

Coaching: More Peoplework, Less Paperwork

Presented by

Laurie Graebner, RF Reading Coach

Victoria Paige, RF Regional Coordinator

Leaders prefer peoplework. Managers prefer paperwork.

- Robert Ramsey

If you want to manage somebody, manage yourself. Do that well, and you'll be ready to stop managing and start leading.

-United Technologies Corporation

Photos of
Literacy at
Nocatee to
be added.



Nocatee Elementary School

- Located in rural DeSoto County, Florida
- Student population 680 in grades K-5
- _____ % Free/reduced lunch
- _____ % Limited English proficient
- School grade in 2006-2007 _____
- A or B school 6 of past 8 years.
- Average teacher years of experience _____.

Nocatee Elementary School

- School-wide reading assessment data for the 4 years as a Reading First school will be included here.

Effective Literacy Program



Effective Literacy
Leadership

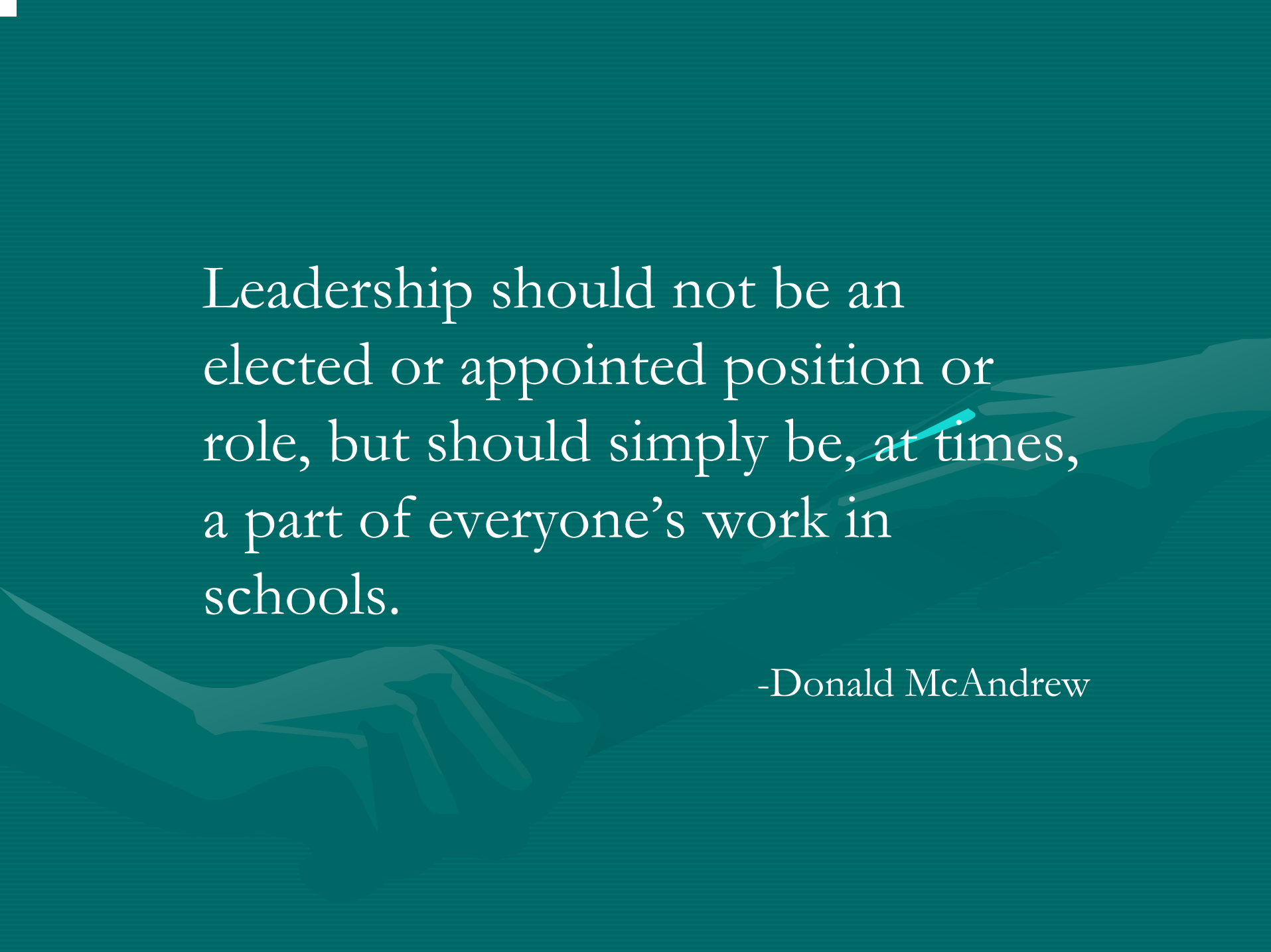


Principals

Coaches

Teachers

Support
Personnel



Leadership should not be an elected or appointed position or role, but should simply be, at times, a part of everyone's work in schools.

-Donald McAndrew

Principles of literacy leadership

Adapted from *Literacy Leadership* by Donald A. McAndrew

- McAndrew reviewed research on leadership in many areas including :
 - Leadership in schools,
 - Teacher leaders,
 - Leadership across all types of organizations.
- Several common principles of literacy leadership emerged from this review.

Principles of literacy leadership

Adapted from *Literacy Leadership* by Donald A. McAndrew

- Communicate a vision
- Be a model
- Take risks
- Nurture trust and competence
- Encourage the heart
- Transform yourself through reflection

Communicate a Vision

- Involve all stakeholders in creation of the vision.
- Wait until you hear what others have to say before you share your personal vision.
- Review your vision frequently in light of stakeholder input and changing needs.
- Share your vision through posters, bulletin boards, and the school website.

Vision at Nocatee

- Pre-service Reading Fair for all teachers.
