



Superintendent's Leadership Retreat

Richmond County School System

Welcome Back!

Settling in Activity:

What was your biggest takeaway from yesterday? What are you eager to discuss today?

RCSS Retreat Outcomes

- **Cultivating High-Value Support:** Strengthening the partnership between central office and school leaders to ensure every campus has the responsive resources needed to meet its goals.
- **Data-Informed Improvement:** Reviewing feedback from our school communities to optimize organizational efficiency and remove barriers to student success.
- **Coherence & Accountability:** Aligning our collaborative action plans directly with the targets of the RCSS Strategic Plan to guarantee measurable, system-wide results.



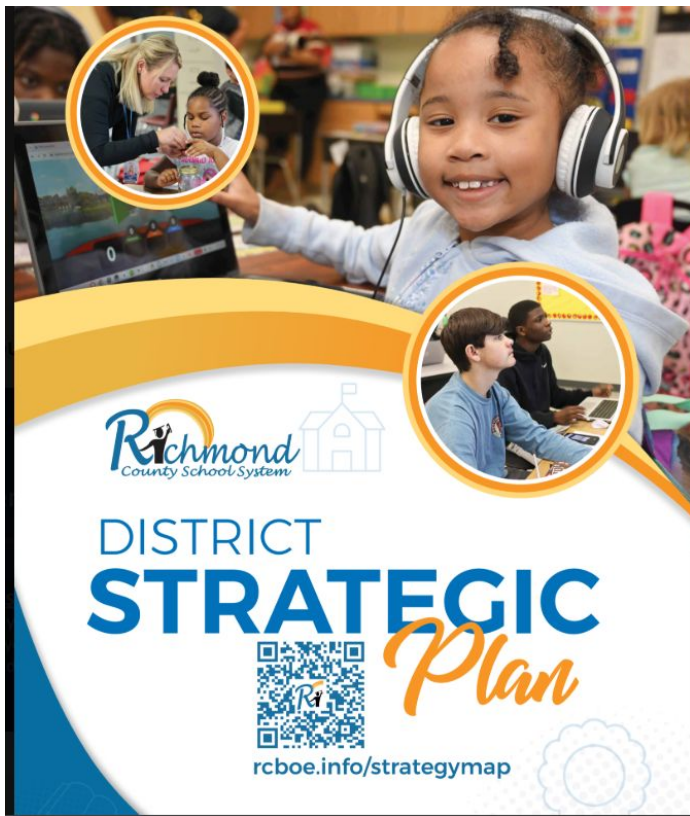


Day 2 Agenda & Objectives

Principal Realities, Mindsets, and Clear Next Steps

- 01 Map principal realities and perception data to optimize partnership opportunities
- 02 Explore how a multiplier mindset can support cross functional partnership
- 03 Develop clear and actionable cross functional plans that are aligned and support the RCSS strategic priorities

The Vision and Plan



STRATEGIC PLAN AT-A-GLANCE

RICHMOND COUNTY SCHOOL SYSTEM 2025-2030 Strategy Map



This graphic portrays the complete **Strategy Map** which includes:

◀ **The What**
Strategic Themes

◀ **The Focus**
Objectives

◀ **The How**
Critical Initiatives



Community Agreements

- Make space for perspectives, voice, and learning
- Assume positive intent; approach with curiosity, not judgement
- Recognize that we are people first, roles second
- Ensure our actions reflect shared purpose for our students

How did we honor our agreements?



Stir the Room Connector

Based on yesterday's collaboration...

Stir 1: What new idea did you learn about yourself?

Stir 2: What new insight do you have about your RCSS colleagues?

Stir 3: What possibilities do you envision for RCSS?



The Tree



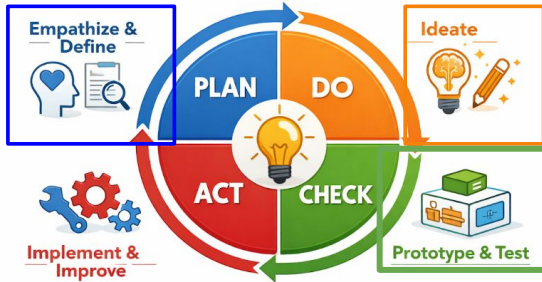
What messages did you see and hear from The Tree clip?

What connections can we make to our work?

Approach To Our Work



Design Thinking — PDCA Cycle —



When we are intentional about **building the process** through connection and direction, we find ourselves in a place where the group is willing to move.

