

A 3D rendering of a globe on a stand, a white desk, and a white chair. The globe is blue and white, showing the Americas. The desk is white and has a small shelf. The chair is white and has a simple design.

# A High Performance Development Model for Education

*Dr. Dana T. Bedden  
Superintendent of Schools  
Richmond Public Schools  
Leadership Institute  
August 2015*

A chalkboard with a quote written on it. The quote is in white text on a dark background.

Leadership is  
action,  
not position.

-McGannon

*Source: VHA High Performance Development Model*

# Mission Statement

To lead our students to extraordinary, honorable lives as inspirational global leaders who shape the future with intellect, integrity, and compassion through challenging, engaging learning experiences guided by highly qualified, passionate educators in partnership with families and communities.



# Generally: Four Levels of Employees in RPS

- **Level I--Frontline staff, those without supervisory responsibility**
- **Level II--First line supervisors and team leaders – Assistant Principals, Asst. Director, etc.**
- **Level III--Division and/or school leaders – Principal, Directors, other middle managers**
- **Level IV—Executive/Central Office leaders – Exec. Director, Asst. and Assoc. Superintendents**



# 8 Core Competencies Desired for Organizational Success

**Organizational Stewardship**

**Systems Thinking**

**Creative Thinking**

**Flexibility/Adaptability**

**Customer Service**

**Interpersonal Effectiveness**

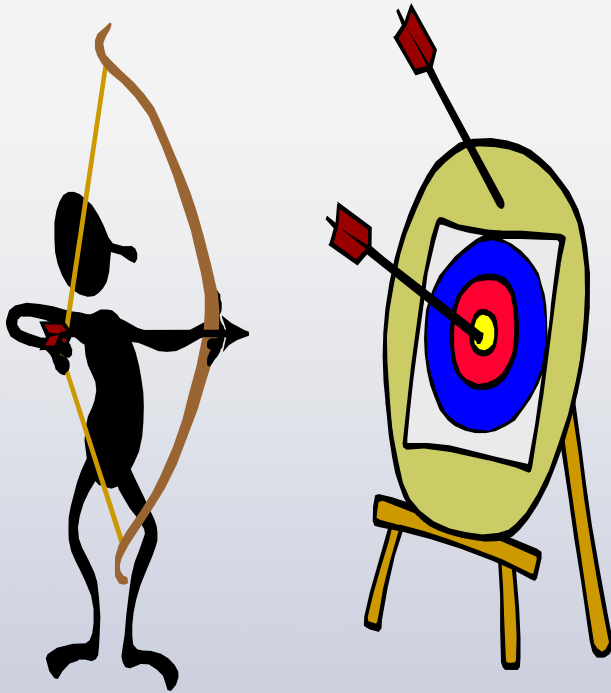
**Personal Mastery**

**Technical Skills**

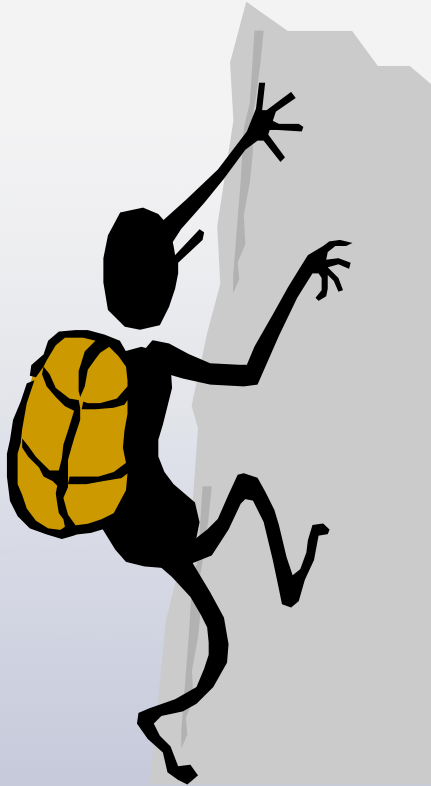


# Technical Skills

**Displaying skills and abilities to perform assigned tasks, including basic literacy and computer skills, & participates in measuring outcomes of work.**



