A Movement from Compliance to Ownership
A Pathway to Effective Teams
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Approximately 41,000 Students
75% Low SES
2% Homeless
55% Hispanic, 25% African-American, 17% White
22% ELL
54% At-Risk
10% SPED
Existing Operational Paradigm

- New Leadership/New Ideas (State, District or Campus)
- Explanation of the “why”
- Training around the new idea
- Implementation with “fidelity” (least favorite word)
Existing Operational Paradigm

- Create “Buy In” from all but the “Pioneers”
- Failure to achieve desired outcome
- Finger pointing in all directions
- Increase compliance and repeat from “Buy In”
- New Leadership/New Ideas
- Piling on effect
Compliance-based Systems

- Demoralizing
- Stifles Innovation
- Non-responsive
- Passivity amongst teachers grows
- Inhibits the development of strong teams
Culture

Culture Eats Strategy For Lunch

- Organization that encourages ownership
- Organization that questions its way forward
- Organization that values growth
- Organization that puts the needs of the student before its own needs
Ownership Culture - Leadership Role

• Collaborate & Communicate Vision/Expectations
• Define the operational parameters and remove compliance structures that get in the way of highly responsive structure (Defined Autonomy)
• “He that will not apply new remedies must expect new evils, for time is the great innovator.”
Ownership Culture - Leadership Role

- Decentralize the system and put in place Distributive Leadership model
- Build capacity and provide support
- Keep eyes on expected outcomes
Ownership Culture - Creating Effective Teams

- Eyes on expected outcomes (data & instruction)
  - Coaching
    - By teachers, for teachers
    - By leaders, for teachers
    - By leaders for leaders
- Team Structure (capacity developing and planning)
  - Leadership meetings
  - Collaborative teacher-team meetings
Ownership Culture - Creating Effective Teams

- Excellence in Teaching Incentive Program
- PreK-2 Initiative
- Executive Director of Leadership Development