-Joe Sanfelippo
Lead From Where You Are (p.94)





Data Analysis



Principal Focus Groups
Central Office Survey

Purpose: understand where principal and central office perspectives align, diverge, and how it can inform our next steps

Step 1: silent data walk

Step 2: table triad discussion

Step 3: whole group synthesis

Step 4: root cause reflection

Step 5: action prioritization



Assume positive intent; approach with curiosity, not judgement



Step 1: Silent Data Dive

- What are we seeing from the data?
 - Aha's: A (surprises)
 - Confirms: C (expected patterns)
 - Tensions: T (tensions/contradictions)



Step 2: Table Triad Discussion

- What are we hearing from the data?
 - themes in both data sets?
 - experiences/perceptions differ?
 - feels most urgent or important?



Step 3: Whole Group Synthesis

Where do we align?

Where do we diverge?



Step 4: Root Cause Reflection

- What might be causing this divergence?
- What system conditions contribute?
- What assumptions might each group be holding?



Linking All The Pieces

 Envisioning The Ideal Support System		
Intention Set Expectation Ideally, what do we need done and when do we need it done by?	Connection Determine Support What type of support can we offer toward the collective goal? What should it look like/when/ how? Frequency?	Direction Follow Through Ideally, what structure/schedule is needed to support the goal?

Ideal Expectation

How does today's data analysis support, inform, or shift our ideas from yesterday?

 MINI EASEL PAD TABLEAU À FEUILLES PETITE 	
Current Reality	Areas of Potential

Areas of Potential



Step 5: Action Prioritization

What will make the biggest difference?

As a group, identify:

- cross functional team goal. “Our team will work on,,, “
- longer term commitments (semester/school year)
- short term actions (30 /60 days)





15:00





Multiplier Mindset



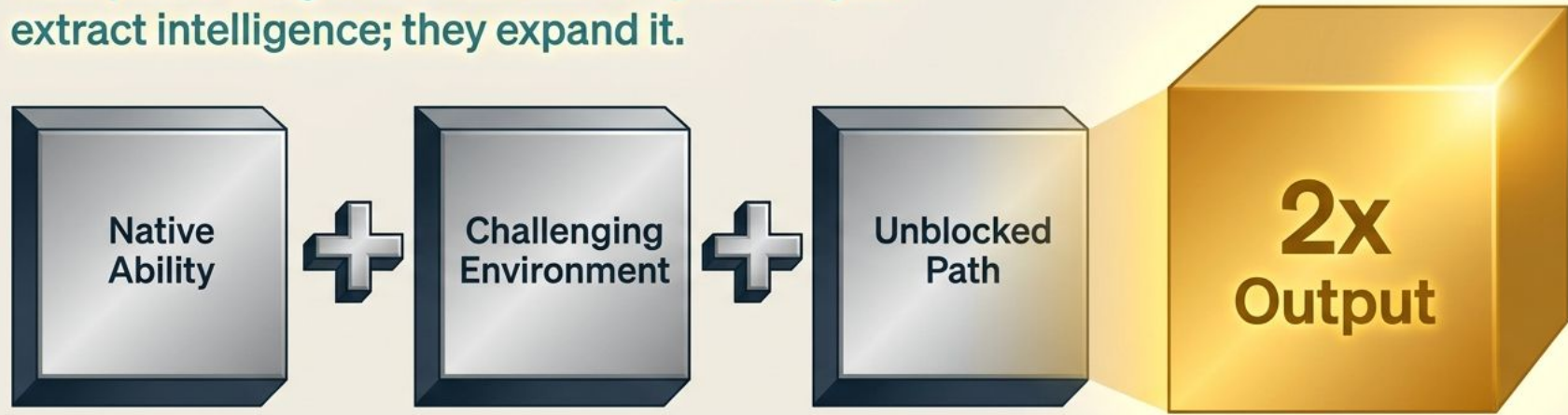
Think of a time when a leader...

- brought out the best in you when you shared an idea
- shut you down when you shared an idea

What implications did it have on you and outcomes?

The Genesis of Capability

Multipliers are genius makers. They do not just extract intelligence; they expand it.



"It isn't how much you know that matters. What matters is how much access you have to what other people know."

The Diminisher's Trap

Diminishers are so absorbed in their own genius that they stifle others, depleting the organization's vital intellectual resources.

