



## ANTHONY MUHAMMAD



Dr Anthony Muhammad is a much sought-after educational consultant. A practitioner for nearly 20 years, he has served as a principal for a middle and high school, a middle school teacher and assistant principal. His tenure as a practitioner has earned him several awards as both a teacher and a principal. Dr. Muhammad's most notable accomplishment came as principal of Levey Middle School in Southfield, Michigan, a National School of Excellence, where student proficiency on state assessments more than doubled in five years. Dr. Muhammad and the staff at Levey used the Professional Learning Communities at Work™ model of school improvement, and they have been recognised in several videos and articles as a model high-performing PLC. As a researcher, Dr. Muhammad has published articles in several publications in both the United States and Canada.

## A message from Hawker Brownlow Education

We hope that you have found these conference papers and the accompanying sessions useful. Please be aware that the contents of these papers are the intellectual property of the speaker and no reproduction for any purpose is authorised. We urge you to take care of this booklet. Replacement copies will not be made available either during or after this conference.

Published in Australia by



This handout was created by Hawker Brownlow Education for the proceedings of the Hawker Brownlow 10th Annual Thinking & Learning Conference – Innovate, Educate, Inspire. All rights are reserved by Hawker Brownlow Education. It is a violation of copyright law to duplicate or distribute copies of this handout by any means for any purposes without prior permission in writing from Hawker Brownlow Education. Professors and workshop presenters must first secure written permission for any duplication rights. For copyright questions, permission requests, or information regarding professional development contact:

Hawker Brownlow Education  
P.O. Box 580, Moorabbin, Victoria 3189, Australia  
Phone: (03) 8558 2444 Fax: (03) 8558 2400  
Toll Free Ph: 1800 334 603 Fax: 1800 150 445  
Website: [www.hbe.com.au](http://www.hbe.com.au)  
Email: [orders@hbe.com.au](mailto:orders@hbe.com.au)

© 2014 Hawker Brownlow Education  
Printed in Australia

CODE: 11AM0402  
0514



## Getting Everyone on the Bus: Creating Healthy Cultures Part 2

Anthony Muhammad, PhD

---

---

---

---

---

---

---

## Creating a Culture of Collaboration

### Why Collaborate?

---

---

---

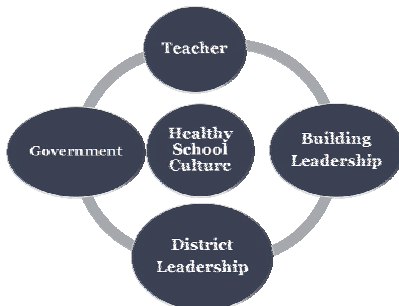
---

---

---

---

## Leadership at Every Level



---

---

---

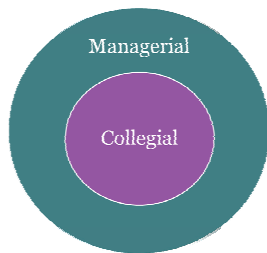
---

---

---

---

## Two Important Subcultures Managerial and Collegial




---

---

---

---

---

---

---

## Hard Fact 4

Being **correct** is no substitute  
for being **effective**.

---

---

---

---

---

---

---

## Pause to Think

- How well do teachers and site leaders collaborate in your school or district?
- In your school or district, is being effective more important than being correct?

---

---

---

---

---

---

---

### Institutionalizing Cultural Health



**Moving the bus forward**

---

---

---

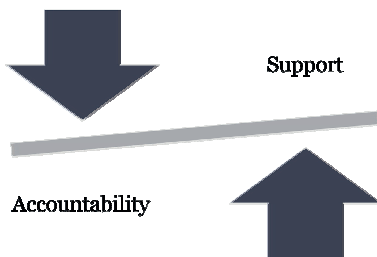
---

---

---

---

### Healthy Cultures Are Two-Way Streets




---

---

---

---

---

---

---

### Good Leaders

- Transparently communicate purpose.
- Foster collaboration.
- Build capacity.
- Hold people accountable.

---

---

---

---

---

---

---

Contact Information

E-mail:  
[amuhammad@newfrontier21.com](mailto:amuhammad@newfrontier21.com)

Website:  
[www.newfrontier21.com](http://www.newfrontier21.com)

Twitter:  
@newfrontier21

Facebook:  
"Dr. Anthony Muhammad"

---

---

---

---

---

---

---

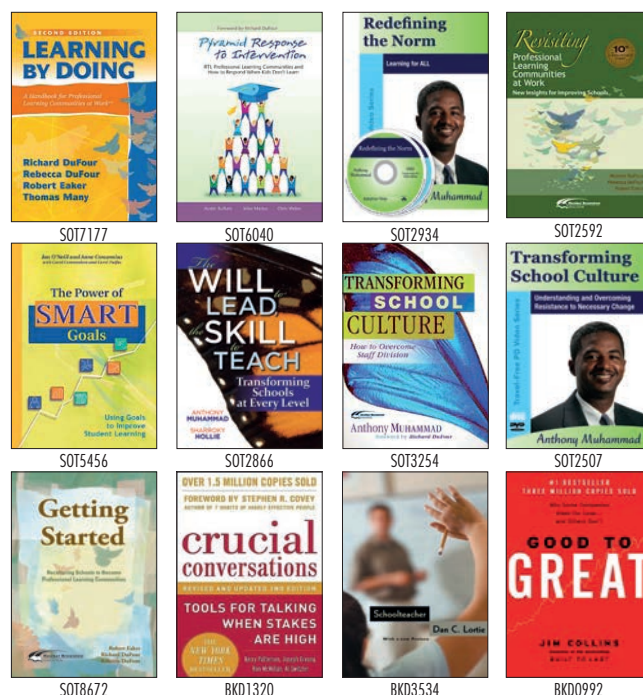
[illegible]

