



AR Leadership Partners

NEWS YOU CAN USE TO MAKE THE WORLD A BETTER PLACE

A taste of what good things are ahead in 2024



January, 2024

Happy New Year! It's such a pleasure to give and to receive this energizing greeting from friends and strangers alike this time of year. Yes, like always, most of the people I encounter have an abiding sense that 2024 will be our best year ever... ARLP is going with that feeling too. 2023 was really a fantastic year but for us it also presented some unique challenges. During the year of service, I began to have some unusual pains in my chest. My discomfort grew

This issue features:

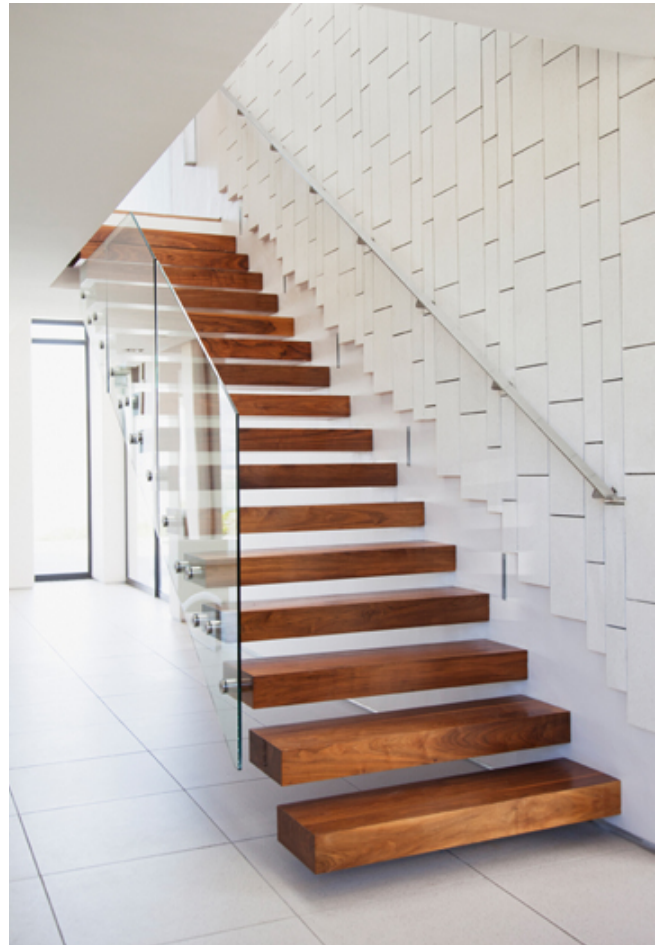
A peek at the SCOE Teacher Residency Program.

The Yolo County Youth Commission

Quantum Learning Leadership

Smart Collaboration to Get Past Silos

to the point where my wife and partner in leadership of ARLP took me to the emergency room at a nearby hospital. We learned I had a very large, unusual tumor growing inside my body. The next several weeks involved a diagnosis of cancer, surgical and other treatments, and painful, complicated recovery that continues today. During that time, ARLP’s journal, *News You Can Use to Make the World a Better Place*, and the accompanying podcast had to be put on hiatus. The heart of the work, however, the services to clients and their respective organizations, continued. We at ARLP were witness to amazing results and recipients of a profound outpouring of love, patience and support.



“Despite and during the challenges 2023 presented, ARLP was able to continue its active partnership”

2023 saw the successful initiation of the Teacher Residency Project with the Sacramento County Office of Education’s School of Education. This project is designed to put 150 new teachers into the classrooms of some of the most needful communities of Northern California. Among the unique aspects of this program is that the new teachers will receive the formal education, real-world experience and ongoing professional support that leads to their credential free of charge, plus they’ll

receive a stipend that will equal a living-wage for most, and graduates are guaranteed employment upon successful completion of the program. ARLP was honored to be both witness and highly active partner in the development and implementation of this historical program.

Another project that ARLP was able to be part of was the development and implementation of the Yolo Youth Commission. This is a small body of young people representing the five towns that make up Yolo County. The Commissioners are charged by the Yolo County Board of

“People really stepped up to leadership in 2023, We can’t wait to see wha’s in store for 2024!”