The Accidental Diminisher

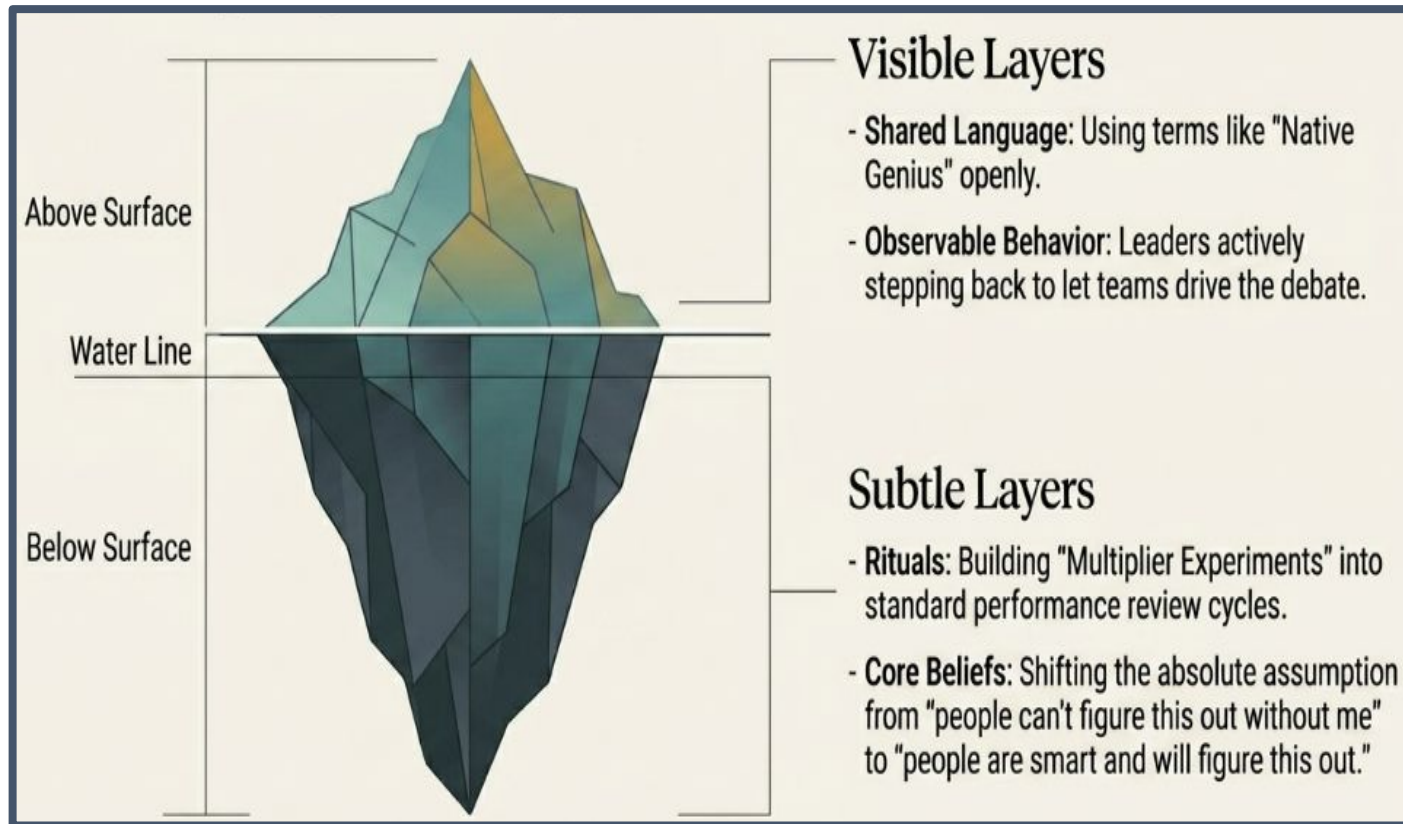


Most Diminishers are not malicious. They are completely unaware of their impact. All leaders have Accidental Diminisher moments.

