



Transforming State Systems to  
Improve Outcomes for Children  
with Disabilities

# Transformational Leadership

The Sanger Story —  
What we learned and what the research says

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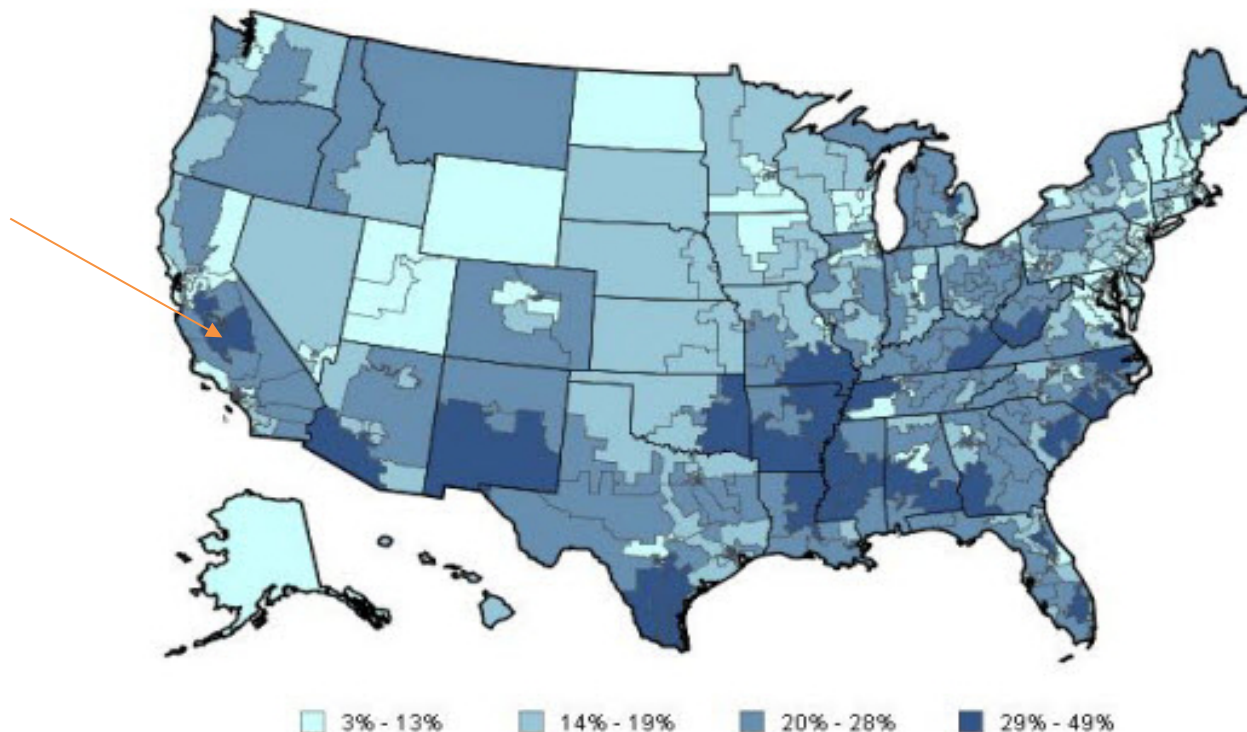
# Something to think about.....

*"If you want to be a transformational leader you have to get "off the edge of the inside."*

# Where is Sanger?



# Demographic View of Sanger, CA



## Children in poverty (Percent) - 2009

KIDS COUNT Data Center, [www.kidscount.org/datacenter](http://www.kidscount.org/datacenter)  
A Project of the Annie E. Casey Foundation

# Sanger Unified at a Glance

- 87% of students are minorities
- 85% qualify for free or reduced lunch
- 24% are English language learners
- 67% of students' parents do not speak English as primary language
- 33% of parents did not graduate from high school

"Welcome to Sanger. Home of 400 unhappy teachers!"

**Welcome to Sanger. Home of 400  
unhappy teachers!**

Question:

So what did we learn?

