



Guiding Principles

- **Equity is our North Star**

We are Equity Warriors! We believe that every student is entitled to the premium education that currently only some students receive. To us, equity equals responsiveness. Our approach involves collecting data on indicators that we all value, using data to “tell the story,” and then DOING SOMETHING ABOUT IT. We work with our partner schools and districts to set up a system that allows this process to occur over and over again through the school year. The more responsive we are to the data, the more we provide students with educational equity.

- **Alignment is Key**

Students benefit most when all elements of a school or district are synchronized toward a common goal. The “secret sauce” of our work is T³, which stands for:

- Targets - clearly delineating achievement goals
- Teaming - supporting deep collaborative thinking and planning from assessment and implementation results
- Truth - measuring incremental achievement goals and sharing results openly and honestly.

- **Inspire More, Require Less**

Respect and dignity are at the root of our work. Our primary objective is to inspire a collective Call to Action on the part of our partner schools and districts and to develop leaders who do the same within their organizations. We coach leaders to practice leadership that *inspires* people to fully engage in a shared initiative through genuine collaboration, respectful feedback and clear communication.

- **Seek First to Understand**

Every system is perfectly designed to get the results they are currently getting. We begin our work by providing partners with an Achievement Audit. This process involves PE collaborating with the school or district on a study designed to explain the existing achievement profile, from a systems standpoint. No single solution is appropriate to every school or district. Imposing such a solution is presumptuous and often not a perfect match to local needs. The audit enables the follow-up plan to be customized to local needs.

- **True, Right and Just**

Our goal is to inspire our school and district partners to be motivated by the moral imperative to provide educational justice for all students. Championing the true, right and just cause, rather than compliance to regulations, focuses the work on students and injects a very necessary dose of courage into the adults who constitute the school system.

- **Only PERFECT Practice Makes Perfect**

Contrary to the commonly used phrase, practice does not make perfect. In fact, practice makes permanent. Only *perfect* practice makes perfect. Very often, well-intentioned educators implement strategies, methods, programs, policies and practices that have been part of the system for many years. These are well-rehearsed and highly practiced, yet they do not necessarily have the desired effect. *Perfect practice* requires feedback. With the benefit of feedback, we are able to adjust our practice on an ongoing basis to better hit the intended mark. We collaborate with our partners to determine the small set of valued metrics worth the effort to achieve, as well as the formative indicators that inform the system on a regular basis, as to whether the efforts are achieving the desired effect. This feedback ensures *perfect* practice of an improvement initiative.

- **Keep it Simple, Sweetheart**

The second law of thermodynamics states that every system left to its own devices always tends to move from order to disorder. No better example of the Law of Energy Decay exists than school systems. Schools and districts very often are extremely complex organization - too complex. Over time, they accumulate programs, mandates, materials, assessments, and expectations that far exceed the capacity of the staff and students to implement at a meaningful level. Our approach involves defining the skeleton of a simple and sound achievement plan tailored to each school and district, stripping away the many add-ons that are typically accumulated over time.