# RELATED RESOURCES



Available from Hawker Brownlow Education

Qty	Code	Title	Price
	BKD1320	Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition	\$25.95
	SOT8672	Getting Started: Reculturing Schools to Become Professional Learning Communities	\$24.95
	BKD0992	Good to Great	\$35.95
	SOT7177	Learning by Doing: A Handbook for Professional Learning Communities at Work, 2nd Edition	\$35.00
	SOT6040	Pyramid Response to Intervention: RTI, Professional Learning Communities and How to Respond When Kids Don't Learn	\$29.95
	SOT2934	Redefining the Norm: Learning for ALL DVD	\$150.00
	SOT2592	Revisiting Professional Learning Communities at Work: New Insights for Improving Schools	\$45.95
	BKD3534	Schoolteacher: A Sociological Study, With a new Preface	\$35.95
	SOT5456	The Power of SMART Goals: Using Goals to Improve Student Learning	\$32.95
	SOT2866	The Will to Lead, the Skill to Teach: Transforming Schools at Every Level	\$21.95
	SOT3254	Transforming School Culture: How to Overcome Staff Division	\$32.95
	SOT2507	Transforming School Culture: Understanding and Overcoming Resistance to Necessary Change DVD	\$150.00
<b>Total (plus freight) \$</b>			



Attention ..... Order Number .....

Name of School .....

Address .....

..... State ..... P/Code .....

Country .....

Email: .....

☐ Yes, I would like to receive emails from Hawker Brownlow Education about future workshops, conferences and the latest publications.

## Terms of Trade

- Prices are quoted in Australian dollars (\$AUD) and include GST
- All prices are subject to change without notice.
- For New Zealand customers, at the time of invoice, we will convert the amount into New Zealand dollars (\$NZD) so that you can pay by cheque or credit card in New Zealand dollars (\$NZD).
- Full money-back guarantee.
- We do realise it is difficult to order sight unseen. To assist you in your selection, please visit our website <www.hbe.com.au>. Go to 'Browse Books' and most titles will give you the option to view the first few pages of the book. Click 'View Contents' on your selected book page.
- We will supply our books on approval, and if they do not suit your requirements we will accept undamaged returns for full credit or refund. Posters are for firm sale only and will not be sent on approval. Please be aware that delivery and return postage is the responsibility of the customer.
- Freight costs are determined at Australia Post rates, with a minimum delivery charge of \$9.50 within Australia and \$15.00 for New Zealand for each order.
- Please provide your street address for delivery purposes.

To place an order, request a catalogue or find out more about our resources:

Call  
1800 334 603  
(03) 8558 2444

Fax  
1800 150 445  
(03) 8558 2400

Online  
www.hbe.com.au

Mail  
Hawker Brownlow Education  
PO Box 580,  
Moorabbin, VIC 3189

Do you want to know all about the latest professional development events in your area? Be the first to find out about new releases from world-renowned and local authors with the HBE e-newsletter! Upcoming titles will feature authentic assessment and digital media, along with a strong focus on success in mathematics and literacy. Sign up to our FREE e-newsletter at [www.hbe.com.au](http://www.hbe.com.au).

**Online 'On Account' ordering now available!**

If you have a pre-existing account with Hawker Brownlow Education, you can now order online and pay using that account.



## TSC Activity #1

Please list the frustrating elements of your job and your school system in the first column. In the second column, please list your past attempts to resolve the issue.

Frustrating Issue	Attempted Solution

## TSC Activity #2

Teacher Commitments	Teacher Expectations

### TSC Activity #3

School Administration Commitments	School Administration Expectations

### TSC Activity #4

School Commitments	School Expectations

### TSC Activity #5

District Administration Commitments	District Administration Expectations



# TSC Shared Decision-Making Checklist

<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>o All Stakeholders have been given relevant data</li> <li>o The rationale for change has been thoroughly explained by leadership</li> <li>o Several viable alternatives have been explored and staff has been given an opportunity to give input</li> </ul>
<p><b>Relationships</b></p>	<ul style="list-style-type: none"> <li>o Collaborative teams have been established and decision-making is collaborative</li> <li>o Trust issues have been resolved and I am giving input with a clear conscience</li> <li>o I believe that there is a high likelihood that this initiative will be implemented in the fashion that it was presented</li> </ul>
<p><b>Support</b></p>	<ul style="list-style-type: none"> <li>o A clear plan for training for this new initiative has been organized and established</li> <li>o A timeline for implementation has been established</li> <li>o Resources have been established to provide me with assistance if I struggle with this initiative or past initiatives</li> </ul>
<p><b>Accountability</b></p>	<ul style="list-style-type: none"> <li>o A system of accountability for implementation has been established</li> <li>o Clear expectations for implementation and performance have been established and they are clear and fair</li> </ul>