



**SYMPOSIUM BREAKOUT SESSION**  
**TUESDAY, OCTOBER 25, 2022 | 3:00 - 4:30 PM ET**

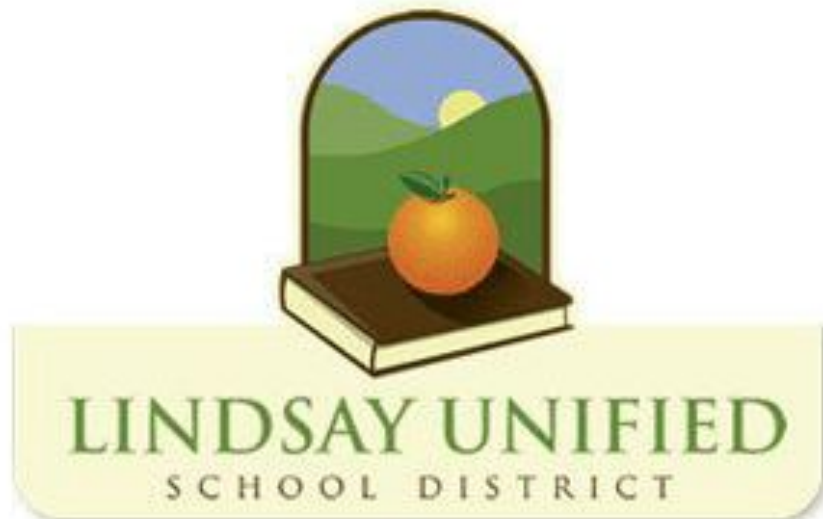
# **Learner-Centered Leadership Lab: Insights from Learner-Centered Superintendents**

## **PRESENTER:**

- Tom Rooney, Lindsay Unified School District, Superintendent
- Nikolaus Namba, Transcend, Senior Advisor



# LEARNER-CENTERED LEADERSHIP LAB: INSIGHTS FROM LEARNER-CENTERED SUPERINTENDENTS





**Tom Rooney (he/him/his)**  
Superintendent, Lindsay  
Unified School District  
Lindsay, CA



**Nikolaus Namba  
(he/him/his)**  
Senior Advisor, Transcend  
Los Angeles, CA

# OBJECTIVES

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- Share our learner-centered leadership framework and the impact it can have on conditions
- Learn and engage with others around five key findings from our Learner-Centered Leadership Lab National cohorts, and how leaders can become more learner-centered
- Explore yourself as a learner-centered leader
- Draft a Concept of learner-centered leadership and get feedback from peers
- Meet some new peers and have fun together!

# ENGAGEMENT

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## Zoom Tech

- Rename yourself so that your preferred name, organization, and preferred pronouns are displayed, if you haven't done so already (ex: Nik | Transcend (he/him))
- If at any point you need support with Zoom, chat Nik.
- ***We encourage video participation***, but understand if you aren't able to

## Participation & Engagement

- We will use breakout rooms for small group discussions
- We will use Zoom chat to share ideas and resources
- We will invite folks to ***go on and off mute*** so that we bring multiple voices into the conversation
- If helpful to you, Closed Captioning is available. You can access it by clicking the button at the bottom of your screen that reads "Live Transcript"





# COMMUNITY AGREEMENTS


*If you are willing to commit to these agreements, drop an emoji or a “YES!” in the chat!*

- ❑ Be Present
- ❑ Be Vulnerable
- ❑ Be Curious
- ❑ Be Courageous
- ❑ Be Transparent
- ❑ Be Learner-Centered

*If at any time the space no longer feels safe for you, please notify a facilitator.*

