



ENTRY PLAN YOUR FIRST 100 DAYS IN THE NEW SCHOOL YEAR

WITH JUSTIN BAEDER



THE PRINCIPAL CENTER
BUILDING CAPACITY FOR INSTRUCTIONAL LEADERSHIP

How can I craft an entry plan that will set me on the path to success in the new year?

What We'll Explore

- How to design an entry plan as part of a job application—quickly, easily, and even with limited information about the school
- Why decisional information is your #1 constraint—and how to develop an entry plan that maximizes your access to key information
- How to avoid setting the worst two types of bad precedents in your first few weeks
- The most important messages to send about yourself and your leadership in the first 100 days
- What you must "build" in your first months on the job—in addition to relationships

Introductions



Justin Baeder

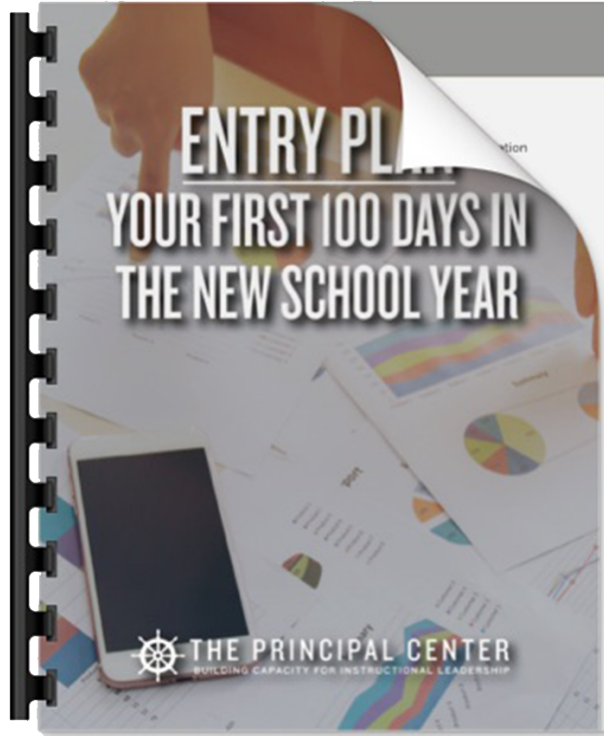
- Seattle Public Schools
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AS FEATURED BY



Get Your Workbook



PrincipalCenter.com/entry-workbook

A top-down view of a desk with a laptop, a smartphone, a cup of coffee, and several business reports. The reports feature various charts: a pie chart, a line graph, a stacked bar chart, and a table. Hands are visible pointing at specific data points on the reports. The text '6 Common Entry Plan Missteps' is overlaid in large white font with a drop shadow.

6 Common Entry Plan Missteps

Common Entry Plan Missteps

1. Not Having One



Why You Need An Entry Plan

- Two key needs: information and relationships.
- Your first 100 days will go by quickly.
- You're walking into pre-existing expectations
- You'll stay 100% busy no matter what
- It's essential to separate *deciding* from *doing*
- The first act of leadership is to decide what matters

Common Entry Plan Missteps

2. The Laundry List



More Isn't Always Better

- Focus on the highest-impact activities that:
 - Build relationships
 - Give you information
- Focus on actions you're likely to forget or fail to make time for in the moment
- Don't bother listing things you'll inevitably do anyway

Common Entry Plan Missteps

3. Big Changes Too Soon



Earning Your Mandate

- You can't fix what's broken in your school without understanding what's working
- Premature changes are the fastest way to alienate your staff
- Wait until you have information & relationships
- “Good PR” quick wins? (R1MW)
- Exception: “Turnaround”

Common Entry Plan Missteps



Relationships Come First

- There's work to do from day 1, but people matter more
- People have an innate need to connect before they can really get to work
- Work happens *through* relationships

Common Entry Plan Missteps

5. Ignoring Work In Progress



Work Already In Progress

- There is usually already a full agenda
- Some projects will need to be wound down
- Your learning curve is steep
- Listen and learn, but don't endorse prematurely

Common Entry Plan Missteps

6. Setting Bad Precedents

Precedents To Avoid

When you have information and relationships, you can avoid:

1. Making decisions before you have enough information
2. Doing nothing because you don't have all the information

A top-down view of a desk workspace. On the left, a silver laptop is partially visible. In the upper left, a white cup of dark coffee sits on a saucer. The desk is covered with several overlapping business report documents. These reports feature various data visualizations: pie charts, line graphs, and stacked bar charts. One document prominently displays the title 'Business Report'. Another document has a legend for 'Product 1' through 'Product 8' and 'Customer 1' through 'Customer 5'. A hand is seen pointing at a line graph on one of the reports. In the foreground, a smartphone lies on a document. The overall scene suggests a professional or analytical environment.