# Transformational Leadership:

- Cultivates honest communication focused on improvement
- Adopts new approaches to improvement
- Build Collective Commitment of those around them



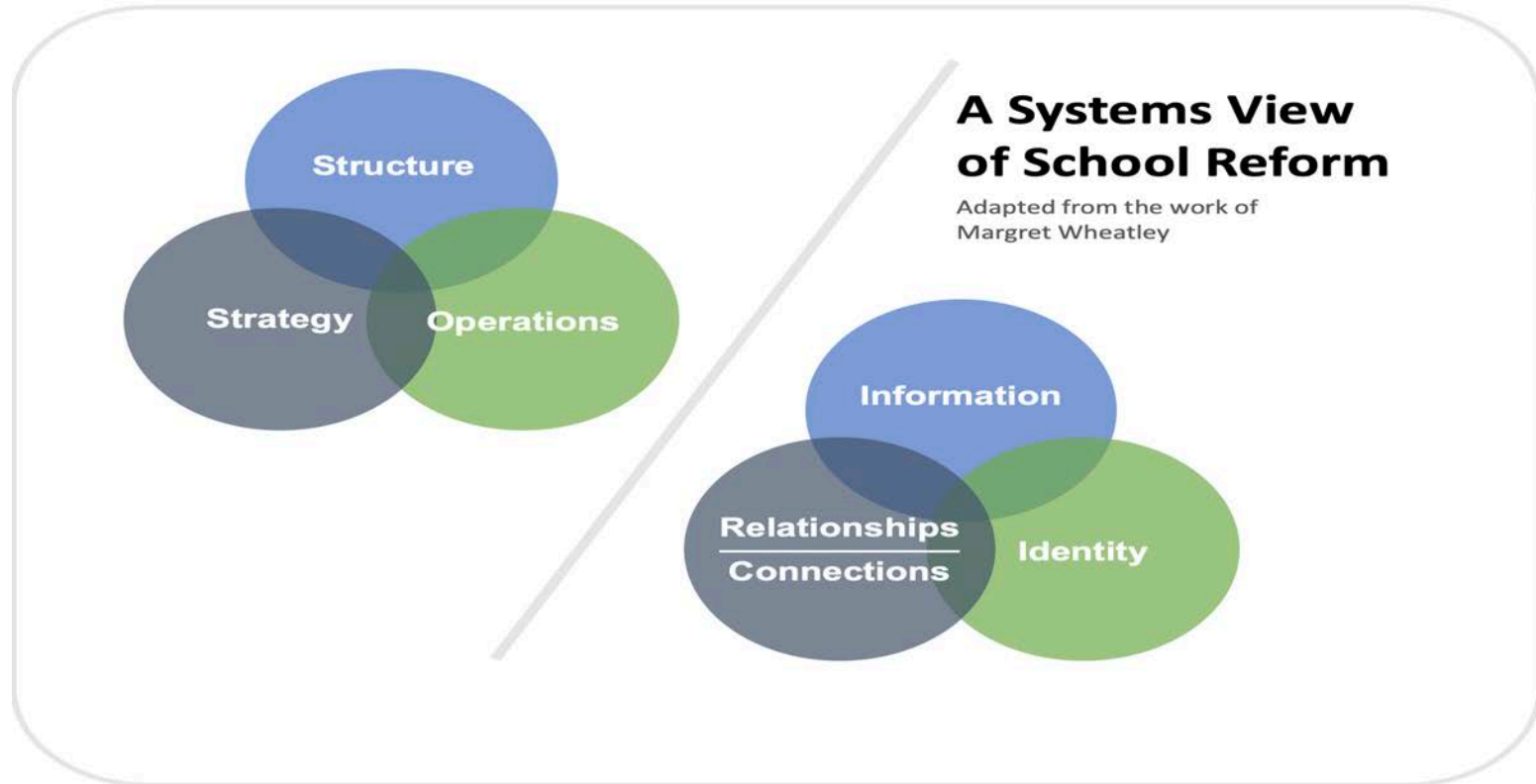
## Collection of high-leverage research that validates our learning

- Margaret Wheatley's – B.T.G.L.
- Edward Deming's- 14 Points
- Navo Parenting 101 - 16 years

# Transformational Leadership:

- Cultivates honest communication focused on improvement
- Adopts new approaches to improvement
- Builds Collective Commitment of those around them

# Margaret Wheatley — B.T.G.L.



# Transformational Leaders:

Cultivate Honest Communication focused on improvement!