- Weekly grade level meetings focused on literacy include both coach and principal.
- Parent involvement through Student Advisory Council, Nocatee Boosters, and Families Building Better Readers.
- Reading News in school newsletter and on website.

Reading Fair

- Held during pre-service week
- Highlighted literacy in both reading and content area instruction
- Allowed new and returning teachers to share and clarify the school's vision for literacy
- Start of a new tradition?

Vision Activity: Create a Vision Slogan

- Use 10 words or fewer.
- Think of the future rather than the present.
- Work with others from your school if desired.
- Write your slogan on the provided sentence strip to share with the group.



Literacy Slogans

(From the Florida Reading Association, <http://www.flreads.org/>)

- Anywhere Anytime Any Book
- Good Books are Good Companions
- Books are Bridges
- Fly High with Reading
- On your mark, get set, READ!
- Born to Read
- Believe in Yourself, Read!

Be a model

- In addition to modeling good instructional techniques, McAndrews suggests:
 - Take advantage of teachable moments.
 - Work for small wins.
 - Speak in formal and informal situations.
 - Organize your physical surroundings.

Modeling at Nocatee

During iii conferences held with all K-3 teachers 2 or 3 times a year, the coach and teacher:

- Discuss all students who are struggling or about whom the teachers are concerned.
- Review all assessment data and plan for further assessment, including OPM.
- Plan for or review intensive intervention as needed.

(Handouts: iii conference forms.)

Modeling at Nocatee

“A room of one’s own for literacy.”

-Jennifer Allen, *Becoming a Literacy Leader*

- Coach’s office
- Leveled books sets and materials
- Professional development area
- Gathering and conference areas
- Alternate site for modeling lessons
- Book sharing collection
- Much more still to come...

Modeling at Nocatee

Photos of Reading Room
at Nocatee to be included

Be a model: Activity

- Take one minute to think of ways that you are a literacy model in your school/district.
- “Popcorn” out your ideas when prompted to do so.