- Rebekah Rogers

Supervisors, the Yolo County Office of Education, and the MLK Jr. Freedom Center, alongside other community based organizations, to solicit proposals for creative services for youth in the area. The most effective designs were funded over \$50,000 each to implement these creative services in partnership with the Youth Commission. The program, which used a variety of sources to provide the grant funding, is the first of its kind in the Yolo County area and there isn't an exact replica anywhere else. Again, despite and during the challenges 2023 presented, ARLP was able to continue its active partnership with the Yolo County Office of Education to support this important work for young people.

There were several other projects that showed creativity, vision, innovative thinking and heartfelt conviction that is characteristic of the mission of AR Leadership Partners throughout 2023. But I have to point out the care of the community that strengthened me and supported ARLP President (also my wife) Rebekah Rogers to get through the personal challenges while finding ways to maintain the highest quality of professional service to clients. It was the community - our neighbors, members of our faith community, and colleagues from our professional service who brought meals, made financial contributions to help defray the expenses related to treatment, and the personal visits and prayer sessions that really kept us going.

Somehow, despite the challenges, 2023 was just about the best year I can remember. ARLP Nation, because of your vision, skill, heart and soul, I absolutely know 2024 will be our best year ever. I invite you to read-on to learn more about the good work ARLP has in store for the larger community this year. This month's issue will include a look at effective collaboration as a means to overcoming the organizational slow-downs that can show up as a consequence of corporate silos. Also, we'll take a look at ARLP's core driver for improvement *Quantum Learning Leadership* as an approach to attaining sustained continuous improvement. We'll revisit some old friends highlighting their successes and lessons learned as we move into 2024. As always, you're invited to "lean-in" with us whether you're in service to clients and community in Business, Government Service, Non-Profit Agency, and/or Education.

Thank you!

Al Rogers, Ed. D., CEO and Co-Founder
AR Leadership Partners

It Takes Leadership and Learning to Get Results

Leaders and their organizations are effective to the extent they achieve positive outcomes for their clientele, both internal and external. We've learned and developed several protocols for nurturing and sustaining success at the individual, leadership team, and organizational levels. At the heart of all "success initiatives" is learning. Certainly new talent in the form of human resources, technological investment and integration are also common but to make such acquisitions work a high degree of learning will be required. To this end, we've developed Quantum Learning Leadership to support and inform improvement initiatives (along with a series of learner and context-specific tools and protocols. Here's how it works

Quantum Learning Leadership Brings Great Success

Leadership is action taken to generate improvement and positive outcomes. Leadership is making "great things" happen. The degree of greatness of leadership is a function of the scope of effects, durability of the results, and sustainability of the actions and conditions that caused the improvement. Whether one takes the action themselves or inspires others to act, everyone can be a leader.

AR Leadership Partners (ARLP) has developed a leadership framework that guarantees success. A leadership framework is a paradigm within which thoughts, relationships and actions follow a distinguished theme and rationale. The words and actions of participants in a leadership framework follow distinct patterns that lead to predictable ends.

Quantum Learning Leadership is ARLP's leadership framework. Adherents see great success in their



Learning is at the core of all success initiatives

work. Quantum Leadership Learning is comprised of four elements:

1. Success
2. Hope
3. Culture
4. Action

Success, the first element of Quantum Learning Leadership, refers to a vision of excellence shared by a group. The group agrees on what winning looks like relative to some shared interest. Additionally, the shared vision is inclusive of all members of the group. Like the other elements of the leadership framework, a shared vision of success is essential and provides the group with its purpose.

Hope is the second element of Quantum Learning Leadership and is rooted in the core values and beliefs held in common by the members of the group. It is the conviction that, relative to the group’s vision of success, the knowledge and skills needed can be attained, the required resources can be acquired, and that the ingenuity needed to realize great success can be applied by members of the group and its allies. Without hope, the group will not succeed.

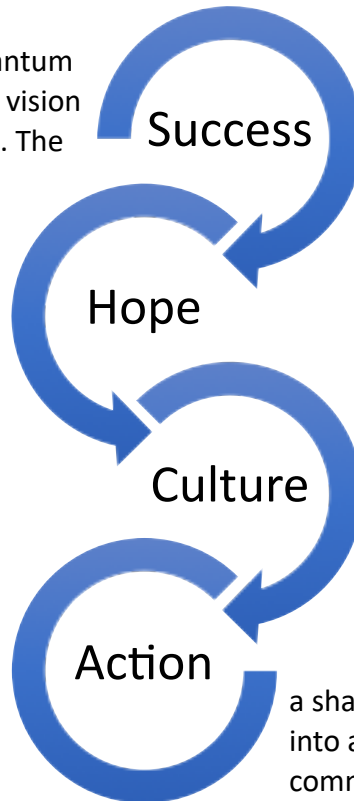
Culture is the set of roles, relationships, language, and behavioral patterns of the group; it is the third element of Quantum Learning Leadership. Groups organized into learning structures such as networked improvement communities and communities of practice, empowered with the elements of shared understanding of success