Go to [www.menti.com](https://www.menti.com) and use the code 1331 1612

# What is Learner-Centered Leadership?

 Mentimeter



## WHAT IS THE LCLL?



**LEARNER-CENTERED LEADERSHIP LAB**



**LEARNER-CENTERED LEADERS...**

**LEAD FROM THEIR CORE**

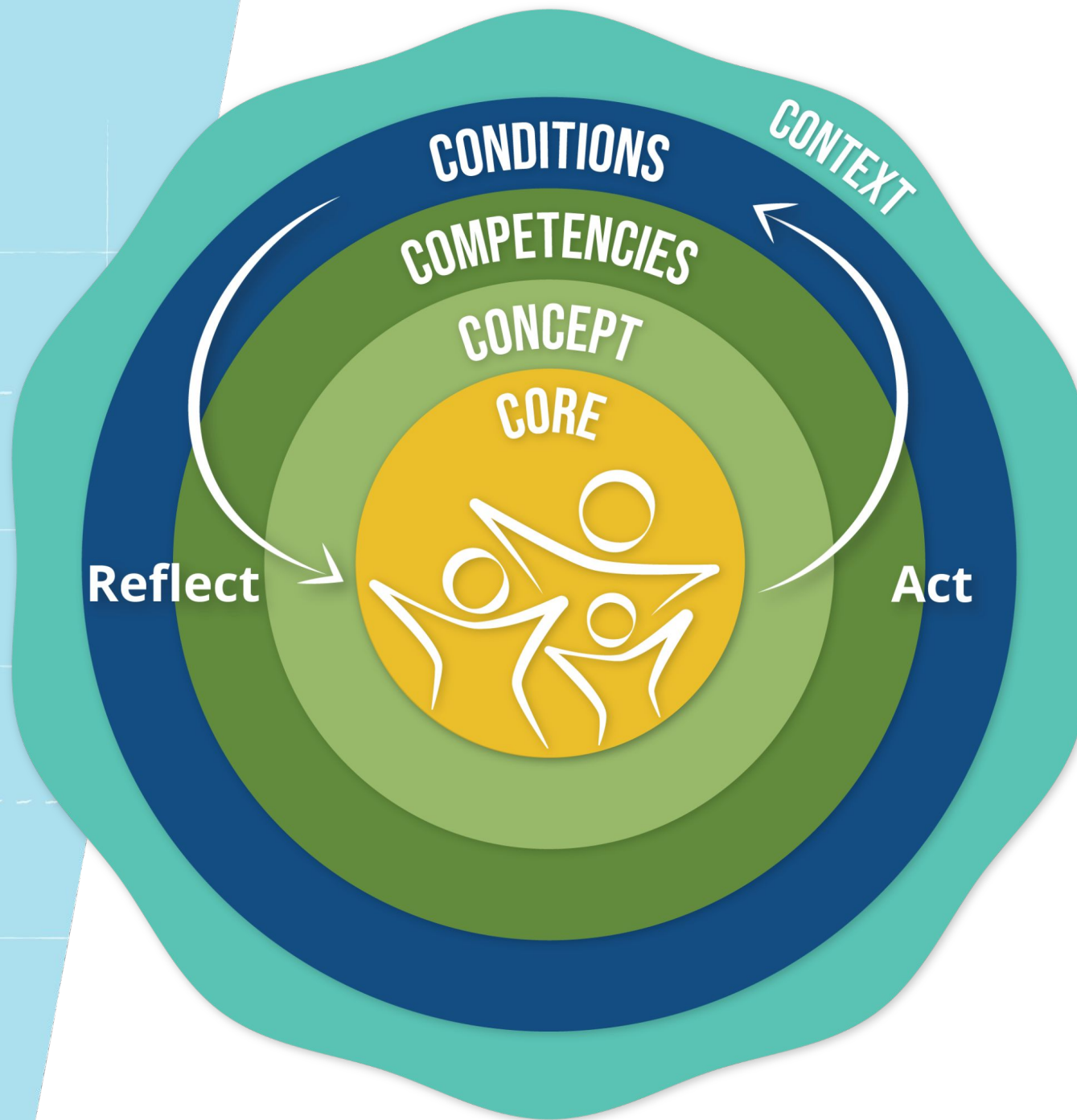
**DEVELOP INTENTIONAL CONCEPTS OF LEARNER-CENTERED LEADERSHIP**

**EXTEND THEIR LEADERSHIP COMPETENCIES**

**— IN SERVICE OF NURTURING THE CONDITIONS IN THEIR SYSTEMS AND THE FIELD AT LARGE**

**AS THEY NAVIGATE THEIR CONTEXTS**

**IT IS AN ONGOING, DYNAMIC  
PROCESS OF GROWTH**



**CORE** = Who the leader is, including their identity, values, motivations, and dispositions

**CONCEPT** = What the leader believes matters most in their role and how it creates impact

**COMPETENCIES** = The leader's abilities to take impactful actions

**CONDITIONS** = The influence of the leader's work in the system becoming learner-centered (Conviction, Clarity, Capacity, Coalition, and Culture)

**CONTEXT** = The situation a leader operates within

# OUTCOMES? OF THE LAB FOR THE LEADERS

- Validate and strengthen their Cores
- **Help them articulate their Concept\***
  - In service of growing their Competencies to enable them to grow the Conditions in their Contexts
- Engage in a warm, welcoming, safe environment where they can learn, grow, and connect with other learner-centered leaders

\*Thus, Concept Articulation is the backbone of the experience

## CONCEPT ARTICULATION

Concept Articulation is the backbone of the Lab experience. We support leaders in **articulating their Concepts...**in service of growing their Competencies to enable them to grow the Conditions in their Contexts.



