


*It's a Wonderful Life:
Lessons in Servant
Leadership*

VCASE
Spring Conference
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**School reform in America:
A legacy of broken dreams**

- **1980's – Excellence Movement**
 - A Nation at Risk (1983)
 - Top-down mandates
 - Intensification strategies
 - Longer day, year
- **1990's- Restructuring Movement**
 - School-based management
 - Local control



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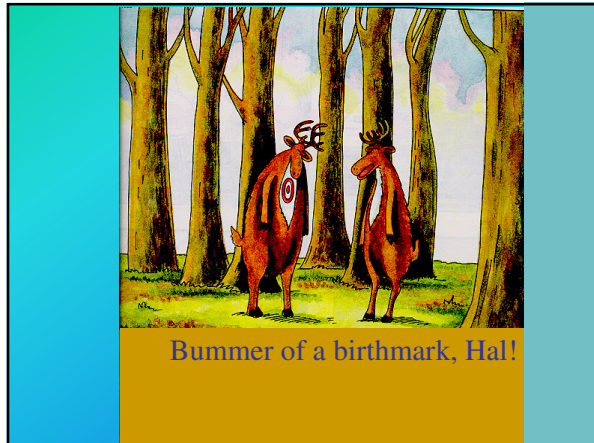
**School reform in America:
A legacy of broken dreams**

- **2000's- No Child Left Behind**
 - Federal mandates (SEA, LEA)
 - Outcomes based sanction/rewards
 - Equity issues



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How are we as educators reacting to this newly defined external accountability and high stakes testing?



Just when you think you have it figured out...



You know you are in danger of slipping to the organizational “dark side” when your mental model of your organization looks like...





Why can't a top down, bureaucratic leader institute lasting change?



"Henry! Our party's total chaos! No one knows when to eat, where to stand, what to . . . Oh, thank God! Here comes a border collie!"

Two Faces of Organizational Leadership

Cultural Development Program Management

- | | |
|--|---|
| <ul style="list-style-type: none">• Macro• Mission, Vision, Values Driven• Primary• Stable• Internal Locus of Control | <ul style="list-style-type: none">• Micro• Data Driven/School Improvement Plan• Secondary• Dynamic• External Locus of Control (in a high stakes testing environment) |
|--|---|

Lessons in Servant Leadership

- **Lesson 1: Activate mission, vision, values**
- **Lesson 2: Build collaborative cultures**
- **Lesson 3: Re-ignite the passion!**



Lesson 1

Activate mission, vision, values



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Mission

Can everyone who works in
your organization answer with
clarity:

“Why does this unit exist?”



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“For the sailor without a
destination, there is no
favorable wind.”
(Barth)



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Two Critical Mission Questions

- Who “owns” the mission of your school/department?
- How active is your mission?



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Vision

This answers the question,
“What will this unit look like
when we have achieved our
dream?”



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If there is a spark of genius in the leadership function at all it must be in this transcending ability, a kind of magic, to assemble--out of all the variety of images, signals, forecasts, and alternatives--a clearly articulated vision of the future that is at once single, understood, clearly desirable, and energizing.

Leaders Warren Bennis & Burt Nanus



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Vision seems to provide an internal compass for people in complex organizations that helps them understand more clearly how their actions relate to, or contribute to, broader organizational goals.

At its best, vision and mission provide, or restore, a sense of purpose and meaning to workers for whom such has been lost or never existed.

Values


**Answer the question,
“How will we treat each other along the journey to our vision?”**

**Corporate values
vs
Individual values**

Proclamation of the Enthusiastic Dondero Faculty

We share common goals and interests.
We help each other be right—rather than wrong.
We speak positively about each other & about our school at every opportunity.
Our attitudes determine our action—we are positive.
We look for ways to make new ideas work—rather than for reasons they won't.
Whatever we want we give it away.
If in doubt, we check it out—rather than making negative assumptions.
We help each other win and take pride in each other's victories.
We don't accept the negative until we have explored the positive.
Behind every great idea is a voice saying, "It will work!"—we are that voice.
We respect the right to be different and unique.
We act with initiative and courage as if it all depends on us.
We believe in what we are doing, we always persist.
We do everything with enthusiasm—it's contagious.
We have fun!

