



APPROACHING LEADERSHIP & CHANGE MINDFULLY

all materials at:

 #MPA16

greatschoolspartnership.org/mpa-2016

TODAY'S PRESENTER

From the Great Schools Partnership

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Is a non-profit support organization based in Portland working nationally with schools, districts and state agencies, providing coaching, and developing tools.

We Believe

In equitable, personalized, rigorous learning for **all students** leading to readiness for college, careers, and citizenship

We Believe

School improvement is **context-based**,
not one-size fits all

We Believe

That schools must simultaneously attend to
policy, practice, and community engagement

**How might school leaders
employ mindful strategies to
realize personalized learning?**



Leadership Moments I

Think about a **challenging** leadership moment.

Revisit this as an observer.

- What do you notice about your attitude at the time?
- What actions did you take in that moment?

Leadership Moments II

Think about either a **rewarding or **successful** moment.**

Revisit this as an observer.

- What do you notice about your attitude at the time?
- What actions did you take in that moment?

Outcomes

Identify personal leadership strengths and challenges.

Outcomes

Define key areas and influences on the work and success of school leaders.

Outcomes

Reflect on and identify ways to use key findings from positive psychology, neuroscience and mindfulness to improve efficacy.

Agenda

Introductions

Examining Leadership “Moments”

Implications of Behavioral Research for the Principal

Vulnerability & Courage

The Role of Mindfulness in Leadership

Reflection and Goal Setting

Closing & Commitments

Why **Mindfulness** in Leadership?

Foundational Premises

We know...

The school leader's role is influential and highly complex

Kenneth Leithwood and his colleagues found that "it turns out that **leadership** not only matters; it is **second only to teaching** among school-related factors in its impact on student learning" (2004, p. 3)

Furthermore, über-researcher Bob Marzano notes that **leadership** could well be considered "the **single most important aspect of effective school reform**" (2003, p. 172).

Foundational Premises

We know...

Leadership requires managing a specific role in a specific context

Principals, in particular, must create both a **school culture and infrastructure** that support effective teaching and learning practices by transforming the structures, processes, and performance throughout the school environment (Childs-Bowen, Moller, & Scrivner, 2000).

Foundational Premises

We know...

Leadership also requires managing ourselves

...our thought patterns can affect everything from our **perceptions of reality** to the **moods of those around us.**" (Webb, 2016)

If you are leading anything at any level, you are driving some kind of plan or agenda, but **some kind of plan or agenda is also driving you.** It is out of your awareness." (Keegan and Lahey, 2009)

Foundational Premises

We know...

It is challenging to sustain this work

Unfortunately, it's no surprise that a recent report indicates that **over one fifth of new principals leave the job within two years** (Burkhauser, Gates, Hamilton, & Ikemoto, 2012).

[T]he WestEd Center for the Future of Teaching and Learning reports that **principals are dealing with competing pressures** that may ultimately make the job untenable (Bland et al., 2011).

Foundational Premises

We know...

Recent research in neuroscience, psychology, and economics is relevant to solving these puzzles.

...when you can **clearly and objectively see when and how you are triggered**, you can begin to effectively deploy mental and emotional strategies to skillfully navigate those situations. (Tan, 2015)

The secret lies in learning some of the science explaining **how the brain works**, and **why people behave the way they do**. Less of the day seems driven by chance once we understand some of the forces that shape our **choices and our emotions....** (Webb, 2016)

Science Essentials

Two-System Brain

Deliberate system—analytical; “slow”

- don't overuse or overload this system

Automatic system—instinctive; “fast”

- work to slow this system down;
check for blind spots

THE NEW YORK TIMES BESTSELLER

THINKING,
FAST AND SLOW



DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of insights into the human mind I have read." —WILLIAM EASTERLY, *Financial Times*

Science Essentials

Discover-Defend Axis

In discovery mode, we motivate ourselves, often with intrinsic rewards.

In defensive mode, we are less flexible and smart.

- our brain goes into fight-flight-freeze

Science Essentials

Mind-Body Loop

The deliberate brain works better with sleep, exercise and mindfulness.

Physical and mental are connected.

