

# Escaping the School Leader's Dunk Tank



National Association of  
Elementary School  
**Principals**

*with Dr. Rick Jetter & Rebecca Coda*



Our work is aligned to the National Leadership Standards and the Strategic Plans of various relative organizations:

<https://www.leadershipdunktank.com/speaking-consulting>



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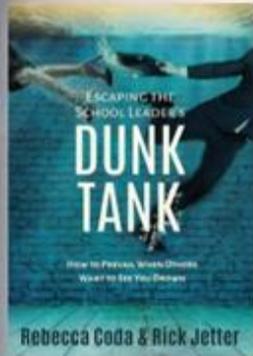
The Nevada Association of School Administrators



NATIONAL TITLE I ASSOCIATION  
a National Association of State Title I Directors

# *Courageous Conversations*





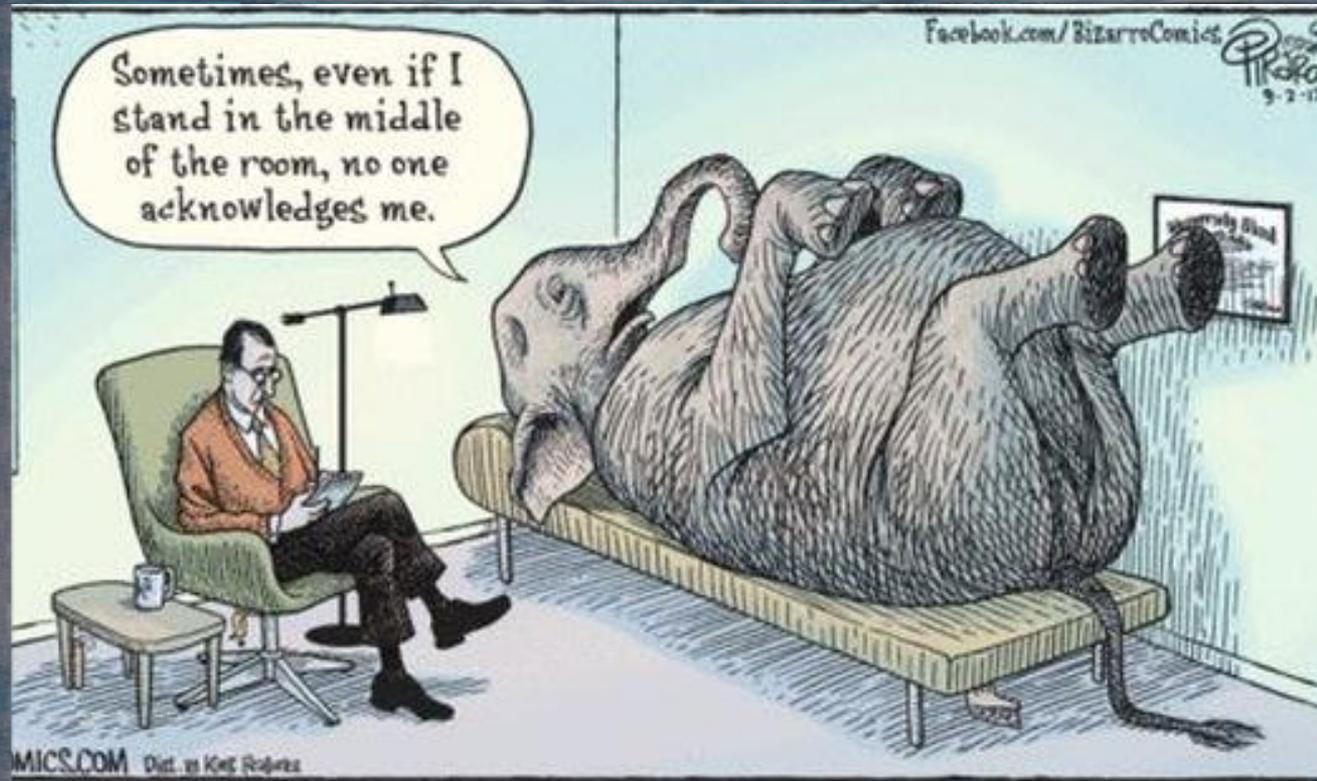
**Leader, Prevailing  
10 Prevention Ln  
Happiness, US  
RX: 2610001**