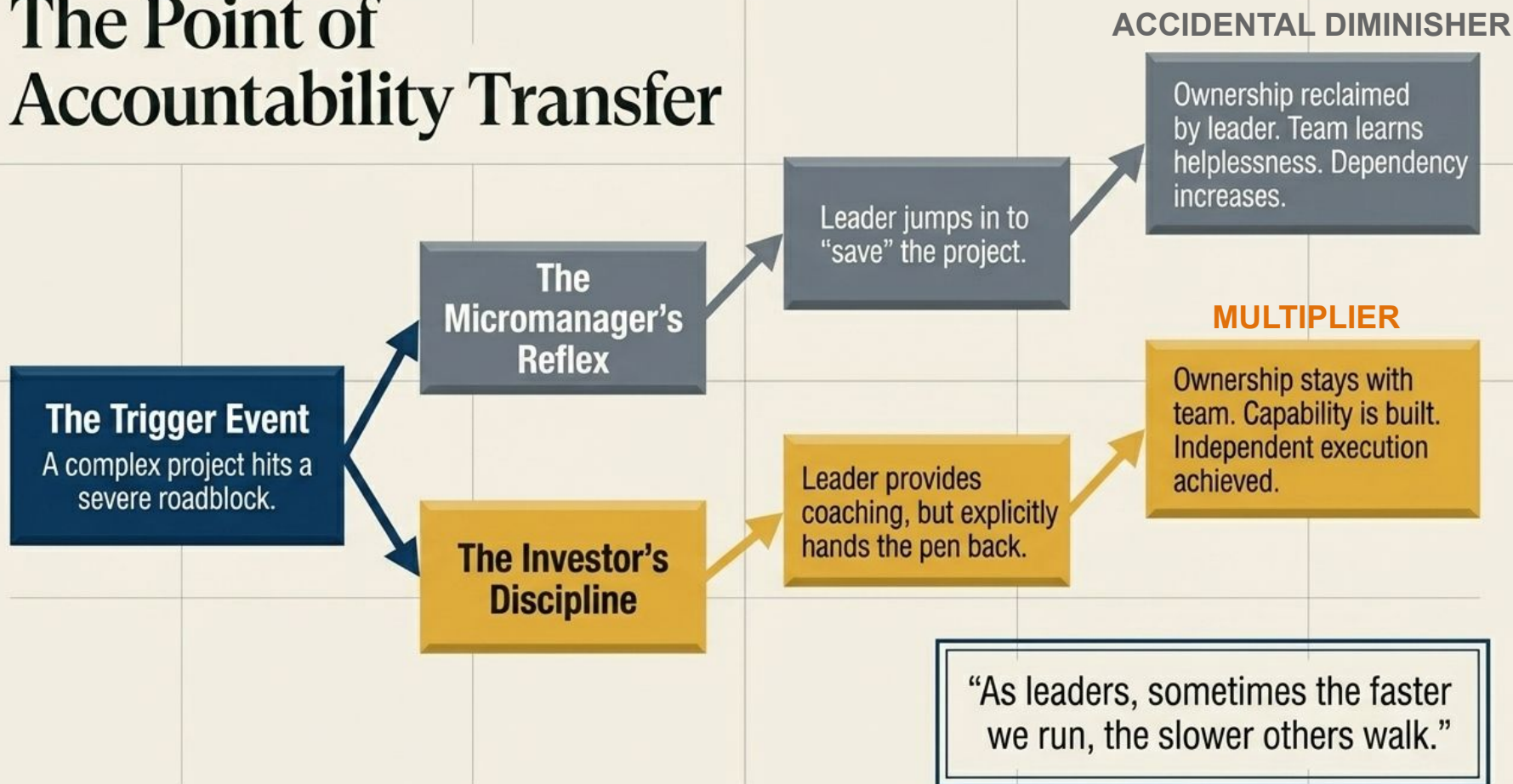
*"We judge others by their doings,
but ourselves by our intentions."*

5 Key Multiplier Discipline Domains

Domain
Talent
Culture
Strategy
Decisions
Execution



The Point of Accountability Transfer





The Leadership Dichotomy Matrix

Domain	The Diminisher	The Multiplier
Talent	Empire Builder (Hoards & underutilizes)	Talent Magnet (Attracts & optimizes)
Culture	Tyrant (Suppresses via anxiety)	Liberator (Demands best thinking via safety)
Strategy	Know-It-All (Tells people what to do)	Challenger (Extends compelling challenges)
Decisions	Decision Maker (Decides alone, creates confusion)	Debate Maker (Facilitates rigorous shared inquiry)
Execution	Micromanager (Drives results personally, creates dependency)	Investor (Instills accountability, builds capability)

Think back to your experience.
How were you...

Multiplied?
Diminished?

How will the multiplier mindset
serve our department and cross
functional teams?

What domains/accidental
diminisher behaviors do we
need to be aware of?

