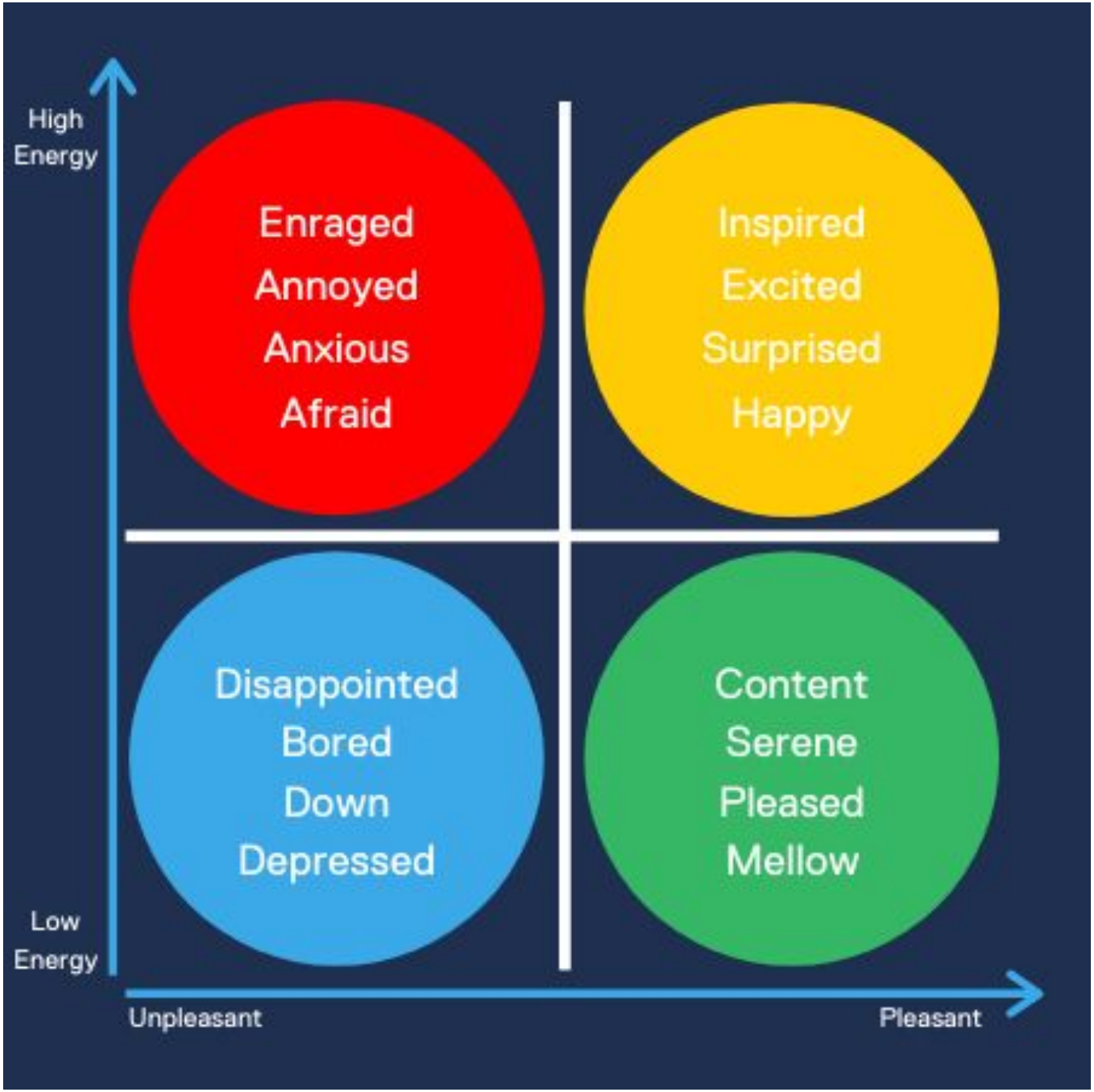
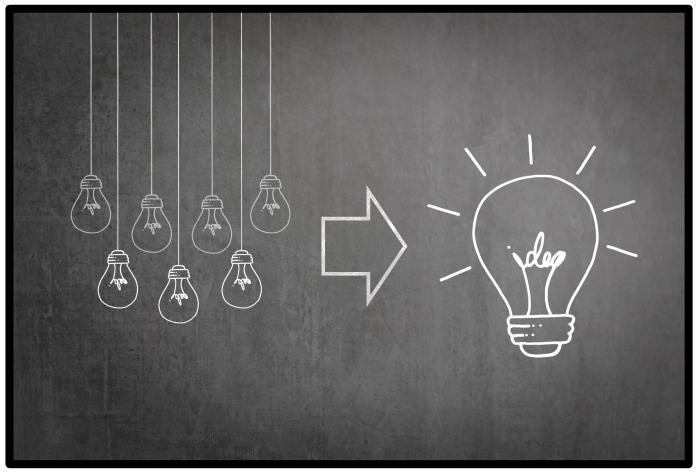
Data Leadership Seminar 2