Separate and focus on professional honest conversations

*(Wheatley)*

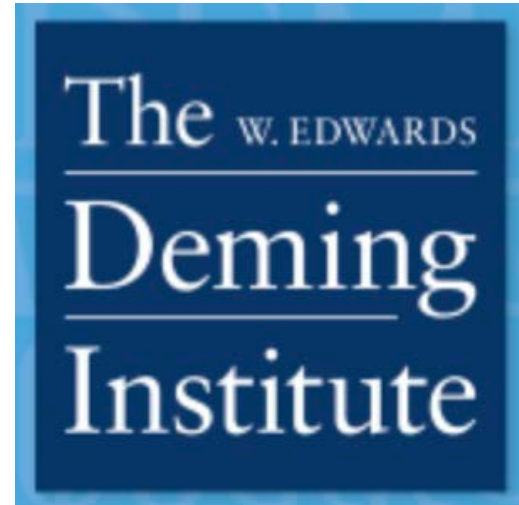


# Edward Deming- 14 points

1982

Published *Out of Crisis*

*14 points to Organizational  
Development*

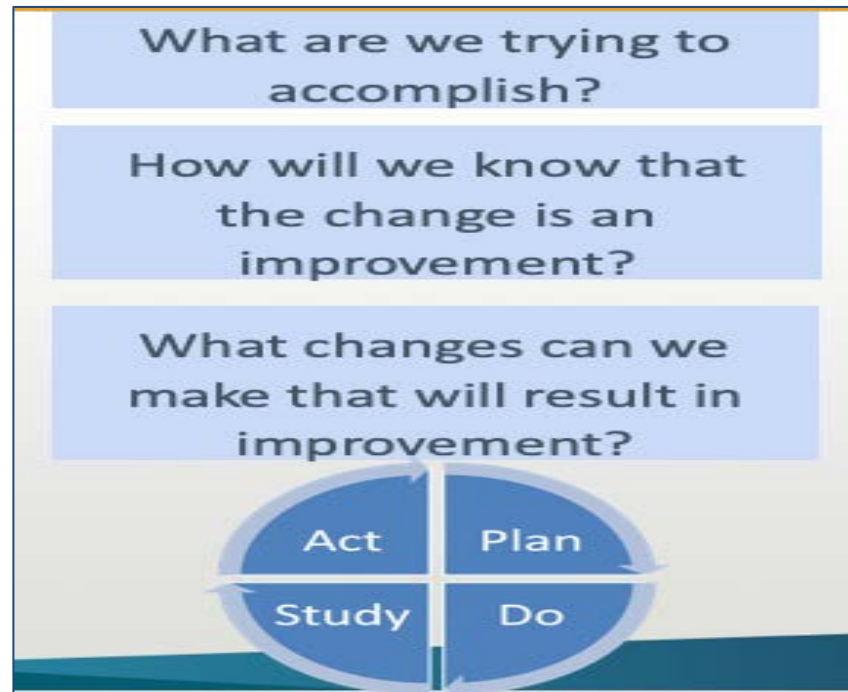


# Transformational Leaders:

Cultivate Honest  
Communication focused  
on improvement!