and hope can be led to achieve excellence. Organizing and facilitating the group in its various learning structures is the purview of the leader. Getting skillful at this work is a noble pursuit for leaders and a powerful driver of

success. This is the way everyone in the group contributes to shared understanding and is a force multiplier. A culture of shared learning is what makes impactful action and great success possible.

Action is the fourth element of Quantum Learning Leadership. Here, the group is led to shared inquiry and collective action *via* improvement cycle. The cycle begins with group identification of a pattern of undesirable results that challenges the realization of the group’s vision of success, i.e., a shared problem. The group, organized into a networked improvement community, conducts a root cause analysis of the shared problem. The

group utilizes the results of the root cause analysis to develop change ideas comprised of shared aims, drivers, and actions that, if taken, would lead to improved results. Then the group engages the change idea following a disciplined approach of studying results while acting. The group can now make sense of the results if its effort and pivot in thoughtful ways if needed to ensure improvement. This process is cyclical; upon completion, the group not only achieves great success, but it also improves individual and collective performance. Due to their learning and development, the great success



they've achieved will be both sustained will continue to grow.

Quantum Learning Leadership creates a compelling, inclusive, and shared vision of success, generates hope, creates a powerful culture, and empowers intelligent, focused action that yields results and growth to ensure continuous improvement.

In schools, nonprofits, and in business, ARLP helps leaders create, innovate, communicate and to lead to achieve great results. Over the last 30 years, Dr. Alan Rogers has used Quantum Learning Leadership to leverage systemic transformation to restore life opportunities for thousands of learners, and to maximize individual and group learning and performance. Transformative results become visible for complex organizations beginning in as few as 6 months – for organizations like the Sacramento County Office of Education, Stanford University's School Redesign Network, the Bill and Melinda Gates Foundation, the Stupski Foundation, Tuolumne County, UC Berkeley, the Yolo County Office of Education, and the 13 Sacramento County School Districts serving nearly 250,000 learners.

Engage in Quantum Learning Leadership for great success.

No-one Succeeds Alone, But How Can We Work Together?

Collaboration is a given for teams working on complex problems - which is pretty much the only kind we have available. Having said that, it's no easy thing to collaborate effectively. Many organizations encounter what theorists Horst Rittel and Melvin Webber termed as "wicked problems" back in 1973. They explained the work involved with social policy and planning involves dealing with almost impossibly tangled knots of issues. Identifying, for example, the root cause of a given issue of a wicked social policy or planning issue might address some of the symptoms but could simultaneously trigger a new set of problems.

Climate change, homelessness, and global warming are examples of wicked problems because the issues involved have no clear, durable solutions and are interrelated.

Organizations attempting to take on wicked problems often have to overcome another obstacle that is a kind of wicked problem by itself - corporate silos.

These silos represent the insular nature of corporate departments. These groups have often developed their own set of cultural norms tightly aligned to the work that gives the department its identity. Human Resources, for example, can easily develop an entirely distinctive way of doing business that might seem incompatible with the way Sales and Marketing gets things done. Yet, if you want to solve wicked problems then you'll have to figure out how to get past corporate silos.



ARLP works on this kind of challenge a lot with the various organizations served. Without exception there are two drivers that lead to durable solutions: Adult Learning, and Collaboration. Dr. Heidi Gardner is among the most effective

thinkers on this work and has published extensively on the topic. ARLP recommends leaders engaged with wicked problems read Dr. Gardner's book, Smart Collaboration

(Harvard Business Review Press, Dec 13, 2016).

THE SCHOOL OF EDUCATION IS PUTTING NEW TEACHERS IN THE CLASSROOMS WHERE THEY ARE NEEDED MOST

When the Sacramento County Office of Education's (SCOE) School of Education (SOE), asked its 13 public school districts serving 250,000 students about the most profound, on-going needs relative to providing high-quality instruction in every classroom. The responses were clear: the communities needed teachers - especially in two areas of specialization:

- Transitional Kindergarten
- Special Education

The SOE determined to respond to the community needs expressed by developing a Teacher Residency System that will provide up to 50 teachers with the described credentials yearly for three years beginning in 2024. That's 150 teachers for the most vulnerable young learners in the most economically challenged communities in just three years. Here's how they got it done..