December 2, 2023


High Energy
Enraged
Annoyed
Anxious
Afraid
Inspired
Excited
Surprised
Happy
Disappointed
Bored
Down
Depressed
Content
Serene
Pleased
Mellow
Low Energy
Unpleasant
Pleasant

Welcome to our October Seminar!

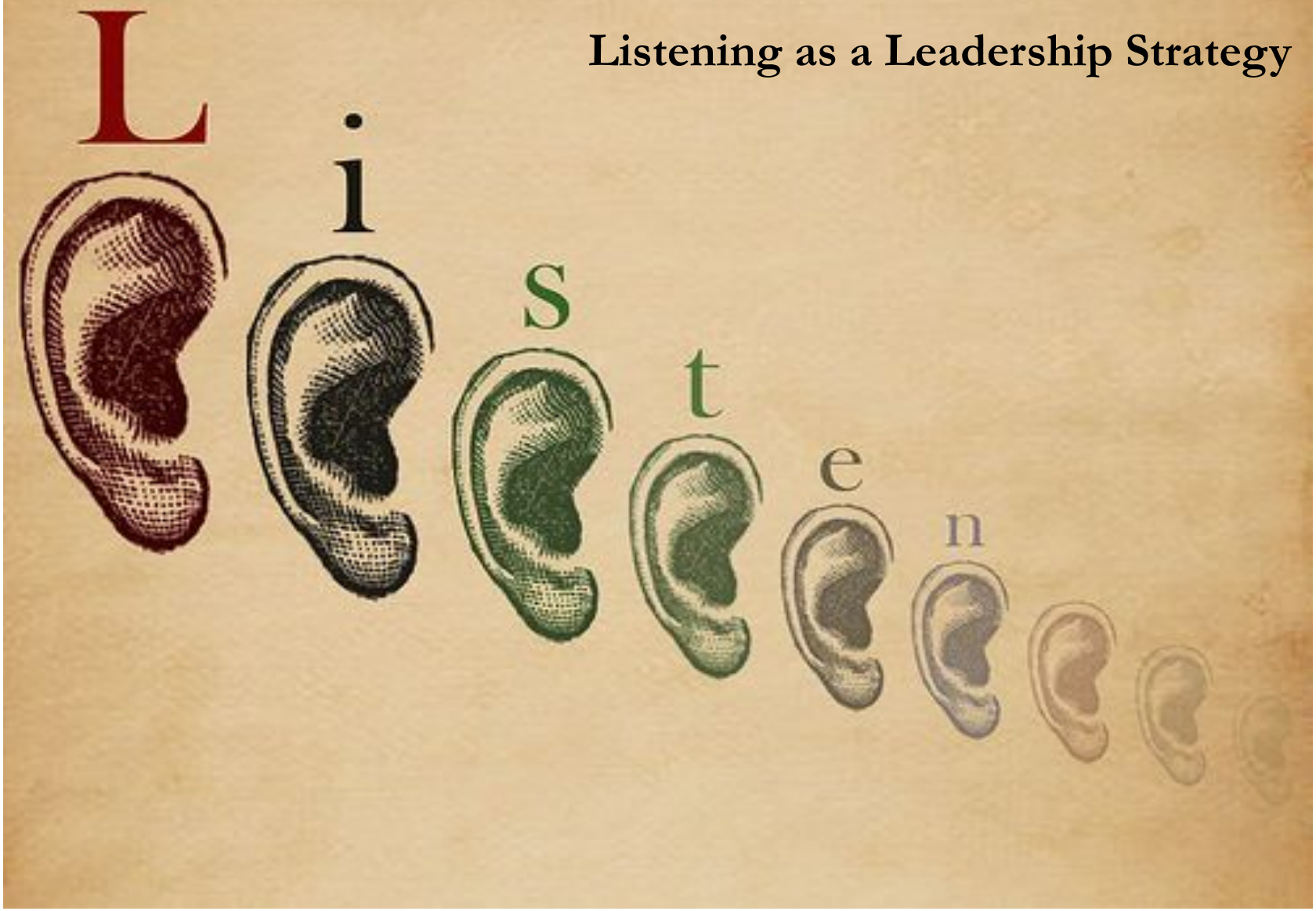
The Flow.