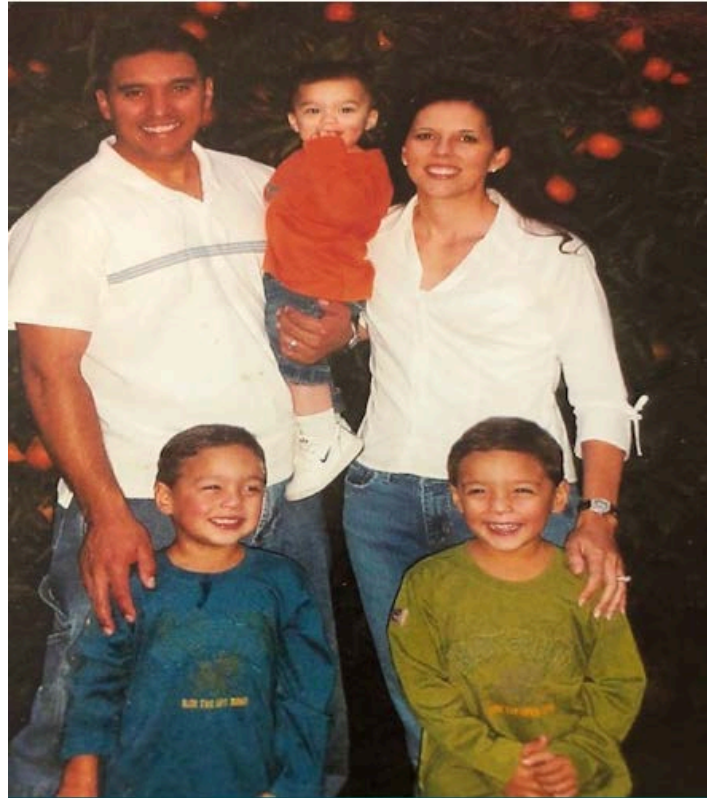
Create a purpose for  
improvement

*Deming*



# Research from my own intensive parenting

*Navo*

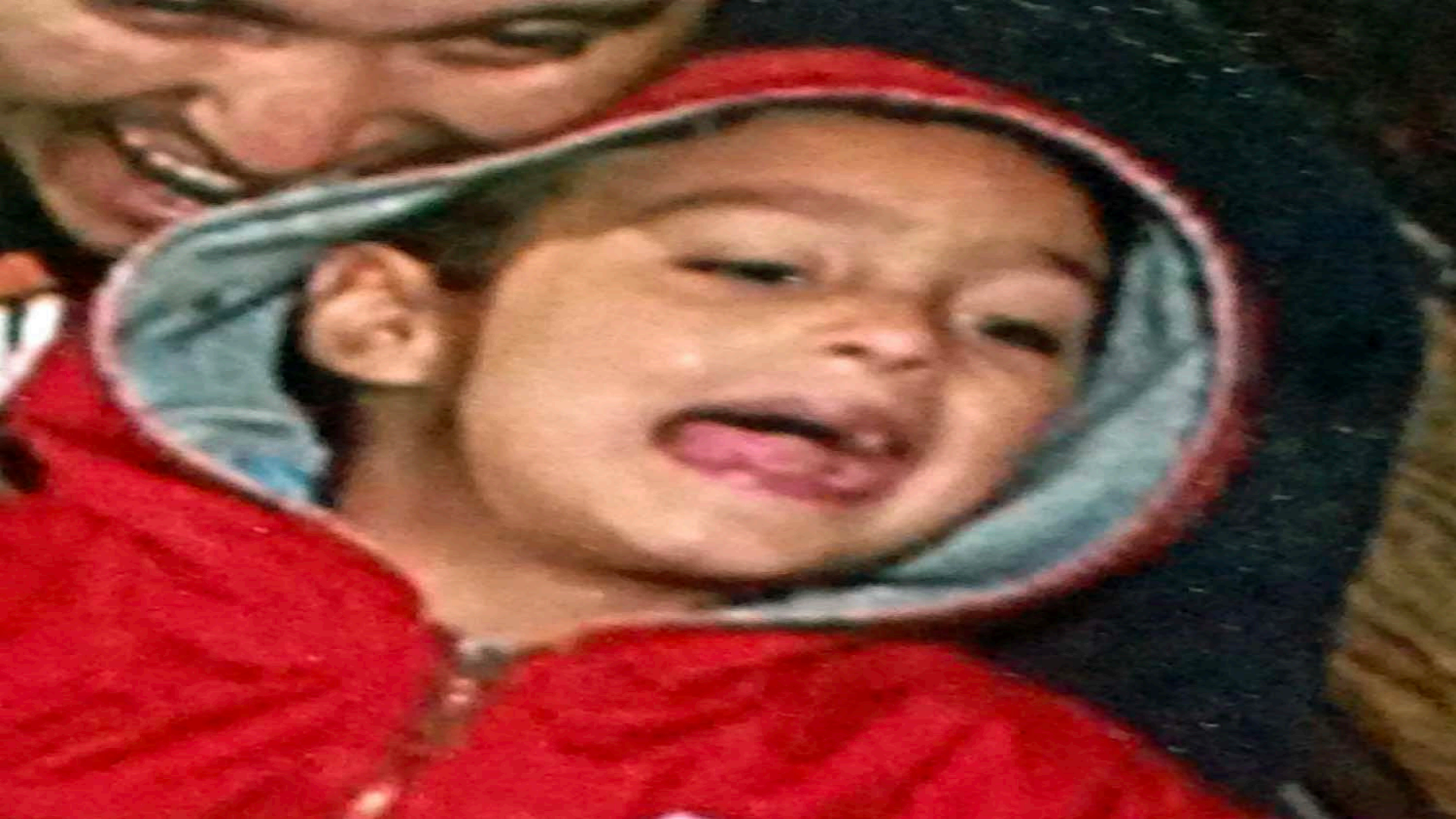




“Don't lie”







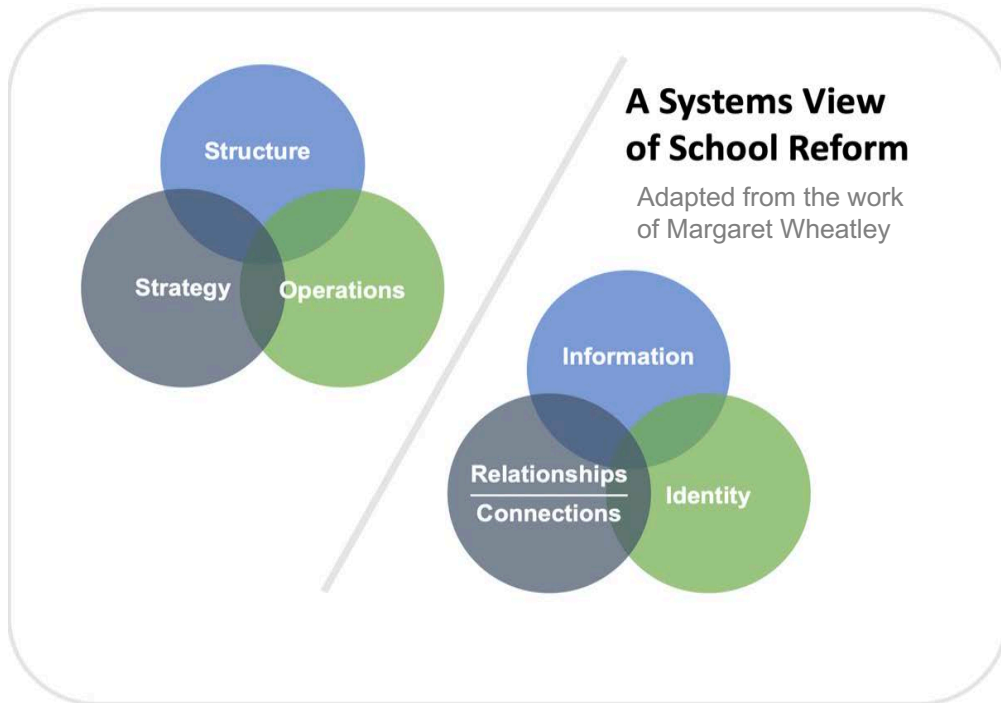
# Transformational Leadership:

- Cultivates honest communication focused on improvement
- Adopts new approaches to improvement
- Builds Collective Commitment of those around them

Transformational Leaders:  
“ Adopt a new approaches to improvement!”

“ Work below  
the line first.”

*Wheatley*



Transformational Leaders:

“Adopt a new approaches to improvement!”

“Adopt a new Philosophy,”

*Deming*

Focus on learning to improve  
vs solving to improve

What a leaders feels in the solution oriented system.







# Transformational Leaders:

“Adopt new approaches to improvement!”

“Thinking outside the box”

Navo

Son: Dad! The pan won't fit in the oven!! It won't even close!

Dad: Did you try a different way?

Son: Ya...I tried the bottom shelf, but it sticks out there too!!

Dad: Lord help us all!



# Transformational Leadership:

- Cultivates honest communication focused on improvement
- Adopts new approaches to improvement
- Builds Collective Commitment of those around them



# Transformational Leaders:

“ Build collective commitment!”