# Personal Mastery

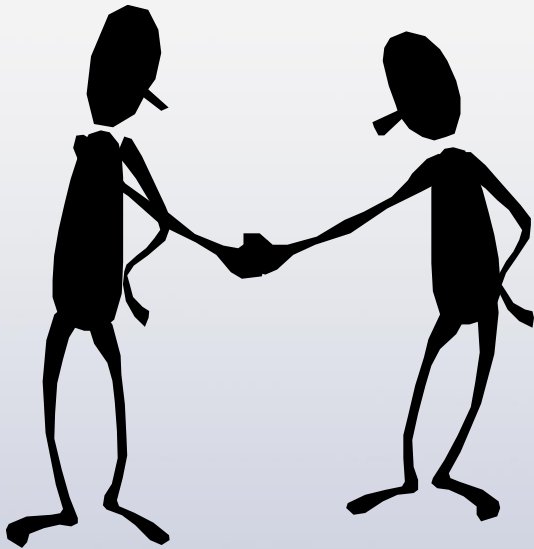


**Assuming responsibility to assess one's strengths and needs, plans continued growth and learning, balances competing priorities and demands, & actively seeking feedback from others.**



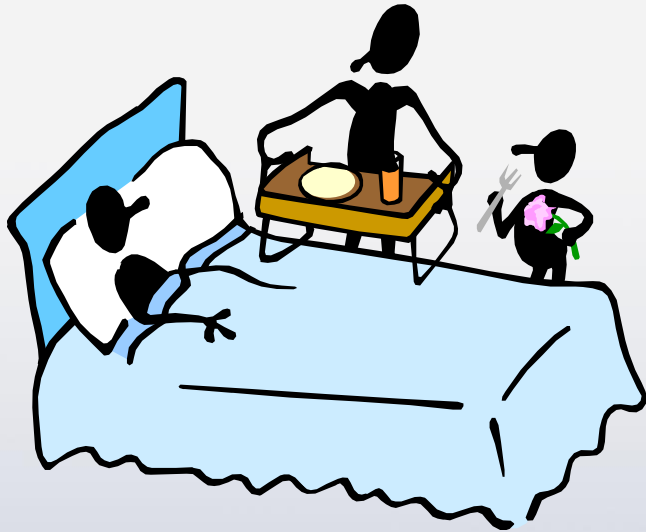
# Interpersonal Effectiveness

**Communicating clearly, listening actively, anticipating customer needs, contributing within group projects, & coaching others in their learning and development.**





# Customer Service



Commitment to  
exceeding the  
**customer's needs,**  
understanding the  
**customer's**  
perspective, &  
**using customer**  
**feedback to**  
improve individual  
performance.