**(QTY: 365)**

**Preventazine 10MG**

**Read, Vox & Collaborate Daily**

# Organizational Relationships



**We Will Call Them Out . . .**





**Why is it difficult for leaders to reflect on adversity in their careers?**

**"STUDENT ACHIEVEMENT**

**WILL ALWAYS SUFFER**

**WHEN ADVERSITY EXISTS  
AND WHEN ADULT  
MISBEHAVIOR EXISTS."**

**CODA & JETTER**

**SCHOOL LEADER'S DUNK TANK**



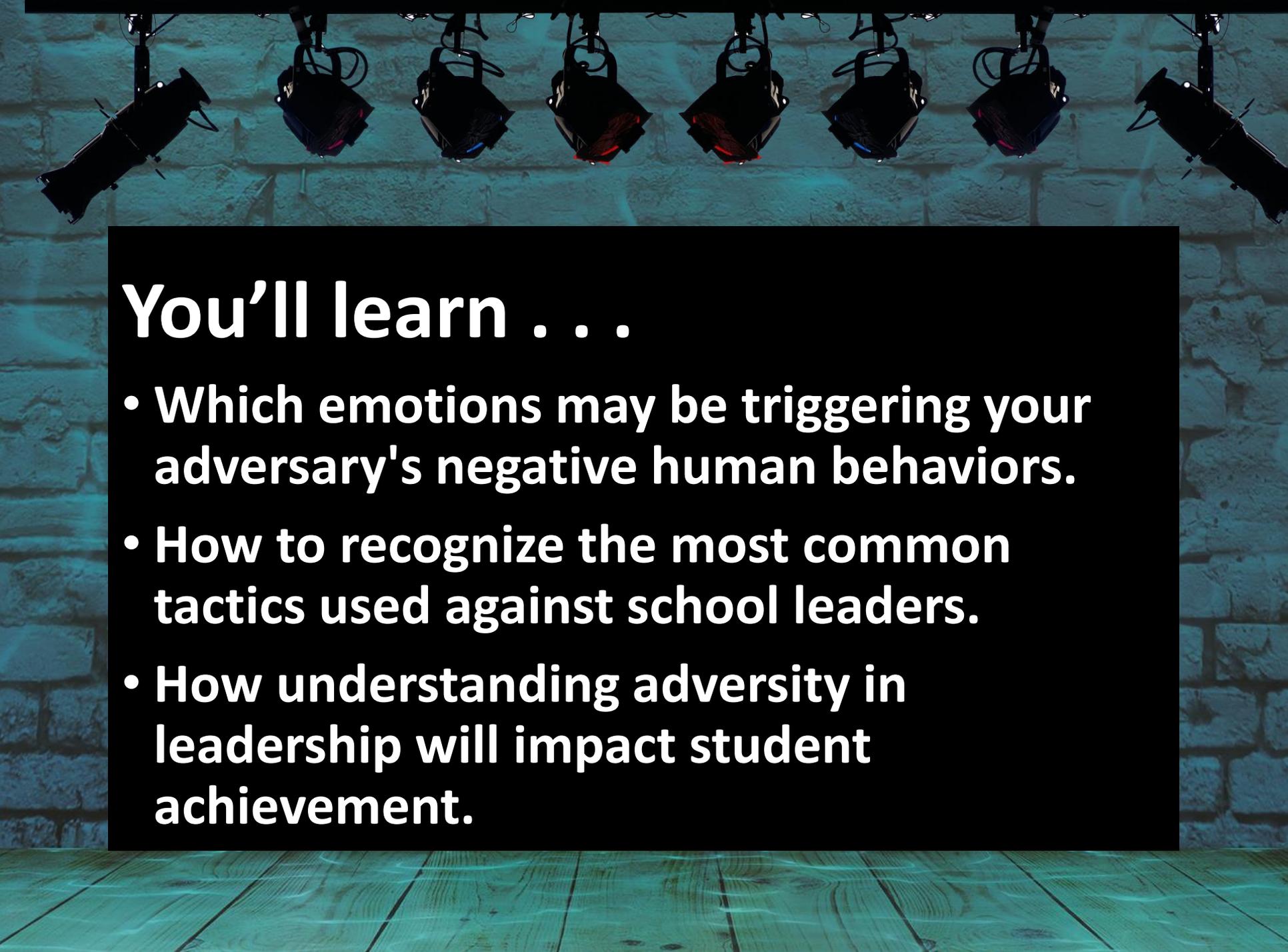


# Adults Behaving Badly

School leaders can help reduce negativity and conflict  
in their schools

*Rebecca Coda and Rick Jetter*

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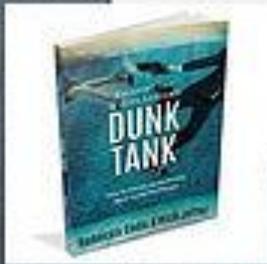