Saturday | 9:00 a.m.–12:00 p.m.

- Listening as leadership
- SWITCH: How to change things when change is hard
- Empathy interviews for data leadership
- 2023 Sonoma County Youth Truth Survey

Listening as a Leadership Strategy



Community Agreements

Notice moments of discomfort & stay curious.	Listen fully-- with our ears, eyes & heart. Honor our norm of confidentiality, "What I say here, stays here."
Speak our truth without fear of blame or judgement. We acknowledge that speaking truth requires courage & vulnerability.	Remain open to the experience of the program and of each other. We acknowledge that all growth is rooted in our openness to discovery.

NATIONAL EQUITY PROJECT

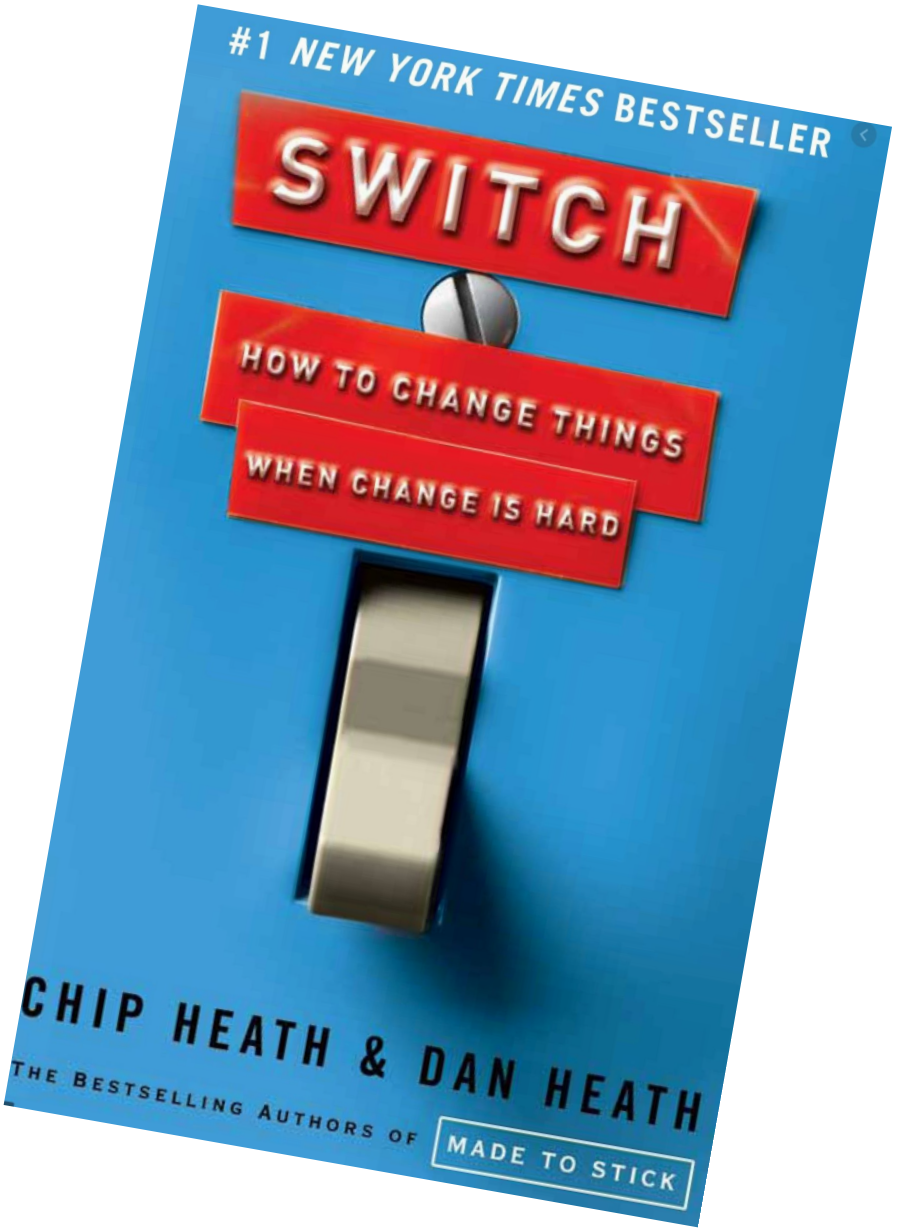
Capstone Project Purpose

Apply key concepts & experiences from our teacher leadership program to address a complex problem of practice or educational challenge in your context.