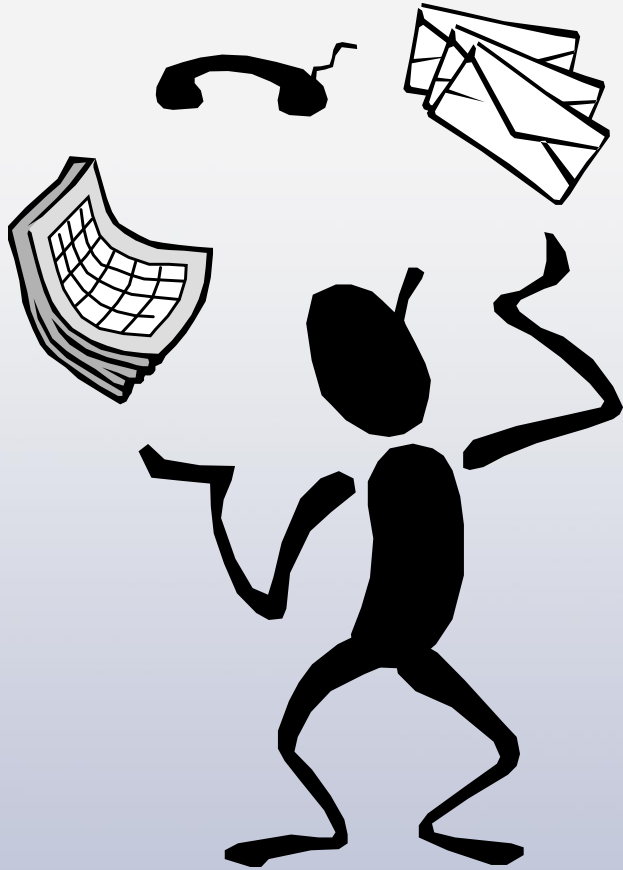


# Exceptional customer service IS...

- ❑ Maintaining a high level of professionalism by following the guidelines and information from today's discussion
- ❑ Listening and being attentive to what your customer needs
- ❑ Communicating with clear and concise business language and remembering to watch your body language
- ❑ Being a life long learner at your job as well as your personal education.
- ❑ Taking opportunities to learn new things and being aware of any of the services provided by RPS so you can help and refer seamlessly
- ❑ Being understanding of all people and situations, especially where you may have biases that are contrary



# Flexibility/Adaptability

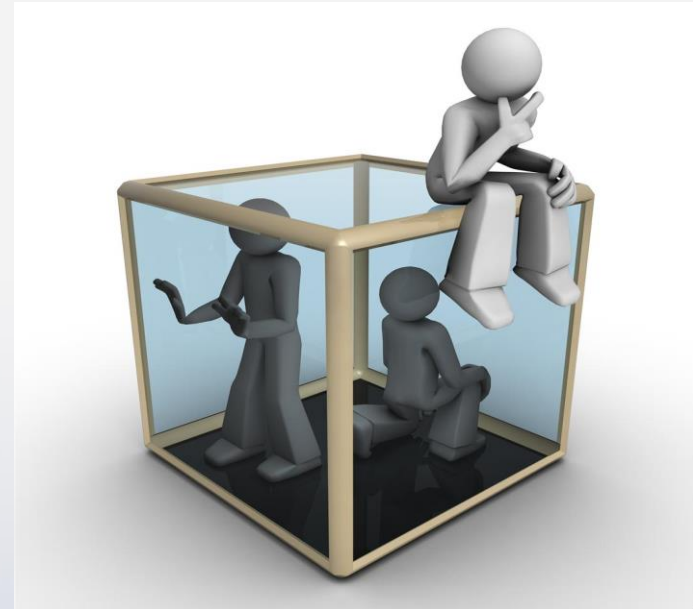


**Demonstrating resilience, remaining calm in high-pressure situations, accepting new assignments and challenges, & responding productively to change.**

