

## The “No Zero Situation” in Edmonton Public Schools

### Questions for Reflection and Discussion

1. Making Decisions and Developing Policy: As a school/jurisdiction leader, how do you strive to ensure that the process for developing school/jurisdiction policy is consultative, participatory, and collaborative? To what extent is there a need for unanimous agreement and support before adopting a proposed policy?
2. Responding to Disagreement: As a school/jurisdiction leader, how do you respond when others disagree with you? Board members? Other school leaders? Staff members? Parents? Students? When do you decide to “stick to your guns,” when do you “go back to the drawing board,” and when do you back down?
3. Communicating with your “Publics”: As a school/jurisdiction leader, what strategies do you use to communicate policies, decisions etc. to the various publics you serve? How do you know that your efforts at communicating are successful? What have you done recently to improve communication? Can you identify one strategy that you think is particularly innovative, exciting, or successful?
4. Relating to the Media: As a school/jurisdiction leader, do you attempt to manage reports about your school that appear in the media? If so, how? How successful have you been in this regard? If you’ve been successful, what are the secrets of your success? If you choose not to try to manage media reports, why not?
5. Preventing and Managing Crises: As a school/jurisdiction leader, how prepared are you to handle “the unexpected”? Are there ways to prevent unexpected events from becoming crises? If so, what might some of them be? When a crisis cannot be avoided, how do you behave? What are the principles for managing crises that can be learned from the “no zero” situation?
6. Apart from those suggested by the questions above, what other leadership issues arise from this situation?
7. What leadership lessons can school leaders learn from events surrounding the “no zero” situation?