Switch: Dan Heath “Put Feeling First” Video

Text Protocol

- Share an example from your own life where knowledge has not been enough to motivate a change you really wanted.
- Share 1 sentence from the text that is most compelling or problematic for you.
- Share 1 question this text excerpt prompted for you.



How are we **providing direction and critical information** to the rider?

How are we **tapping into emotion** to motivate the elephant?

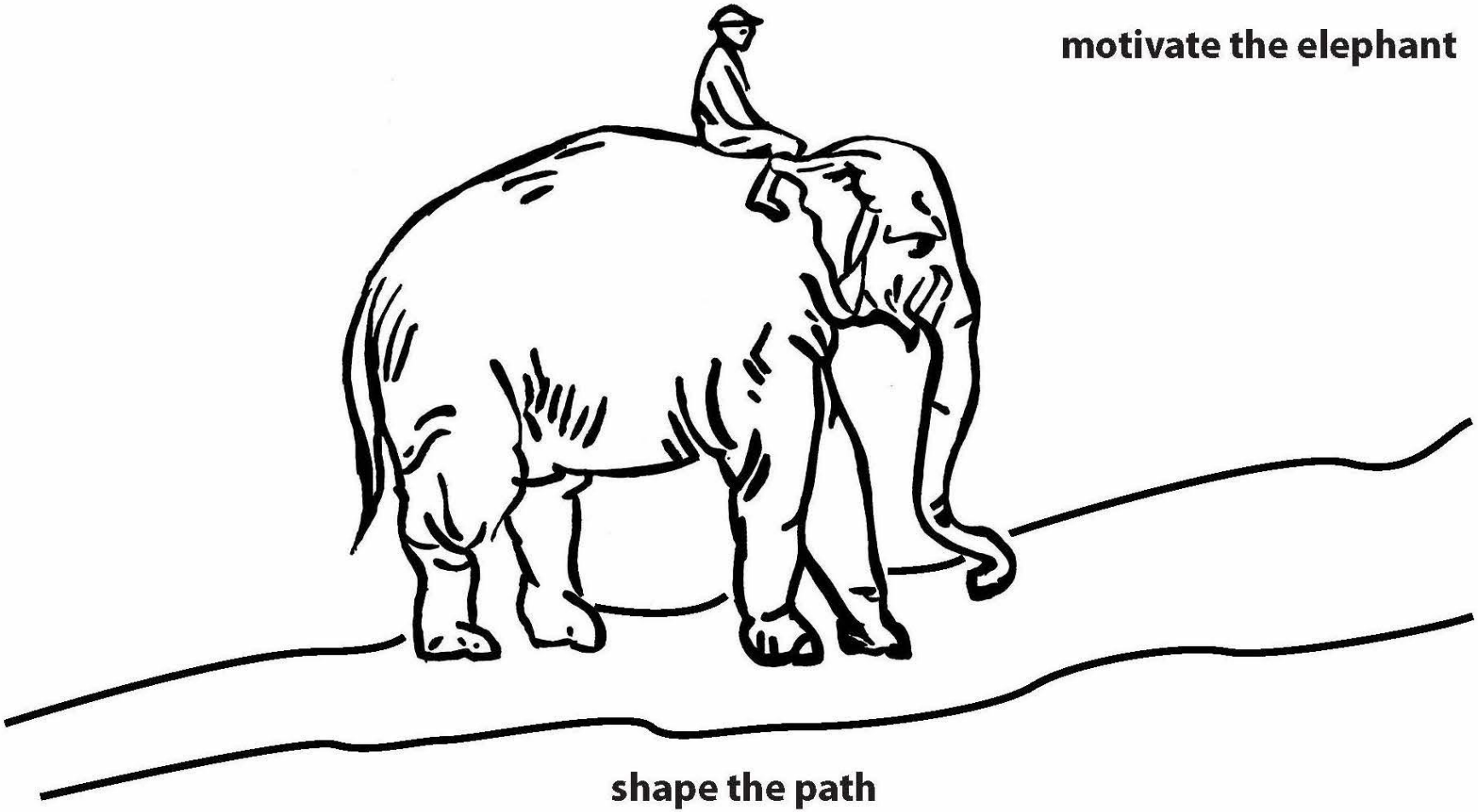
How are we shaping the path by **making it easier and removing obstacles**?