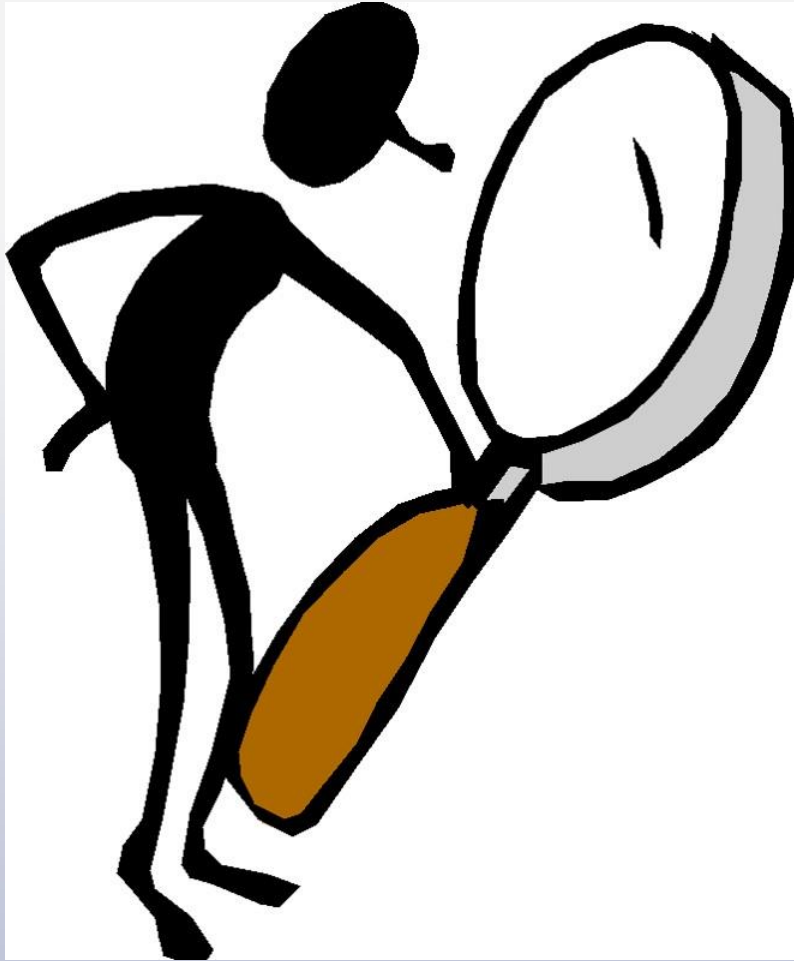


# Creative Thinking

Thinking “out of the box,” open to see alternative solutions, challenging assumptions, encouraging & supporting new ideas, & taking appropriate risks.



# Systems Thinking



Able to see the relationship of the part to the whole, to know how one's actions affect others, grasps the "big picture", & encourages teamwork.



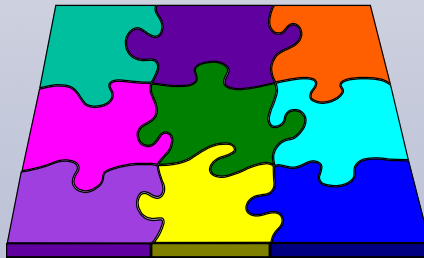
# What and Why Systems Thinking

- **Group of interacting, interrelated, and interdependent parts**

**Feeder Pattern**

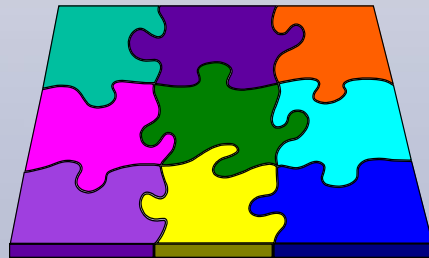
**School System vs. System of Schools**

- **Helps design smart, enduring solutions**
- **Encourages thinking with eye towards the long range**



# Defining Characteristic of Systems Thinking

- Every system has a purpose within a larger system.
- All of a system's parts must be present for the system to carry out its purpose optimally.
- A system's parts must be arranged in a specific way for the system to carry out its purpose.
- Systems change in response to feedback.
- Systems maintain their stability by making adjustments based on feedback.