A stage setting with several spotlights hanging from the ceiling, casting a blue glow on a stone wall background. The floor is made of wooden planks.

# **You'll learn . . .**

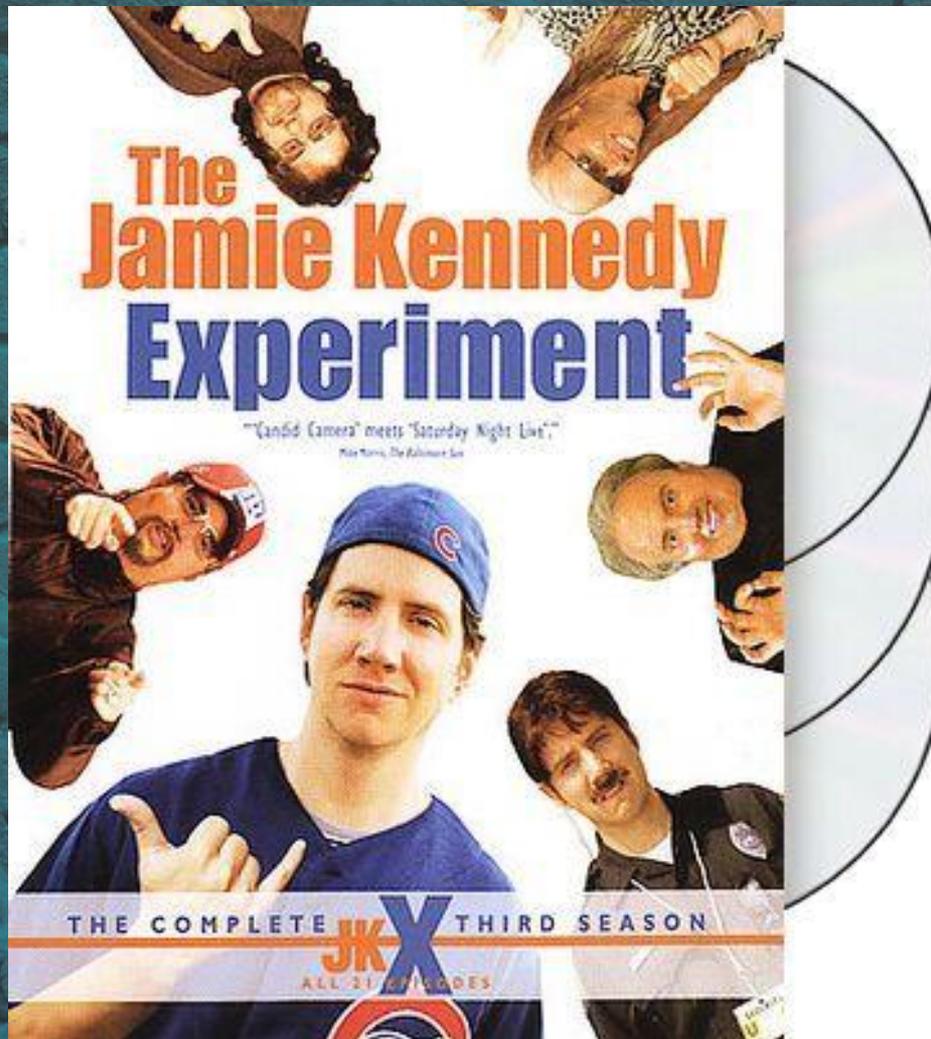
- Which emotions may be triggering your adversary's negative human behaviors.**
- How to recognize the most common tactics used against school leaders.**
- How understanding adversity in leadership will impact student achievement.**

# Why Talk About Adversity?

**“When leaders have to devote time and energy to strategizing how to save their necks, they have less time and energy for the more important order of the business of schools: making decisions for kids.” (page 99)**