Entry Plan Components

Entry Plan Template



<https://www.principalcenter.com/entryplantemplate>

What Should An Entry Plan Include?

1. Pre-Work
2. Staff Interview Plan
3. Key Milestones
4. Key Tasks by Month
5. Communication Channels
6. Key Inquiry Questions

A background image showing a business report with various charts (bar, pie, line, area) and hands pointing at the data. A laptop keyboard is visible on the left, and a cup of coffee is in the top left. The text 'Entry Plans for Job Applications' is overlaid in the center in a large, white, bold font.

Entry Plans for Job Applications

If it's not required...

- Thinking through your entry plan will better prepare you for interviews
- You can bring it along, but it's unlikely to be considered if it's not required

If An Entry Plan Is Required

- Pool vs. school-specific
- Application, interview, or onboarding stage
- Part of your argument about your candidacy

What Employers Really Want To Know

- Have you thought through the big-picture issues?
- What's your vision?
- What initial impression will you make?
- What kind of thinker and leader are you?

Researching The School

- Do your homework, but don't be creepy
- School websites are unreliable
- Don't name names
- Safe: demographics & test scores



A background image showing a business meeting. Several hands are pointing at various charts and documents on a table. The documents include a 'Business Report', a 'Summary' sheet with a bar chart, and another 'Summary' sheet with a line chart. A smartphone is lying on the table. A white cup of coffee is visible in the upper left. The overall scene is dimly lit, with a focus on the documents and hands.

Interviewing Staff: How To Listen Without Agreeing

Staff Interviews

- Meet for 10-20 minutes with all staff
- Show interest
- Show a commitment to learning
- Don't commit to specific actions

Staff Interviews

- Set up staff interviews ASAP:
 - Secretary
 - Scheduling tool + email
- Recommended scheduling tool:

ScheduleOnce

[members.principalcenter.com/
courses/scheduleonce/](https://members.principalcenter.com/courses/scheduleonce/)

How To Listen Without Agreeing

1.

Take notes and paraphrase, but always phrase what you're hearing as the other person's opinion or feeling

How To Listen Without Agreeing

2.

Express curiosity and explain your next information-gathering steps.

How To Listen Without Agreeing

3.

Share your beliefs, and ask the other person to describe the ideal outcome

How To Listen Without Agreeing

4.

Set a follow-up date

How To Listen Without Agreeing

5.

Be honest about opportunity costs and your need to “agendize”

Continuing The Conversation

“This was great!
When can I do it again?”

Continuing The Conversation

“This was great!
When can I do it again?”

Every day, with 3 teachers.

More on Appreciative Inquiry

A Newton's cradle with five silver balls and one red ball on the left. The background is a gradient from dark grey to light blue. The text is centered over the image.

MAINTAINING MOMENTUM USING APPRECIATIVE INQUIRY TO SUSTAIN YOUR SCHOOL'S SUCCESS

WITH JUSTIN BAEDER



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Thank you!

More resources at

Members.PrincipalCenter.com

Additional Resources

<https://www.principalcenter.com/intensive-join>

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Additional Resources: My Book

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- Improvement Mapping: Hypothesis-Driven Strategic Planning
- Making Time for Classroom Conversations

<https://www.principalcenter.com/now>

The screenshot shows the Solution Tree website for the Leadership Now event. At the top, the Solution Tree logo is on the left, and a search bar is on the right. Below the logo, the text "LEADERSHIP NOW" is prominently displayed in white on a dark blue background. To the right of this text is a photograph of three people in a professional setting. Below the main title, the text "Learn from leading experts" is centered. Underneath, there are eight circular headshots of speakers, each with their name written below in blue text. The speakers are: Justin Baeder, Cassandra Erkens, Brandon Jones, Anthony Muhammad, Peter Noonan, Regina Stephens Owens, and Douglas Reeves.

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