## What is your Concept (personal theory of action) of Learner-Centered Leadership?

What do you (or might you) intentionally, heartfully, concretely do . . .	To enable others in your system to become more learner-centered . . .	So that we can grow the Conditions for learners to experience more equitable, extraordinary learner-centered environments.
<p>Because I . . .</p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<p>This results in . . .</p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<p>And ultimately leads to . . .</p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>

# TOM'S CONCEPT ARTICULATION

## What is your Concept (personal theory of action) of Learner-Centered Leadership?

What do you (or might you) intentionally, heartfully, concretely do ...	To enable others in your system to become more learner-centered ...	So that we can grow the Conditions for learners to experience more equitable, extraordinary learner-centered environments.
<p>Because I ...</p> <ul style="list-style-type: none"> <li>Fully embrace and live a mindset of service to the learners in my care</li> </ul> <p>and I</p> <ul style="list-style-type: none"> <li>Listen to and value the voice of learners</li> </ul> <p>and I</p> <ul style="list-style-type: none"> <li>Consistently and passionately engage in thinking and action which demands a commitment to do what is best for learners</li> </ul> <p>and I</p> <ul style="list-style-type: none"> <li>Advance a healthy culture of empowered leadership at all levels</li> </ul>	<p>This results in ...</p> <ul style="list-style-type: none"> <li>For my own personal convictions related to learner-centeredness to influence and transform the collective dispositions and actions of the learning community so that WE are founded in and driven by the ever changing needs of the learners in OUR care</li> </ul>	<p>And ultimately leads to ...</p> <ul style="list-style-type: none"> <li>An empowered learning community that does whatever is necessary for all learners to personally thrive and succeed in their current and long-term life aspirations!</li> </ul> <p><b>From the voice of the Lindsay learners...</b></p> <p><b>“The Lindsay Unified community gave me what I needed, when I needed it, and now I am prepared for the opportunities of today and the life that will unfold before me in the years to come.”</b></p>

## CONCEPT ARTICULATION

<https://bit.ly/2022Concept>

## CONCEPT ARTICULATION

Concept Articulation is the backbone of the Lab experience. We support leaders in **articulating their Concepts...**in service of growing their Competencies to enable them to grow the Conditions in their Contexts.

# 5 FINDINGS FROM THE FIRST 2 YEARS OF THE LAB



# #1

- How are you listening to your learners?
- How often do you talk to a wide variety of learners in our districts and hear about their hopes and dreams, joys and frustrations, problems and solutions?

# #1: LISTEN TO LEARNERS (OF ALL AGES)

“If we're truly learner-centered, our work should be centered on asking kids what they want and need, not what we think they want and need.”

# #2

- How are you analyzing all your systems, structures, policies, and behaviors so that your actions/decisions are agile enough to meet the needs of all learners?

## #2: MAKE DECISIONS TO SERVE ALL LEARNERS

“We have to ask, as a part of everyday work, how is this going to benefit the children? That has to be the defining question. Why is this important? What difference will this make for children?... Everyone needs to know how their work ultimately impacts children... Everything that we do has to be about kids.”

# #3

- What actions are you taking to show you are not only continuously open to learning, but **making your learning visible to all?**



### #3: BE THE CHIEF LEARNER

“As the lead learner in a budding learner-centered environment, I’m responsible for creating the conditions, safeguards, and commitments, as well as modeling the behaviors that will enable people to show up in the way we desire.”

# #4

- How are you intentionally building a culture that encourages both adults and children to be vulnerable as learners, which includes reflecting, admitting mistakes and failures, and sharing learnings?

## #4: CULTIVATE A CULTURE OF LEARNING AND GROWTH

“Learner-centered leaders intentionally tend to culture. Maintaining a focus on learning requires psychologically safe environments that allow for vulnerability. I’m finding vulnerability to be at the core of learning.”

# #5

- How are you enhancing the understanding of learner-centered leadership in your organization?
- How are you creating more learner-centered leaders?

