WORDS OF WISDOM FROM JEAN PIAZZA

Words of wisdom that I try to live by and have served me well...

1. Respect administrators’ time. Yes, we are all busy, but you will get nowhere if you don't ensure that the time they spend with you is time well spent . Be

prepared and professional;  however, do not let their demanding job be an

excuse for them to avoid being involved.

2. Never conclude a meeting with administrators without scheduling the next meeting -time, date, place.

3. Always have an agenda for any administrators’ meeting. The first item on mine is always "admin issues or concerns", and the last item is always "next steps".

4. Start where the administrators are. If they are a plant manager, start there and

help them grow into instructional leaders. If they have some SIM

background start there and help them deepen and expand their knowledge. (You

get the picture.)

5. Data, data, data...Don't just say all is going well, have data to back it

up. Data, data, data…

6. Always ask what is the question they want answered. I find this is a great

approach to get them focused and to help me know what it is they want to

accomplish.  This also helps administrators who really don't know. They just know they want SIM, and they want to raise scores.

7.  Remember the partnership principles. They are as critical in working

with administrators as they are in working with teachers.

8. Always send a debrief report after any visit. Use titles, not names in the

report. This report provides you and the administrators a running story of what is

happening and how it is going as well as serving as a great communication

tool.  I have attached a blank template that I use.

9. Keep all communication and documents to one page and bullet the key

points. Stick to the facts, get to the heart of the matter, and make it

obvious.

10. Ask administrators for their preferred means of communication and honor it.

The following are some activities I have done with administrators:

1. Do walk-throughs together then calibrate to help them see what they should

see with fidelity of implementation of CE or LS

2. Co-construct CERs as a means of instruction as well as experience with

devices.

See attached documents-

FRAME - I used with a group of bldg admins who did not understand

what I meant by a lit leadership.  It worked well to help them get their

head around this idea as well as get a first-hand experience with

co-construction and learn about FRAME.

Clarifying table - used this with a groups of bldg and central

office level admins as part of a discussion around literacy; overall purpose

was to ensure all had a common understanding; this was very enlightening,

engaging, and led to many aha moments for the admins

FRAME - did not co-construct this but used it as a means of

providing a "state of the project" report for bldg and central office level

admins of a large urban district.  Was vey powerful as it not only bulleted

the critical info to focus discussion, it gave the superintendent and his

assts an experience of CER (I attached the blank due to confidentiality

issues)