Cultivate Identity to do the right work

*Wheatley*



# Transformational Leaders:

“ Build collective commitment!”

Cease dependence on inspection

*Deming*

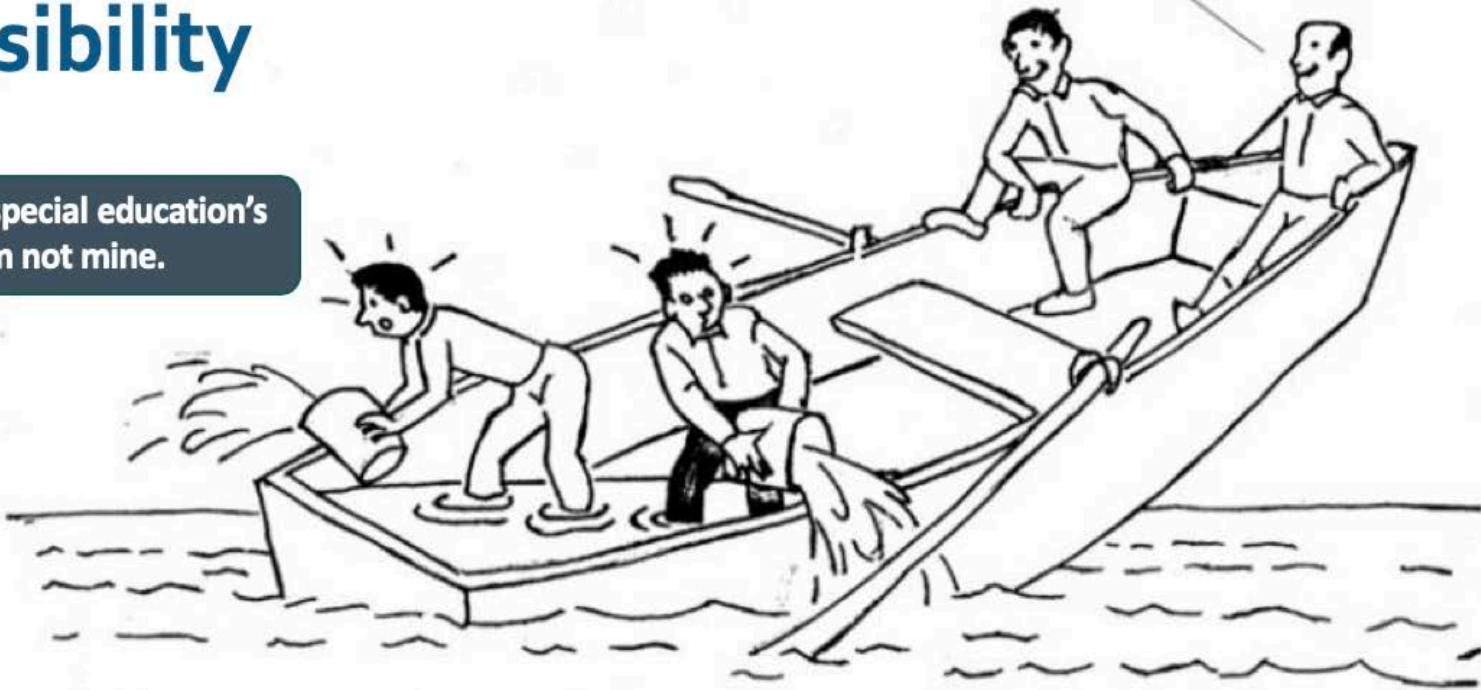
Inspection leads to  
compliance not capacity



# Lack of shared responsibility

Sure glad the hole isn't at our end.

This is special education's problem not mine.