Clear Destination & Knowledge

direct the rider

Identify & Tap Into Emotions

motivate the elephant



shape the path

Ease & Remove Obstacles

Empathy: What?

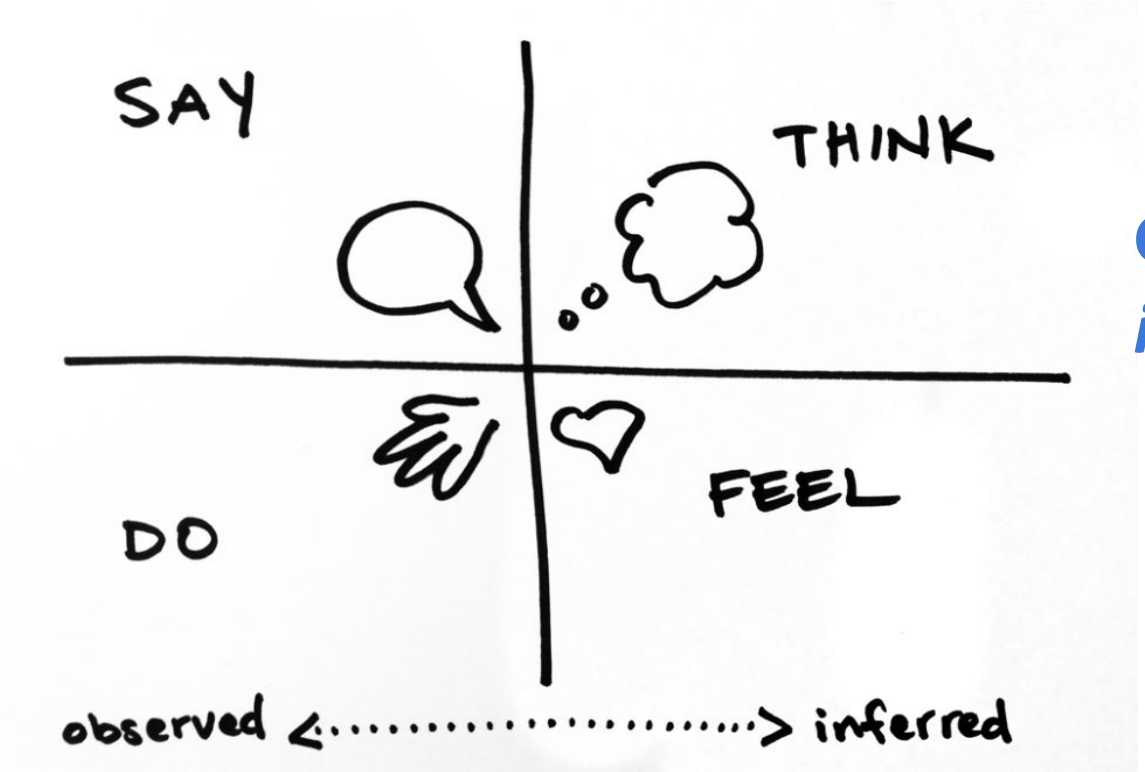
The ability to be aware of, understanding of, and sensitive to another person's feelings and thoughts without having had the same experience (IDEO)

Empathy Interviews: Why?

- See your school through the user's eyes
- To discover people's expressed and latent needs
- Overcome some of the biases or blindspots created by viewing our work through our own experiences
- Engage your users to hear **stories, motivations, feelings**

“Empathy interviewee behaviors are never good nor bad, but they are always **meaningful**.” —Alyssa Gallagher

Graphic Organizer: Say, Think, Do, Feel



Generate *fresh insights*

Four Keys to Ethnographic Research

Ask Questions Neutrally

- Ask open-ended questions
- Seek to understand motivations, values, and perspectives
- Gather experiences as *they* see them

Be Specific/Elicit Stories

"Tell me about a time you…"

Use Wait Time

Ask "Why?"

- "Why did you…?"
- "Tell me more about…"

What To Pay Attention To

What **key points** does does the user *say*?

