

### WHERE WE LIVE (2011)

- Testing & Accountability
- Measure & Punish
- Fear & Failure

### IT COULD HAVE BEEN DIFFERENT (1993)

- Joy & Cooperation
- Data & Dialogue
- Trust & Success

### THE DEBATE RAGES

**Churning**

**Learning**

### MISAPPLIED TQM

Deming's PDSA or PDCA Cycle

**W. Edwards Deming**

### SIX KEY DEMING PRINCIPLES


1. Establish Constancy of Purpose
2. Drive out Fear & Build Trust
3. Break Down Barriers to Collaboration
4. Cease Reliance on Evaluation to Achieve Quality
5. Institute Coaching Leadership as the Norm
6. Eliminate Merit Pay & Competitive Rating Schemes

### 1 BENJAMIN DISRAELI

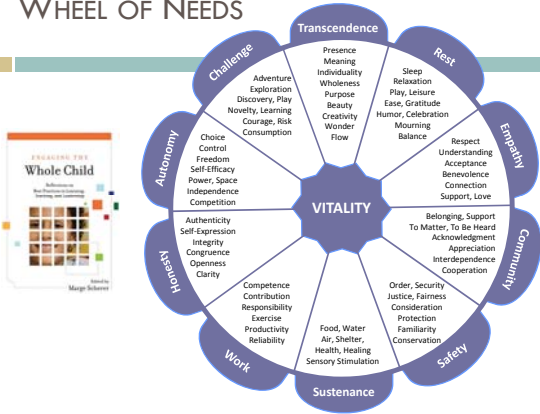
“The secret of success is constancy of purpose.”

### CONSTANCY OF PURPOSE

- Constancy Matters
  - ▣ Flavor of the Month
  - ▣ Turnover
  - ▣ Perseverance
- Purpose Matters
  - ▣ Student Achievement
  - ▣ Student Readiness
  - ▣ Student Vitality



### WHEEL OF NEEDS



### 2 FRANKLIN D. ROOSEVELT

“The only thing we have to fear is fear itself.”

### DRIVE OUT FEAR


- Fear of Speaking Up
- Fear of Taking Risks
- Fear of Experimenting
- Fear of Failure



“Fail often to succeed sooner”  
~ Dave Kelley

### BUILD TRUST

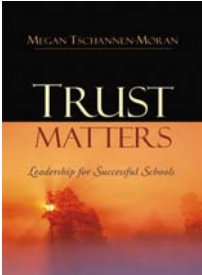
Trust is a willingness to be vulnerable based on the confidence that the other person is:



- Benevolent
- Honest
- Open
- Reliable
- Competent

### BENEFITS OF TRUST

- Infuses systems with positive energy
- Makes for more adaptive, agile organizations
- Utilizes resources to greatest advantage




### 3 HELEN KELLER

“Alone we can do so little; together we can do so much.”

### FOSTER COLLABORATION

- Break Down Barriers
- Unleash Engagement & Pride
- Assume Collective Responsibility
- Schedule and Protect the Time
- Rapid Feedback & Response

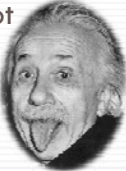


“Teamwork requires one to compensate with his strength for someone else’s weakness, for everyone to sharpen each other’s wits with questions.”

~ W. Edwards Deming


### 4 ALBERT EINSTEIN

“Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.”



### EVALUATION FOR GROWTH?

- Summative Outcomes
  - Unknown Causes
  - Scapegoating Culprits
  - 94-6 Rule
- Formative Assessments
  - Deliberative
  - Informative
  - Adaptive



“Evaluation of performance nourishes fear.”

~ W. Edwards Deming

### CORE ELEMENTS

Summative	Formative
<ul style="list-style-type: none"> <li>□ Mandated</li> <li>□ Expert Based</li> <li>□ Documenting Competencies</li> <li>□ Certifying Minimums</li> <li>□ Verifying Ethics</li> <li>□ Standardized</li> <li>□ Comprehensive View</li> <li>□ Hierarchical</li> </ul>	<ul style="list-style-type: none"> <li>□ Elective</li> <li>□ Inquiry Based</li> <li>□ Growing Capacities</li> <li>□ Evoking Maximums</li> <li>□ Encouraging Professionalism</li> <li>□ Individualized</li> <li>□ Targeted Focus</li> <li>□ Collegial</li> </ul>

### STRUCTURAL CONSIDERATIONS

*Machine Bureaucracies*      *Professional Bureaucracies*      *Professional Organizations*

5 **WARREN BENNIS & BURT NANUS**

“Managers are people who do things right; leaders are people who do the right thing.”

### COACHING LEADERSHIP

- Evaluation is Management
- Coaching is Leadership
  - Expanding Consciousness
  - Establishing Connection
  - Extending Competence
  - Enlarging Contribution
  - Encouraging Creativity

6 **LAO TZU**

“It is better not to make merit a matter of reward lest people conspire and contend.”


### ELIMINATE COMPETITIVE RANKINGS

1. Extinguish Intrinsic Motivation
2. Diminish Performance
3. Crush Creativity
4. Crowd Out Good Behavior
5. Encourage Cheating, Shortcuts & Unethical Behavior
6. Become Addictive
7. Foster Short-Term Thinking

### COACHING CULTURES

1. Maintain Constancy of Purpose
2. Replace Fear with Trust
3. Encourage Widespread Collaboration
4. Rely on Coaching to Achieve Quality
5. Make Coaching Leadership a Shared Norm
6. Find Joy in Quality Work


### PAIRED INTERVIEWS



- What has been one of your best experiences of working in a coaching culture?
- What factors contributed to the development of that culture?
- If you could make any three wishes come true for the culture of your own school or organization, what would they be?