Maximizing Our Multiplier Mindset

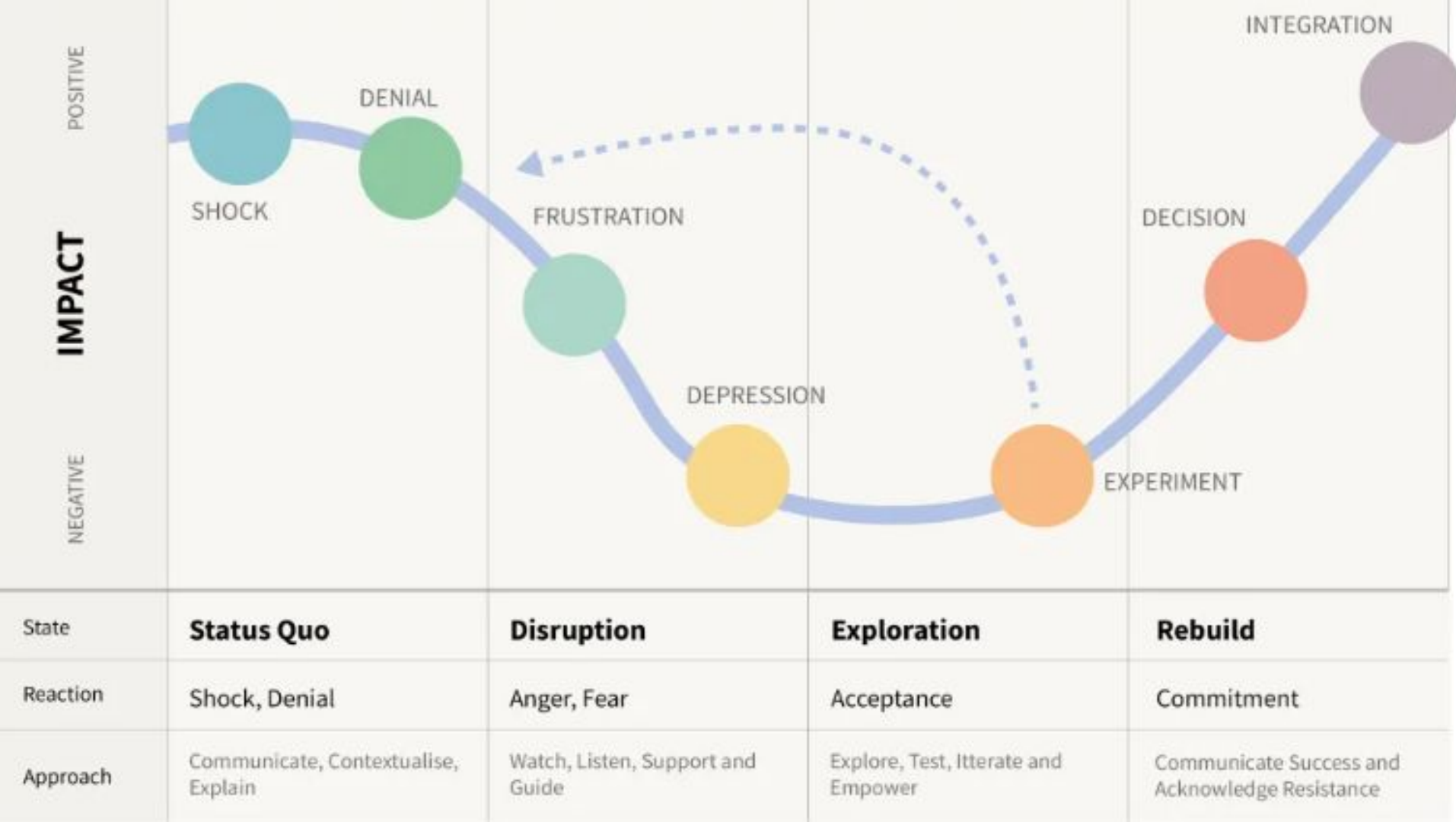
Cross Functional Team Multiplier Planner

Multiplier Mindset	Multiplier Actions Diminisher Cautions	How will the multiplier actions serve the cross functional team?	Who might serve in this Multiplier role?
<i>Talent-Talent Magnet</i> (attracts & optimizes)			
<i>Culture- Liberator</i> (demands best thinking via safety)			

Work in your cross functional groups to complete the Team Multiplier Planner.

Be ready to share how your team will maximize being multipliers.







What are you left thinking about the leader multiplier mindset?

What implications will it have on our intended goals?