Opportunity/Project Overview

After getting clear on the community's teacher staffing needs, the School of Education successfully won the California Commission on Teacher Credentialing's (CTC) Teacher Residency Capacity, Expansion, and Implementation Grant for \$250,000. The funding supported engagement and development of a viable Teacher Residency system. The system joined in partnership the Sacramento County Office of Education, an Institution of Higher Education, and the local school districts within Sacramento County to support and deploy up to 150 residents (20 for SpEd; 30 for Multiple Subject Credentials to teach TK or Kindergarten per year for three years. Residents who successfully complete the program would expected to remain in service as teachers in their respective hosting districts for four years - this program was designed to make a significant impact in the region for years to come.

Conceptual Design

There are successful Teacher Residency (TR) programs throughout the state and within Sacramento County most prominently those involving CSU Sacramento, the University of the Pacific, and four Sacramento County school districts. TR programs vary in the designated teacher shortage fields they serve; it was and remains SCOE's commitment to service Special Education and Transitional Kindergarten credentialing/practitioners'

needs throughout Sacramento County. SOE developed the program with key, strategic design elements in mind:

1. Equity and justice are defined and advanced at all levels of program service
2. Authentic partnerships between local educational agencies, accredited credentialing institutions, Institutes of Higher Education, and other organizations e.g., collective bargaining entities.
3. The residency system is financially sustainable
4. Formative and outcome data are to be collected, analyzed, and used for continuous improvement
5. Specific hiring needs were defined, and to be filled each year with the recruitment of resident candidates who reflect the district's and community's unique diversity.
6. Residents will commit to a full year of clinical practices teaching alongside an accomplished mentor teacher.
7. Coursework and professional learning opportunities were tightly integrated with clinical practice
8. All residents are to be mentored by accomplished mentor teachers who reflect their district's and community's unique diversity
9. Clusters of mentors and residents support and learn from one another at residency partners "teaching schools"

10. Residency graduates will be supported as they continue their professional learning and develop as leaders

Those TR programs that have been funded highlight local efforts to recruit, develop support systems for, provide outreach and communication strategies to, and retain a diverse teacher workforce that reflects a local education agency community's diversity.

Other considerations for the School of Education's successful program design included a focus on the quality of the Residents' experience as a means to ensuring a successful transition to the Teaching Profession with a support system that would contribute to sustainability for the new practitioner with limited transience between different schools and/or districts.

The School of Education was aware that allocation of grant funding and time required for Residents to obtain credentials were highly strategic in the development of a system that aimed to attract high quality applicants for Residency, and to support required coursework. SOE committed to full funding with no cost to Residents for the following:

1. Teacher preparation costs
2. Stipends for Mentor Teachers
3. Stipends for Teacher Candidates/ Residents
4. Mentoring
5. Beginning teacher induction costs following initial teacher preparation.

In response to the overwhelming levels of support Residents were expected to make commitments to service by agreeing to serve in a school within the sponsoring district for four years beginning with the school year that begins after the candidate successfully completed the initial year of preparation and after obtaining a preliminary teaching credential.

The Director of the program, Dr. Tierra Crothers said recently the Teacher Residency Program is off to a great start with 33 Residents engaged - and expected to take on the responsibilities of a fully credentialed teacher by August, 2024. A second cohort of future teachers is already in the process of enrolling. This incredible endeavor has set the stage for new partnerships, technological innovation, and renewed commitment throughout the region to provide durable solutions and opportunities for young learners to get a 21st Century education.

JOIN US ON OUR JOURNEY OF LEARNING AND SERVICE IN 2024

AR Leadership Partners is committed to service. We work with Business, Government, Nonprofits, and Education to make the world a better place. Our work often involves strategic advisory to executives and their teams as well as technical assistance on systems that need improvement, innovation, or creation. Our work always involves learning and development. If you go to our website you'll find lots of resources and a chance to partner with like-minded folks who are interested in making a difference. We hope to see you there soon: www.arleadership.org

Warmly,



**Alan Rogers, Ed. D., CEO
AR Leadership Partners**



**Rebekah Rogers, CoFounder; President
AR Leadership Partners**