Lesson 2
Create Collaborative Cultures




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**Does this collaboration stuff
have real impact on
professional development?**

OR

**Is this just the leadership
training flavor of the month?**



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“Four years of public school teaching – and ten years as a principal – convinces me that the nature of relationships among adults who inhabit a school has more to do with a school’s quality and character, with the accomplishments of its pupils and the professionalism of its teachers than any other factor.”

Roland Barth



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Time to Reflect!

“Killing Young Minds?”

What are the implications for the teaching and learning culture in your organization?



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Killing Young Minds?

The New York Times science pages recently told the story of heart surgeons in Maine, New Hampshire, and Vermont—there are only 23 in all – who agreed in 1993 to observe each other regularly in the operating room and share their know-how, insights, and approaches.


In the two years after their nine-month project, the death rate among their patients fell by an astonishing 25 percent. Merely by emphasizing teamwork and communication instead of functioning as solitary craftsmen, the study showed, all the doctors brought about major changes in their individual and institutional practices.

For teachers who, like heart surgeons, have traditionally worked as isolated professionals, the experiment holds a powerful lesson.


What “lessons” come to your mind as we consider the state of education today?

(Reprinted from Horace, a publication of the Coalition of Essential Schools, National Staff Development Council, JSD Fall, 1998)

**One School,
One Mission**


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**Lesson 3
Re-ignite the passion!**

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**There is more to life than
increasing its speed.**

Ghandi

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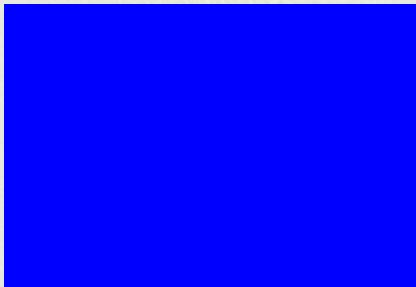
**The trouble with the rat
race is that even if you
win, you're still a rat!**

Lily Tomlin

**Lessons from “It’s
a Wonderful Life”**

**If we are not very careful in this
high stakes, high accountability
culture, we can begin to value
others solely for what they can
do, not for who they are!**

**Jimmy Stewart-
“It’s a Wonderful Life”**



The power of servant leaders develops from their ability to create TRUST through meaningful , committed relationships.

Our lives develop meaning through small acts of kindness that over time make a big difference and that, over time, can create meaningful change.



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Encouraging the Heart

Getting extraordinary things done in organizations is hard work. The climb to the summit is arduous and steep. Leaders encourage others to continue the quest. They inspire others with courage and hope.



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Your first and foremost job as a leader is to raise your own energy level and then to help orchestrate the energies of those around you.

Peter Drucker



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You can't light a fire with a wet match

Passion

Passion

Passion

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SHARPENING THE SAW

PHYSICAL
Exercise, Nutrition, Stress Management

SOCIAL/EMOTIONAL
Service, Empathy, Synergy, Intrinsic Security

SPIRITUAL
Value Clarification & Commitment, Study & Meditation

MENTAL
Reading, Visualizing, Planning, Writing

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Celebrate Team Accomplishments Regularly

Lessons

- Schedule celebrations
- Be a cheerleader
- Secure your social network
- Stay in love

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**To increase our times of
celebration, we need to get
out of the fast lane
periodically and really “see”
the world and reflect on our
work through a new lens...**

**The tragedy is not death.
The tragedy is to die with
commitments undefined,
with convictions
undeclared,
and with service unfulfilled.**

Rachel Lindsey

**When we choose to live and to lead in
a style that values not only the work,
but also those who do the work,
it no longer becomes about what
YOU can do,
it's about what
YOU and YOUR COLLEAGUES can do
WORKING TOGETHER
to create the future for the kids we
serve!!**