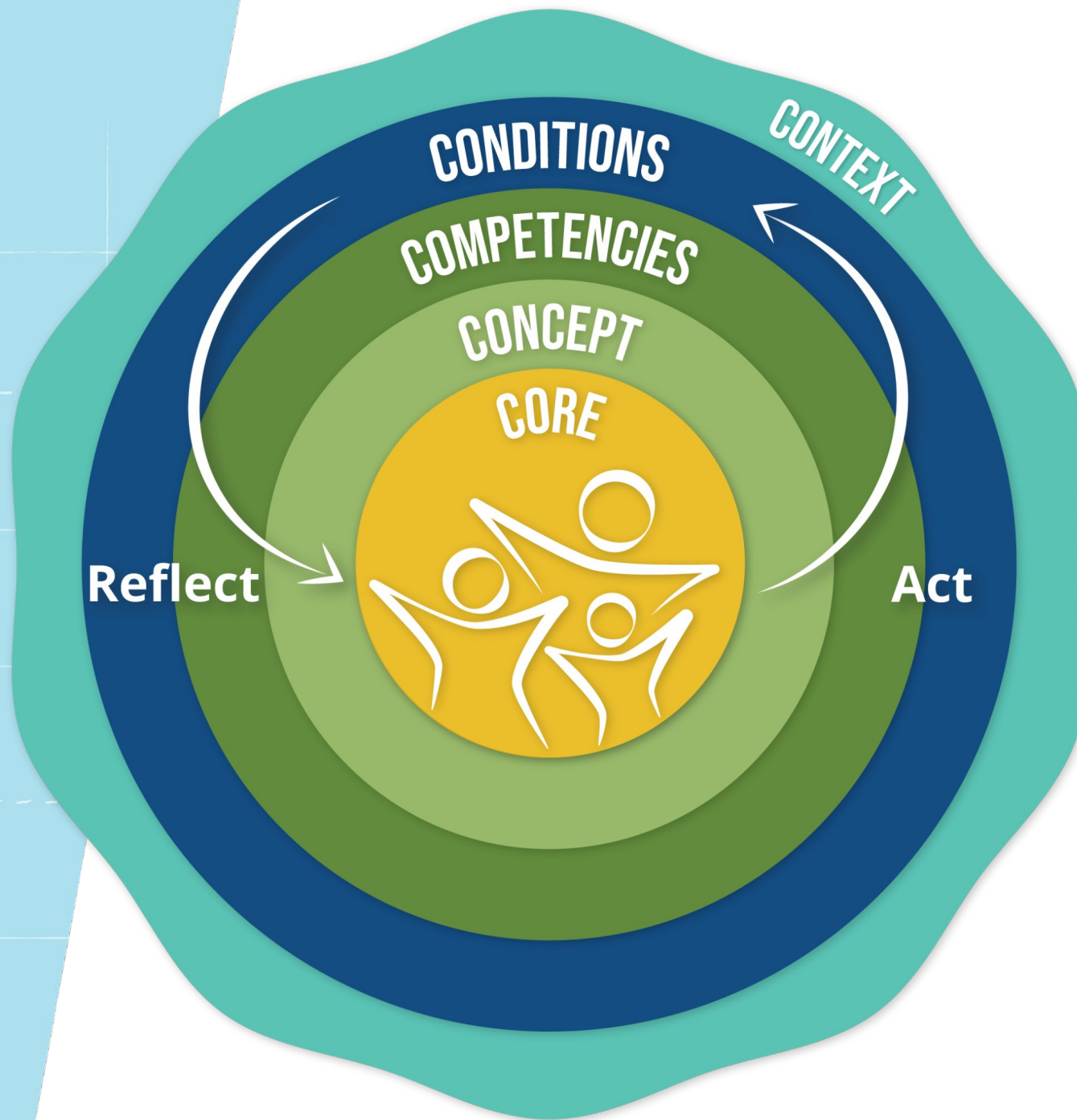
## #5: EMPOWER AND INSPIRE OTHERS TO BECOME LEARNER-CENTERED LEADERS

“You have to have a lot of people at the table, empowering others in the system to make decisions in real-time. It's about empowerment, that's the most important thing I do. Thinking about who else can take this on and lead it. That allows me to listen rather than lead.”





