



Anthony Muhammad

Monday 26 May

**The Will to Lead -
Laying the Foundation
for School Improvement**

Keynote





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.

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School Culture: The Foundation for Effective Schools

Anthony Muhammad, PhD



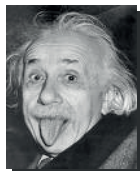
Public School Purpose

☉ All children have the **right** to have their gifts and talents cultivated through the process of education.

☉ All children **can** learn and become educated.

(Cuban & Tyack, 1995)

What's Next? Is Change Necessary?



"Insanity is doing the same thing over and over and expecting a different result."

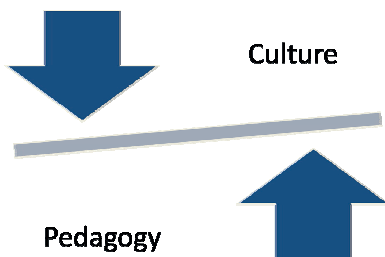
—Albert Einstein



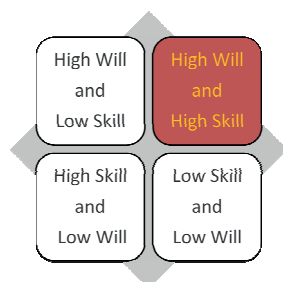
Two Forms of Change

- Technical–structural (skill)
- Cultural (will)

Will and Skill

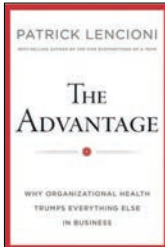


High Will and High Skill





Don't Underestimate Culture



"The health of an organization provides the context for strategy, finance, marketing, and everything else that happens within it, which is why it is the single greatest factor determining an organization's success. More than talent. More than knowledge. More than innovation."

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012), p. 2

Choosing Being "Smart" Over Being "Healthy"

Smart

- The "sophistication bias"
- The "adrenaline bias"
- The "quantification bias"

Healthy

- Build a cohesive team.
- Create clarity.
- Over-communicate clarity.
- Reinforce clarity.

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012)

Avoiding Culture

"Most leaders prefer to look for answers where the light is better, where they are more comfortable. And the light is certainly better in the measurable, objective, and data-driven world of organizational intelligence (the smart side of the equation) than in the messier, more unpredictable world of organizational health."

—Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business* (2012), p. 7



Cultural Change

“Structural change that is not supported by cultural change will eventually be overwhelmed by the culture, for it is in the culture that any organization finds meaning and stability.”

—Schlechty, *Shaking Up the Schoolhouse: How to Support and Sustain Educational Innovation* (2001), p. 52

School Culture

“School culture is the set of norms, values, and beliefs, rituals and ceremonies, symbols and stories that make up the ‘persona’ of the school.”

—Peterson, “Is Your School Culture Toxic or Positive?” *Education World* (2002)

Complexity of Cultural Change

- Anthropology
- Sociology
- Psychology
- Political Science
- History
- Economics



The Will to Lead

- Aligning the Philosophy
- Managing Frustration
- Creating a Culture of Collaboration
- Institutionalizing Cultural Health

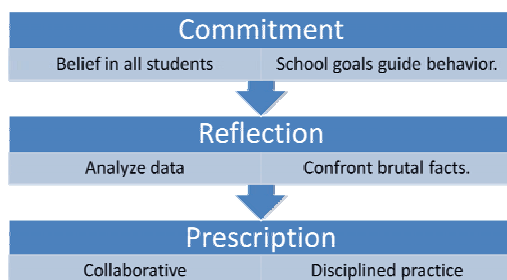
Hollie and Muhammad, *The Will to Lead, the Skill to Teach* (2011)

Healthy School Culture

“Educators have an unwavering belief in the ability of all of their students to achieve success, and they pass that belief on to others in overt and covert ways. Educators create policies and procedures and adopt practices that support their belief in the ability of every student.”

—Kent D. Peterson in *Cromwell*, 2002

Prescriptive





Healthy School Culture Connection of Two Great Concepts



The Task at Hand

"If schools are to be transformed into learning communities, educators must be prepared first of all to acknowledge that the traditional guiding model of education is no longer relevant in a post-industrial, knowledge-based society. Second, they must embrace ideas and assumptions that are radically different than those that have guided schools in the past."

—DuFour & Eaker, *Professional Learning Communities at Work* (1998), p. 34

The Transformational Leader

"Schools need transformational leaders at every level. These leaders are determined to lead people to better behavior. They do not stop at criticizing current behavior. Rather, they use their resources and influence to help people improve."



—Muhammad & Hollie, *The Will to Lead, The Skill to Teach: Transforming Schools at Every Level* (2011)



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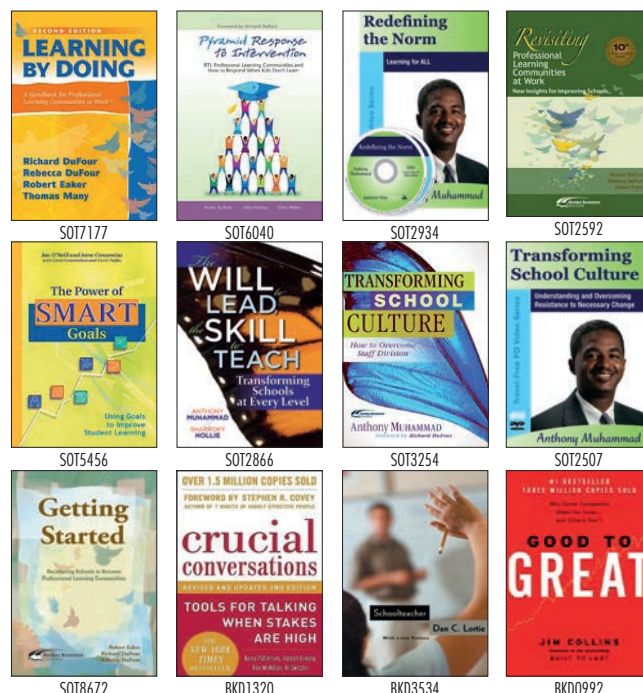
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