Transformational Leaders:

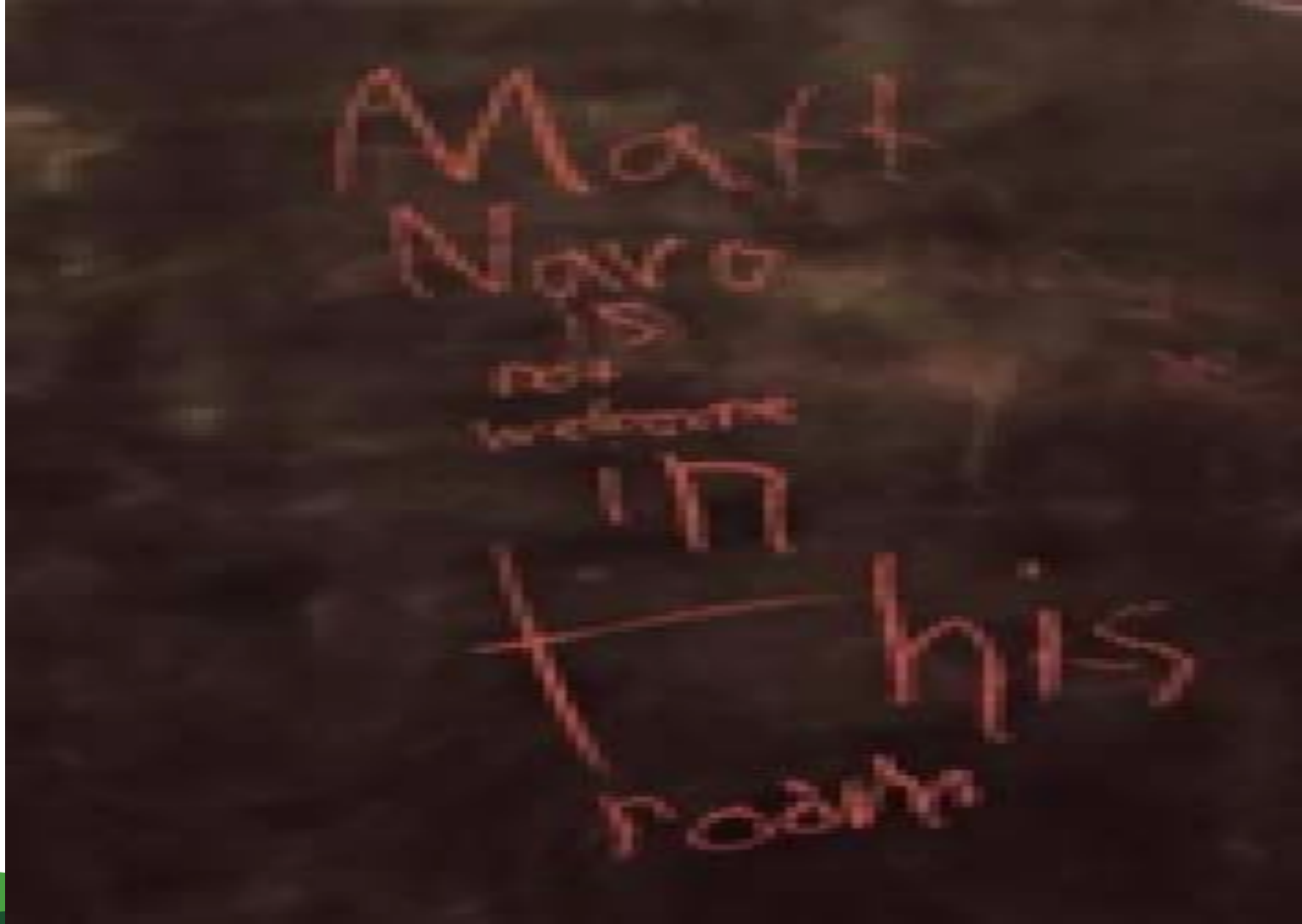
“ Build collective commitment!”

Inspection leads to resentment

*Navo*



“Matt Navo is  
not welcome  
in this room!!”



“We have come to believe that pressure is key to making schools improve. We see no evidence that it will ever work. **The only thing that works is deep collaboration and problem solving.**”

Pedro Noguera

Director for the Center for the Transformation of Schools

# Quote to remember?

*"If you want to be a transformational leader you have to get "off the edge of the inside."*









We learned in Sanger that transformational leadership was about...

- *Honest and focused communication*
- *Varied approaches focused on improvement*
- *Building collective commitment of the teams!*

We as leaders...

*Learned how to get “off the edge of the inside” and get deeply involved in the work*

# Thank You!

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