What does the user say s/he/they *feel)s*? Can you **infer** anything?

What does the user ***do*** during the interview?

Interview Tips

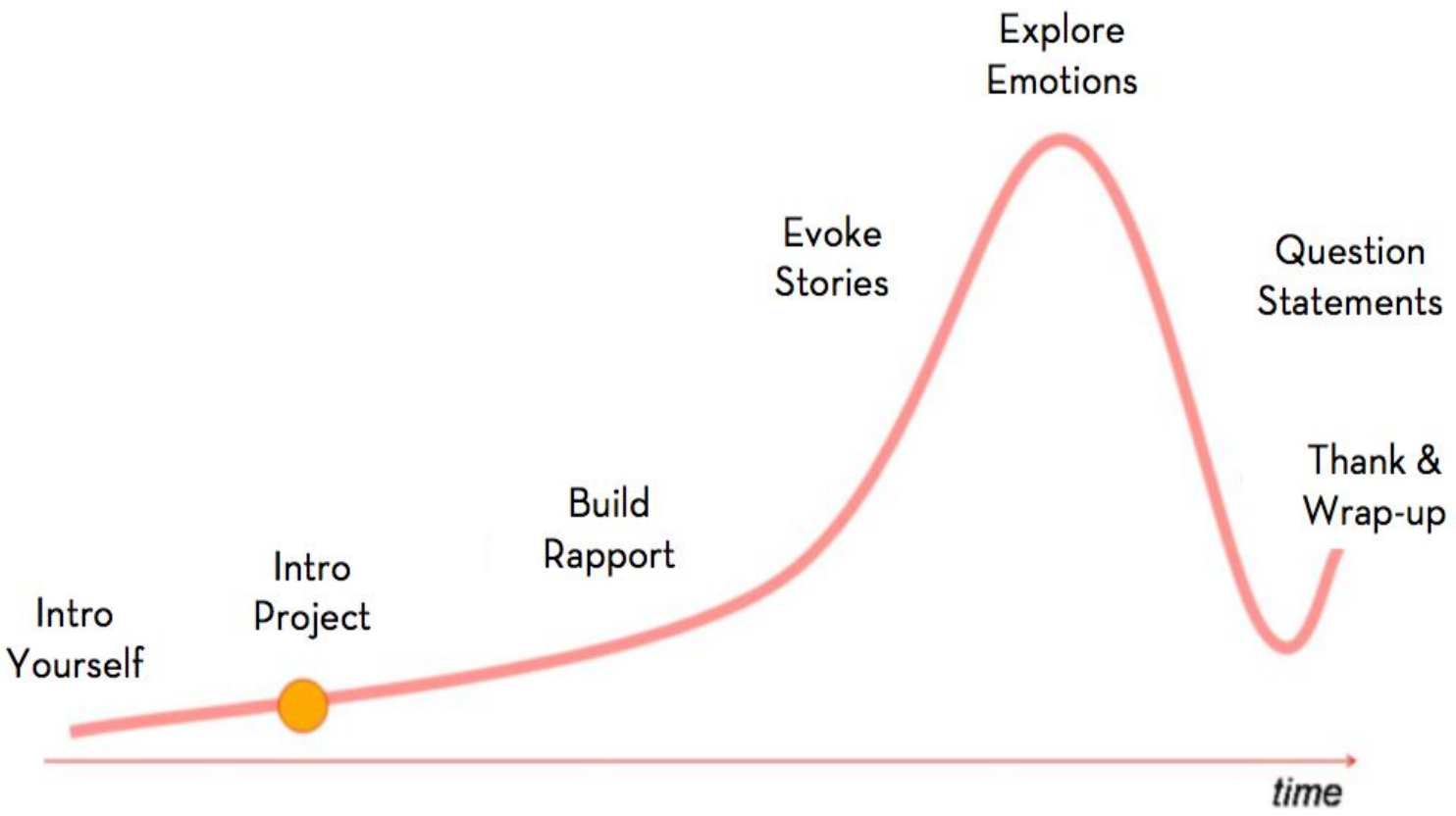
Introduce yourself and briefly describe the purpose of the interview.

"We are working on _____ and are hoping you might chat with us for a few minutes."

It is okay to ask clarify questions as a follow up to your initial question.

"Tell me more about that." or "What was that like for you?"