- gut instinct, power poses

HARNESS THE POWER OF BEHAVIORAL
SCIENCE TO TRANSFORM YOUR WORKING LIFE

HOW TO HAVE A GOOD DAY

CAROLINE WEBB

Caroline Webb - Quiz

1. I take time to get clear on what really matters most to me in the day ahead.
2. I set daily goals for myself, and meet most of them.
3. I find it easy to stay on track with my good intentions.
4. I give my most important work my full, undistracted attention each day.
5. I make time to pause, recharge, and reflect at points during the day.

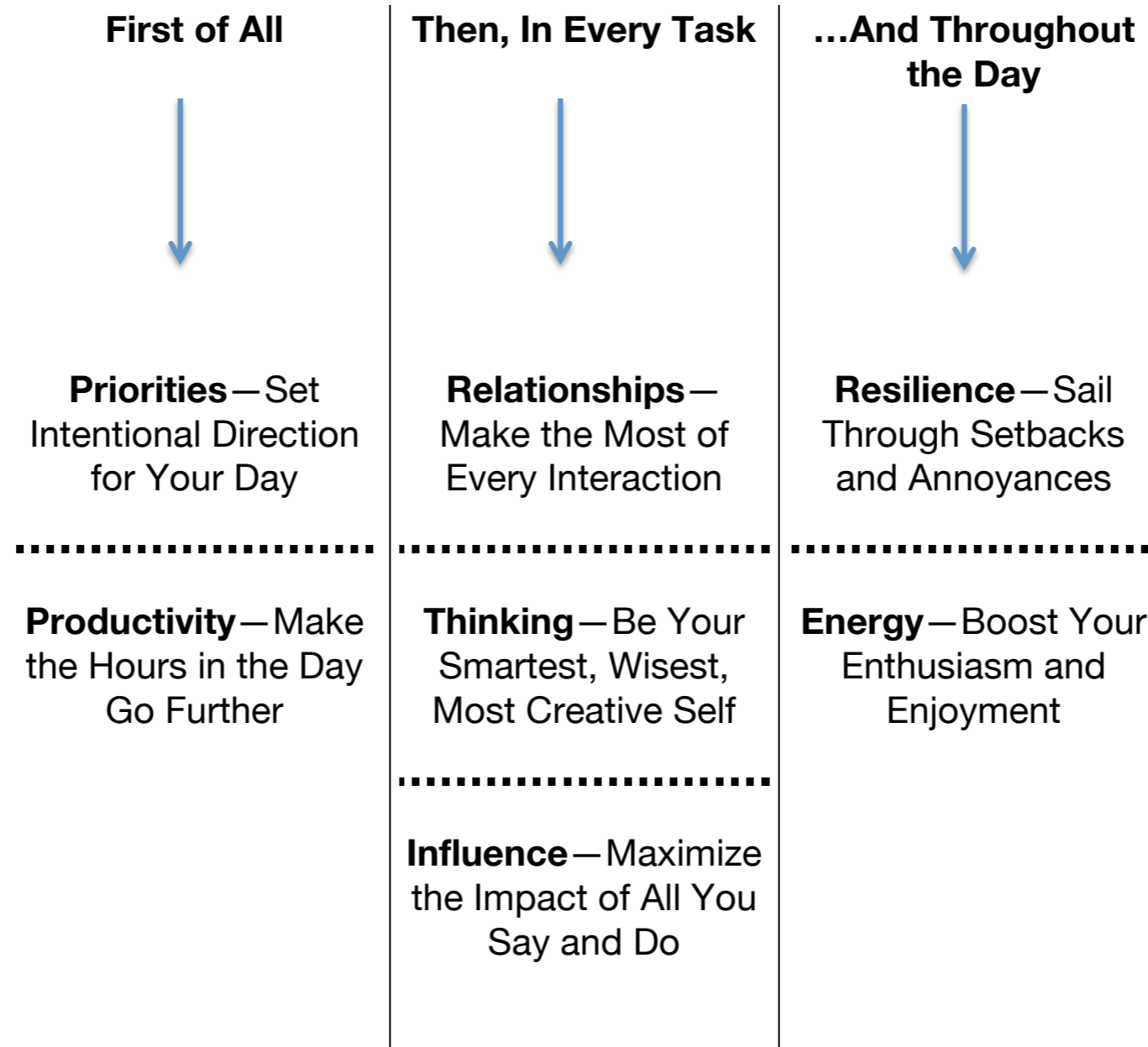
Caroline Webb - Quiz

6. I'm able to handle everything that's on my plate right now.
7. Even when it takes effort, I don't put off things that need doing.
8. I usually "click" well with people when I first meet them.
9. Most of my relationships are free of tensions and disagreements.
10. I'm happy with the motivation and performance of people I work with.