Lunch



Community Agreements

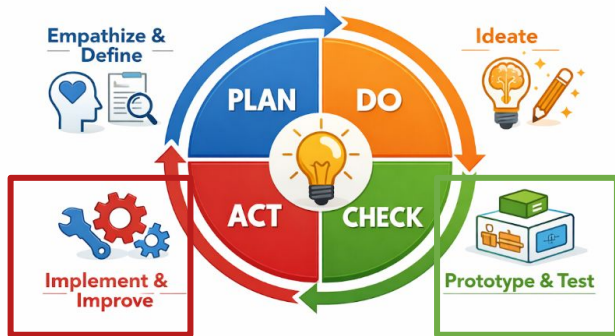
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How have we honored our agreements for Day 2?



Prototype Building- Milestone & Stakeholder Mapping

Design Thinking — PDCA Cycle —



Step 5: Action Prioritization

What will make the biggest difference?

As a group, identify:

- short term actions (30 days)
- longer term commitments (semester/school year)

Link: <https://tinyurl.com/bdzj3y7u>



Cross Functional Milestone Mapping

Long Term Commitments:

Short Term Actions:

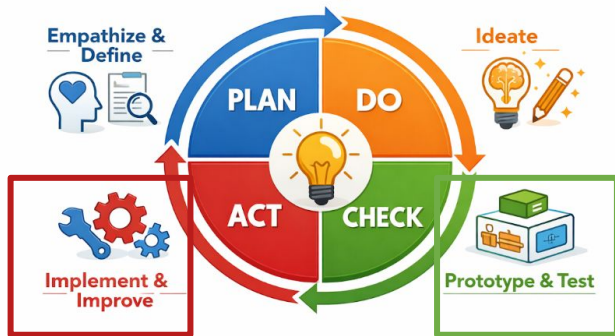
Milestone: _____

Task Description	Completion date or timeframe	Responsibility/ Stakeholder	Impact Check Notes



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Step 5: Action Prioritization

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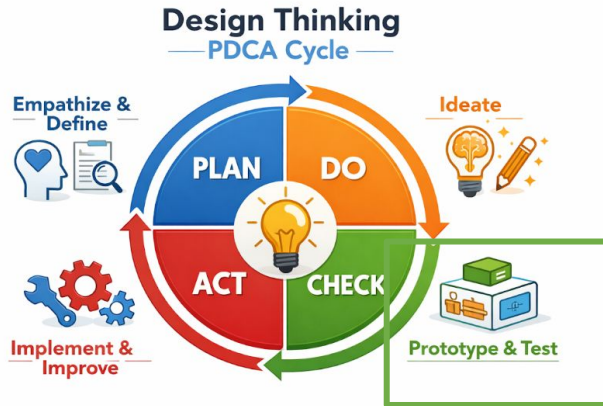




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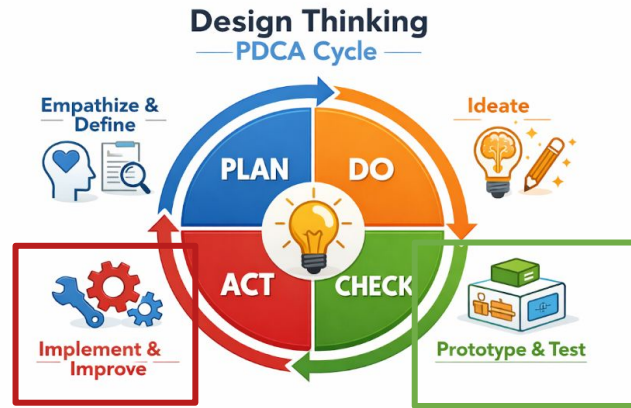
Feedback On The Prototype- Dept Team



- Presenter share the plan and feedback question (3 min.)
- Team asks clarifying questions (3 min.)
- Team shares warm and cool feedback on the plan while the presenter listens and takes notes. (7 min.)
 - The team's plan shows alignment to...
 - An opportunity for the team to consider is...
- Presenter share reflections from the team (2 min.)
- Rotate to next person



Reflection and Refinement



Add notes to the plan
based on feedback

Cross functional team
reviews notes and add
comments to each
other's thinking





Cross Functional Milestone Mapping

Long Term Commitments:

Short Term Actions:

Milestone: _____

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Impact Check Dates

- October 29
- January 28
- April 29
- Annual Review June 4

What needs to happen next to keep the momentum going?



Closing Moves



**HOW HAS OUR TIME
TOGETHER EXHIBITED...**

INTENTION

CONNECTION

DIRECTION

Thank You