### PETER DRUCKER

“The great task of leadership is to create an alignment of strengths in ways that make a system’s weaknesses irrelevant.”




### TRADITIONAL CULTURES

- Identify Gaps Between Our Aspirations and Our Current Reality
- Search for Root Causes → Culprits
- Generate Possible Solutions
- Develop Plan of Action



### THE DOWNSIDE OF DEFICIT-BASED CHANGE



- Drains energy and fosters discouragement
- Fosters a culture of blame and negativity
- Squelches creativity and innovation
- Weakens relationships and collaboration
- Focuses on the past rather than generating positive images of the future


### TRANSFORMATIONAL CULTURES



- Celebrate Current Areas of Strength
- Discover Root Causes of Success
- Envision New Possibilities
- Innovate around What Brings Energy, Life and Vitality

### THE UPSIDE OF STRENGTHS-BASED CHANGE

Discovering and exploring strengths awakens curiosity, engagement, cooperation, and the alignment of organizational systems. It is a better way to change.




### WHY IT'S GOOD TO FEEL GOOD

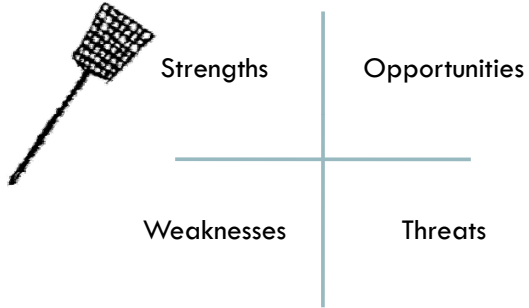


### UNDERLYING ASSUMPTIONS

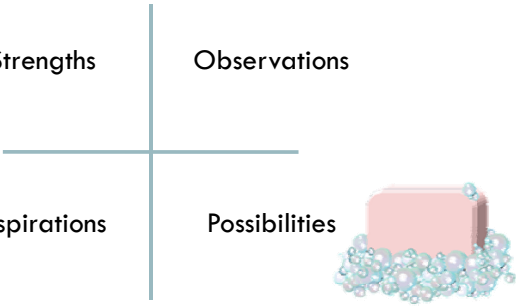
- Vitality is always there to be discovered
- Our questions influence those who answer
  - ▣ *The first question is fateful*
- People increase their confidence for change when they build on what they know




### COACHING WITH SWOT



### COACHING WITH SOAP



### TAMES THE FRENZY



**MEG WHEATLEY**

"If you want to make change, host safe places for people to come together. Learning begins when people feel safe enough to take risks."



**CULTIVATES POSITIVITY**

- Confidence is Contagious
- Emotion → Motion
- Collective Press
- Getting into Flow
- Finding Silver Linings



**APPRECIATION MATTERS**


"The sparkle of good feelings awakens motivation to change."




~ Barbara Fredrickson

**GENERATES NEW POSSIBILITIES**

The more we know about our strengths, the better our changes will be.




**CELEBRATE WHAT'S RIGHT WITH THE WORLD**  
Dewitt Jones

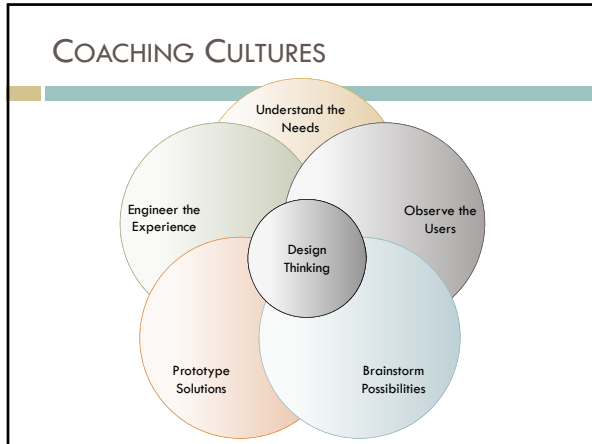


"By celebrating what's right, we connect with our passion and find the energy to fix what's wrong."

**FACILITATES CHANGE**



INNOVATION =  
INSPIRATION +  
IDEATION +  
IMPLEMENTATION



### BUILDING BLOCKS OF CULTURE

- Ceremonies
- Rituals
- Stories
- Norms
- Metaphors
- Humor & Play

An illustration showing several people in business attire placing large, colorful puzzle pieces (red, green, blue, yellow) on a light-colored floor. The pieces are being arranged to form a larger shape, symbolizing the building of a culture.

### W. EDWARDS DEMING

“When organizations enable people to feel pride in their work, the quality and productivity of their work improve as well. So does their morale. This improvement cannot be quantified. It remains as one of the invisible figures, so important for management.”

A blue ribbon award with a circular center, symbolizing achievement or excellence.



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### How Was It?

3 Quick Questions About Your Session:  
[www.ascd.org/evaluations](http://www.ascd.org/evaluations)

Bob Tschannen-Moran [www.SchoolTransformation.com](http://www.SchoolTransformation.com)

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### SIX KEYS TO CREATING A COACHING CULTURE IN SCHOOLS

Bob Tschannen-Moran [www.SchoolTransformation.com](http://www.SchoolTransformation.com)