Caroline Webb - Quiz

For the rest of the quiz, go to
www.carolinewebb.co

How to Have a Good Day



Brené Brown

Author & Researcher

- Key findings in her research highlight the connection between being vulnerable and being courageous
- Her research identified what she calls ***Guideposts for Authentic Living*** (next slides)
- She also has a number of books, as well as a famous TED Talk which we will watch a short excerpt from.

Brené Brown

Guideposts for Authentic Living

- Cultivating Authenticity:
Letting Go of What People Think
- Cultivating Compassion: Letting Go of Perfection
- Cultivating a Resilient Spirit:
Letting Go of Numbing and Powerlessness
- Cultivating Gratitude and Joy:
Letting Go of Scarcity and Fear of the Dark
- Cultivating Intuition and Trusting Faith:
Letting Go of the Need for Certainty

Brené Brown

Guideposts for Authentic Living

- Cultivating Creativity: Letting Go of Comparison
- Cultivating Play and Rest: Letting Go of Exhaustion as a Status Symbol and Productivity as Self-Worth
- Cultivating Calm and Still:
Letting Go of Anxiety as a Lifestyle
- Cultivating Meaningful Work:
Letting Go of Self-Doubt and “Supposed To”
- Cultivating Laughter, Song, and Dance:
Letting Go of Being Cool and “Always in Control”

Brené Brown Video Excerpt





“I know that vulnerability is the core of shame and fear and our struggle for worthiness, but it appears that it is also the **birthplace of joy, of creativity, of belonging**, of love and I think I have a problem.....”

—Brené Brown

Think about what she says in light of your own leadership moments and what we just discussed about recent brain research.

What insights emerge about your own leadership work?

Discussion at Tables

Reading and focus question:

How can mindfulness support your work as a leader?

- Read *If Mindfulness Makes You Uncomfortable, It's Working*.
- As you read, underline or highlight two quotes that speak to the focus question.

Reading and focus question:

How can mindfulness support your work as a leader?

- Stand up, walk around and find one person that you have never met. Read each other your first quote and have a brief conversation.
- Find a different person you haven't met and read each other your second quotes, followed by a brief conversation.
- Return to your tables.

Goal Setting + Reflection

Reflection

- Revisit your leadership moments
- Place yourself on the continuums and reflect
- Set some goals
- Share at your table, including your commitment to a specific action by a specific date, and how you are going to hold yourself accountable to your commitment

Resources

- **TED Talk: The Power of Vulnerability**—Brene Brown:
<https://www.youtube.com/watch?v=iCvmsMzIF7o>
- **If Mindfulness Makes You Uncomfortable, It's Working**, Amy Jen Su, Harvard Business Review Blog, 12-29-15
- **How to Have a Good Day**, Caroline Webb, 2016

Resources

For Learning Meditation

- 10% Happier app
- Breathe app
- Headspace app

Additional Resources

- **Just 6 Seconds of Mindfulness Can Make You More Effective**, Chade-Meng Tan, Harvard Business Review Blog, 12-30-15
- **The Power of Idealistic-Realism: How Great Leaders Inspire and Transform**, Douglas R. Conant, Harvard Business Review, 1-12-12
- **The Principal Influence: A Framework for Developing Leadership Capacity in Principals**, Pete Hall, Deborah Childs-Bowen, Ann Cunningham-Morris, Phyllis Pajardo, Alisa A. Simeral, ASCD, 2015
- **Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization**, Robert Keegan and Lisa Laskow Lahey, Harvard Business Press, 2009

The Man in the Arena

Excerpt from the speech by **Theodore Roosevelt** titled, "Citizenship In A Republic" that was delivered at the Sorbonne, in Paris, France on 23 April, 1910

with apologies for his male-centric language.

The Man in the Arena

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

Questions?





THANK YOU

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