Cohort-based, multi-month professional learning experience for district leaders to provide an open, strong, aligned, supportive community, allowing them to grow learner centered conditions **within the central office and school sites across the district.**



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# LEADERSHIP CONCEPTS

Industrial Era	Learner-Centered Era
Represent learner's interests with very little learner input	Listen to learners (of all ages)
Make decisions to serve the system	Make decisions to serve all learners
Be the Chief Director	Be the Chief Learner
Further a culture of performance and compliance	Cultivate a culture of learning and growth
Control and system of roles, rules, and hierarchies	Empower and inspire others to become learner-centered leaders

# WHAT NATIONAL COHORT ALUMNI FELT AND VALUED



## Closing Survey, Cohort 1 (2020)

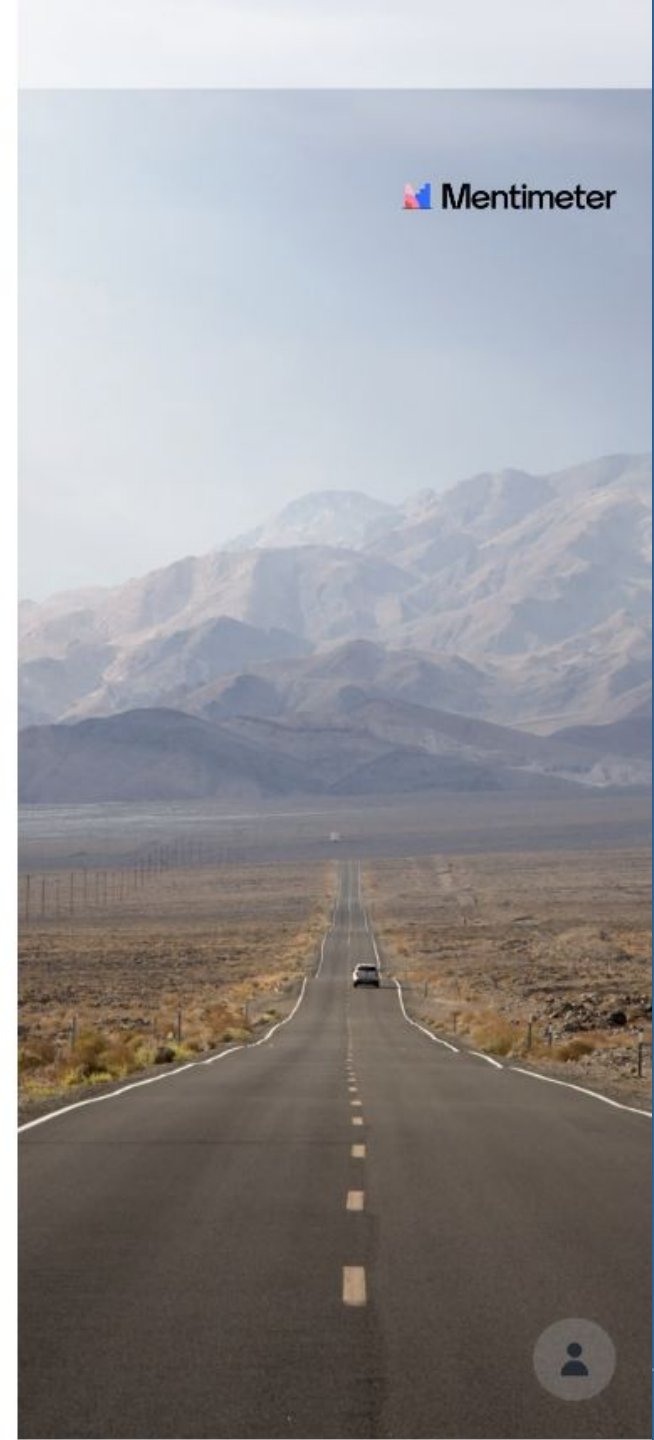


## Closing Survey, Cohort 2 (2021)



Go to [www.menti.com](https://www.menti.com) and use the code 1331 1612

# What learner-centered leadership action will you take going forward?



Go to [www.menti.com](https://www.menti.com) and use the code 1331 1612

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# Ask me anything

No questions from the audience!

Incoming questions will show up here so that you can answer them one by one.



# THE LEARNER-CENTERED LEADERSHIP LAB

*AN ACTION RESEARCH COMMUNITY FOR TRANSFORMATIONAL LEADERS*

The Learner-Centered Leadership Lab (LCLL) is a nine-month program for dynamic system leaders who share a commitment to putting the needs of learners front and center — and thinking through what this looks like in action.

LEARN MORE ABOUT LCLL

“

"It is rare that leaders, at the highest levels of leadership, are afforded the opportunity to continue to build capacity, expand their

“

"We throw money at things and hope they stick and make a difference. If you want to change the world, you do it one leader at a

<https://www.transcendeducation.org/system-leaders>





# AURORA INSTITUTE

## *Symposium*

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OCTOBER 24 – 26, 2022 | VIRTUAL

Thank you for joining us!

***Share Your Thoughts***

Participate in our one-minute poll (link in chat box)