Take Risks

- Take the opportunity to provide literacy leadership, even if it is not a comfortable “fit” for you.
- Try a new idea that you have heard at a conference, read in a professional journal, or seen modeled in a classroom.
- Foster new professional interaction patterns in your school or district.

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"We're looking for someone who's comfortable taking risks."

Taking Risks cartoon- working on
getting permission to use this.

Taking Risks at Nocatee

- Focus on small group, differentiated instruction with whole school book study.
 - All teachers, including special area teachers, were involved.
 - The book study was a learning experience for all, including the coach.

Taking Risks at Nocatee

- Finding more time for intensive reading intervention involved:
 - New models for scheduling
 - Creative use of available personnel.
 - Teachers “stretching” to release some control of student instruction.

Take Risks: Activity

To be determined.



Nurture Trust and Competence

- Assume that all stakeholders can and will become more competent.
- Respect and use the expertise of others.
- Avoid general edicts.
- Always say “we.”
- Respect privacy.

Nurture Trust and Competence

- Taking risks involves trust; work to build trust through all your leadership actions.

“Trust is essential to creating a nurturing environment; without it, little else in an organization or relationship matters.”

-Donald McAndrew

Nurture Trust and Competence

- McAndrew suggests taking a credibility quiz to show how trustworthy a leader you are. Ask yourself:
 - Is my behavior predictable or erratic?
 - Do I communicate clearly or carelessly?
 - Do I treat promises seriously or lightly?
 - Am I forthright or dishonest?

– Page 96 in *Literacy Leadership*

Nurturing Trust and Competence at Nocatee

- Teachers as models for excellent instructional practices.
- Modified “Reading Academy” training for paraprofessionals who work with K-3 students.

Nurture Trust and Competence: Activity

- Discuss with a shoulder partner those activities that help you trust someone in a position of leadership.
- Be prepared to discuss your ideas with the group.

Encourage the Heart

- The HEART procedure encourages the heart in any organization:

H: Hear and understand me.

E: Even if you disagree, please don't make me wrong.

A: Acknowledge the greatness within me.

R: Remember to look for my loving intentions.

T: Tell the truth with compassion.

-Bracy, Rosenblum, Sanford & Trueblood

The 10 commandments of confrontation:

- Do it privately, not publicly.
- Do it as soon as possible.
- Address one issue at a time.
- Do not repeat the criticism. Say it once.
- Present criticism as suggestions or questions.

The 10 commandments of confrontation:

- Avoid sarcasm.
- Avoid “always” and “never.”
- Deal only with actions a person can change.
- Don’t apologize for the criticism because it suggests you aren’t sure it is necessary.
- Don’t forget the compliments.

Encouraging the Heart at Nocatee

- Book sharing for all stakeholders encourage sharing of interests.
- Gathering area in Reading Room will be a place for all teachers and paraprofessionals to share food and conversations.
- Secret buddies program.

Low- and No-cost rewards to Encourage the Heart

Look someone in
the eye and say
“Thank you.”

Create a photo
“Wall of Fame”.

Volunteer to do
someone’s least
favorite task.

Send a
handwritten
note or thank
you card.

Ask five
people to say
thank you to
someone.

Encourage the Heart: Activity

- Talk to those around you and brainstorm other low- or no-cost ways to encourage the heart.
- Be prepared to share your ideas with the group.

Transform Yourself

- Keep a leadership log.
- Observe the leaders around you.
- Form learning teams.
- Create “flying squads” to identify best practices in your school.

Transform Yourself

- McAndrew suggests taking daily mini-vacations by:
 - Practicing deep breathing;
 - Daydreaming;
 - Engaging in physical movement;

Transform Yourself: Activity

Reflection: Where should I start?

- Think back over the six principles just presented and consider which one provides the best springboard for your growth as a literacy leader.
- Write a note to yourself as a reminder to put this principle into practice.

Principles of literacy leadership

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References

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