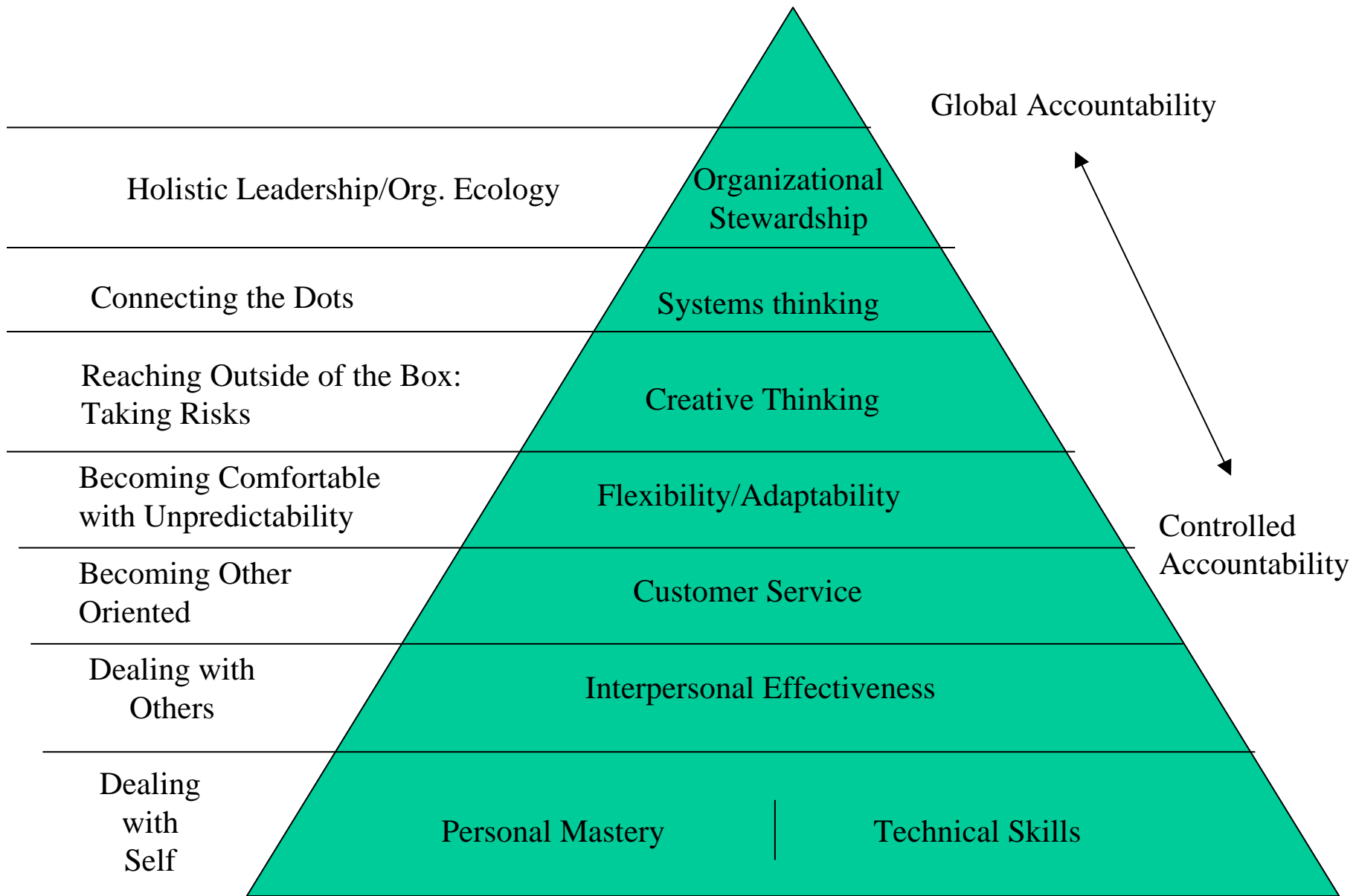


# Organizational Stewardship

1. **Committed to the mission of the organization,**
2. **Showing a concern for co-workers and customers,**
3. **Using resources wisely, &**
4. **Supporting others in their work.**







# Resources

## Succession Planning Website

- <http://ltnestweb8.dva.va.gov/succession/Templates/Master.aspx?pid=986>

## HPDM Website

- [http://www.eugenehairston.com/pdfs/HPDM\\_brochure.pdf](http://www.eugenehairston.com/pdfs/HPDM_brochure.pdf)

## PBI Website

- <http://www.va.gov/pbi/>



# High Performance Development Model



**Building a Better District**