimistic attitude towards others.</td>
<td>2.1 I support and encourage colleagues.</td>
<td>3.1 I adhere to State and Federal mandates regarding the privacy/confidentiality of records.</td>
<td>4.1 I abide by District safety policies.</td>
<td>5.1 I demonstrate a friendly, helpful attitude and treat others as I wish to be treated.</td>
<td>6.1 I use time, supplies, and resources efficiently.</td>
<td>7.1 I abide by the District and State Code of Ethics.</td>
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<td>1.2 I create an inviting/caring work atmosphere.</td>
<td>2.2 I report to work prepared and on time.</td>
<td>3.2 I use discretion when discussing confidential information.</td>
<td>4.2 I wear my identification badge while conducting District business.</td>
<td>5.2 I notice the needs of students, families, and colleagues and alert appropriate personnel for follow-up.</td>
<td>6.2 I protect and safeguard District property.</td>
<td>7.2 I am honest in dealing with District matters.</td>
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<td>1.3 I maintain a professional image by dressing appropriately according to my work assignment.</td>
<td>2.3 I am consistently honest and transparent when dealing with others.</td>
<td>3.3 I only discuss or release information to appropriate parties.</td>
<td>4.3 I maintain an orderly and professional workspace.</td>
<td>5.3 I am eager to assist and focus my attention to the current assignment.</td>
<td>6.3 I share cost saving ideas concerning time, supplies, and resources.</td>
<td>7.3 I accept responsibility for my job performance even when delegating tasks to others.</td>
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<td>1.4 I make eye contact and speak clearly and calmly to others.</td>
<td>2.4 I give full effort when assisting colleagues with assignments.</td>
<td>3.4 I maintain, secure, and dispose of private information using District procedures.</td>
<td>4.4 I report unsafe equipment and conditions to prevent accidents.</td>
<td>5.4 I stay calm and focused when handling difficult situations.</td>
<td>6.4 I contribute to the cleanliness of all District facilities.</td>
<td>7.4 I follow worksite procedures for arrival and departure.</td>
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<td>1.5 I follow through on meeting needs, requests in a timely manner.</td>
<td>2.5 I assist others in learning new strategies/skills to improve work performance.</td>
<td>3.5 I respect colleagues and their personal space.</td>
<td>4.5 I report accidents and complete the necessary paperwork.</td>
<td>5.5 I listen to concerns and complaints with an open mind and direct them, when needed, to the appropriate staff.</td>
<td>6.5 I strive to maintain/improve my health for my well-being and to reduce our healthcare costs.</td>
<td>7.5 I follow District approved procedures for taking leave.</td>
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<td>1.6 I share the good things happening in Escambia County School District with the community.</td>
<td>2.6 I listen and acknowledge the ideas of colleagues to address issues and solve problems at work.</td>
<td>3.6 I abide by the accepted technology policy of the District.</td>
<td>4.6 I notify appropriate supervisors of suspicious people/activities.</td>
<td>5.6 I answer the phone and e-mails appropriately and forward each, when needed, to the correct personnel or department.</td>
<td>6.6 I abide by the District purchasing policy.</td>
<td>7.6 I conduct personal business on my own time.</td>
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<td>1.7 I am open to opportunities for professional growth.</td>
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<td>3.7 I maintain positive communication by refraining from hearsay and rumors.</td>
<td>4.7 I follow District procedures in helping with injured students or personnel.</td>
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**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**
- MAXIMIZE PERFORMANCE
  - Creating a Culture for Educational Improvement
  - Quint Studer
  - Janet Pilcher, Ph.D.

**School Leaders**
- How to Lead Teachers To Become Great
  - It's All About Student Learning
  - Janet Pilcher and Robin Largue

**Employees**
- The GREAT EMPLOYEE HANDBOOK
  - Making Work and Life Better
  - Quint Studer
We are a pebble in a pond: Every action we take and choice we make create ripples in the pond.