Arc of an Empathy Interview



Empathy Interview Questions

- Avoid leading and close-ended questions

  Do you have any problems at school?

- Start with open-ended questions and keep them neutral

  Tell me about your experience with ….

- Probe for stories and concrete examples

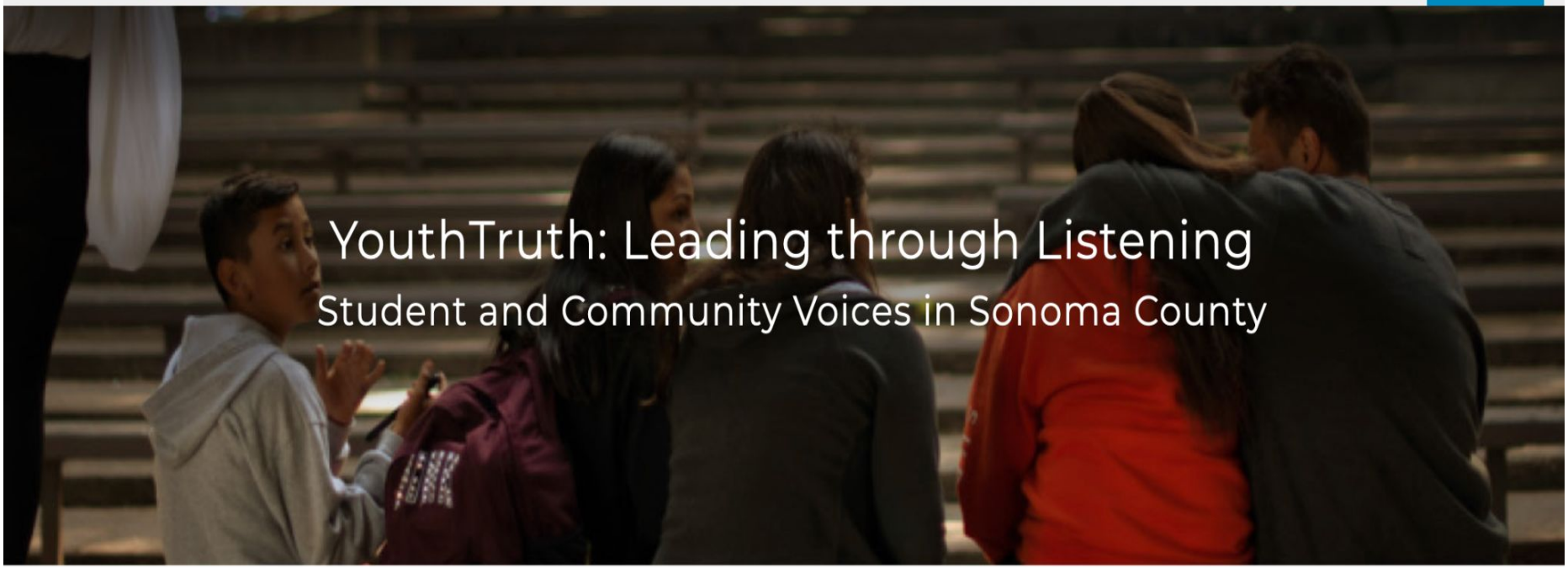
  Can you share a story about an interaction you had that was really positive?

- Probe for emotions

  How did you feel when…?

Next Step Invitation: Conduct Your Own Empathy Interviews

- See your school through the user's eyes
- To discover people's expressed and latent needs
- Overcome some of the biases or blindspots created by viewing our work through our own experiences
- Engage your users to hear **stories, motivations, feelings**



YouthTruth: Leading through Listening

Student and Community Voices in Sonoma County

Background

In January of 2023, the California-based national nonprofit YouthTruth administered surveys across 146 schools across Sonoma County school districts. The effort resulted in hearing from over 56,000 student, parent and guardian, and school staff community members on topics like, academic challenge, school culture, emotional and mental health.

Key themes include school engagement, academic challenge, culture, relationships, belonging, college & career readiness, emotional & mental health, school safety, and the impacts of local environmental disasters and the coronavirus pandemic

Synthesis Report

(with findings across all audiences, and grade levels)

Very Brief Debrief.

Synthesis Report

(with findings across all audiences, and grade levels)

- Identify/highlight 1 data points or insight that feel especially important from your initial review of the synthesis data

- What question(s) did your initial review generate?

May your choices reflect your hopes, not your fears.

~ Nelson Mandela