**--Coda & Jetter**



Jamie Kennedy, the Valet



# How do you deal with adversity?



**Do What's Right & Give it Your Best  
Because Life is the Most Meaningful Test**



Sylvia Anderson  
Assistant  
Superintendent  
West Virginia

*Your mind is working at its best when you're being paranoid. You explore every avenue and possibility of your situation at high speed with total clarity.*

—BANKSY, BRITISH STREET ARTIST

## ESTABLISHING THE CONCEPT OF “PROACTIVE PARANOIA”

P. 1-3





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L A F A Y E T T E

**WHY?**



**INTERVIEWS**

*The artist is a receptacle for emotions that come from all over the place: from the sky, from the earth, from a scrap of paper, from a passing shape, and even from a spider's web.*

—PABLO PICASSO

## REALIZING THE EMOTIONAL DRIVING FORCES OF YOUR ADVERSARIES

P. 7



# COMMON EMOTIONAL TRIGGERS

Jealousy

Revenge

CONNECTIVITY OR ASSOCIATION

SKEPTICISM AND VALIDITY

DISCRIMINATION, RACISM, AND NEPOTISM

BEING HELD ACCOUNTABLE

ENTITLEMENT

EGO AND POWER

FEAR

P. 7



# Jealousy



I've been in the district longer than you.



I deserved that promotion (not you).



You didn't do half of what I did last year as a principal.

You do not know these people like I do. I grew up here. .

# Revenge

You fired my brother.

You didn't care that I was out on sick leave; you just assumed I was faking it.

My supervisor is going to learn about how awful you are because of your personal life problems.

You will never get away with doing that.



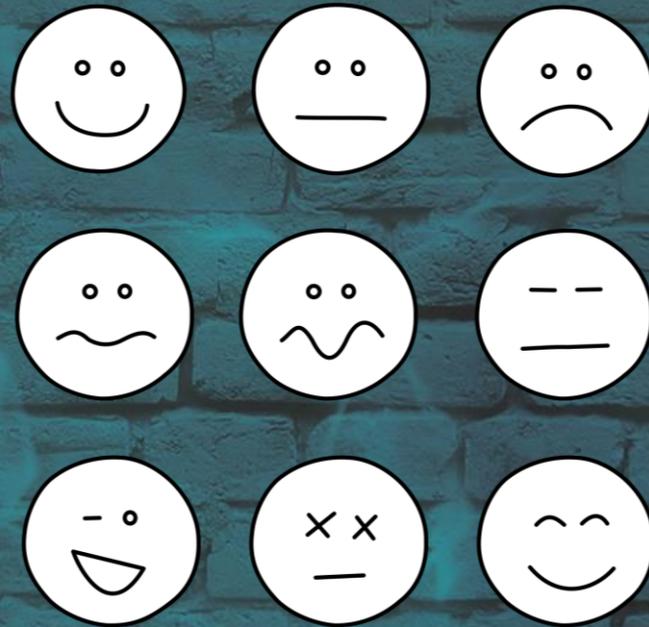
# Connectivity or Association



My cousin knows you from your previous district (and she hates you).

You must know someone on the board (because you would have never gotten this job on your own).

# Skepticism & Validity



I have my Ph.D. and you only have a Master's degree.

He spent only six months as an interim principal and winds up getting the promotion.

# Discrimination, Racism & Nepotism



You are a woman (and I don't follow women).

You don't attend my church or believe in my God.

You just moved here; you are an outsider –an alien-  
who has no right to be here.

You are way too young to be my boss. I'm old  
enough to be your father.

THIS IS MY NEPHEW SKIPPY.  
HE'S YOUR NEW BOSS.



# Accountability



Holding others accountable can be uncomfortable. It can lead to hard feelings for those whom we must hold accountable.

We are faced with situations where poor-quality work is brought to our attention, and then it is up to us to ignore it or address it head on.

# Entitlement



**These people believe they inherently deserve special treatment or privileges of some kind.**

# Ego & Power



Incompetence often times can be hid behind a mask  
of ego and power.

# Fear



**Fear sustains feelings of inadequacy and poor self-esteem & unwarranted protection of something or someone when there is no rational reason to do so.**

**Limited perception based on a win-lose mentality.**

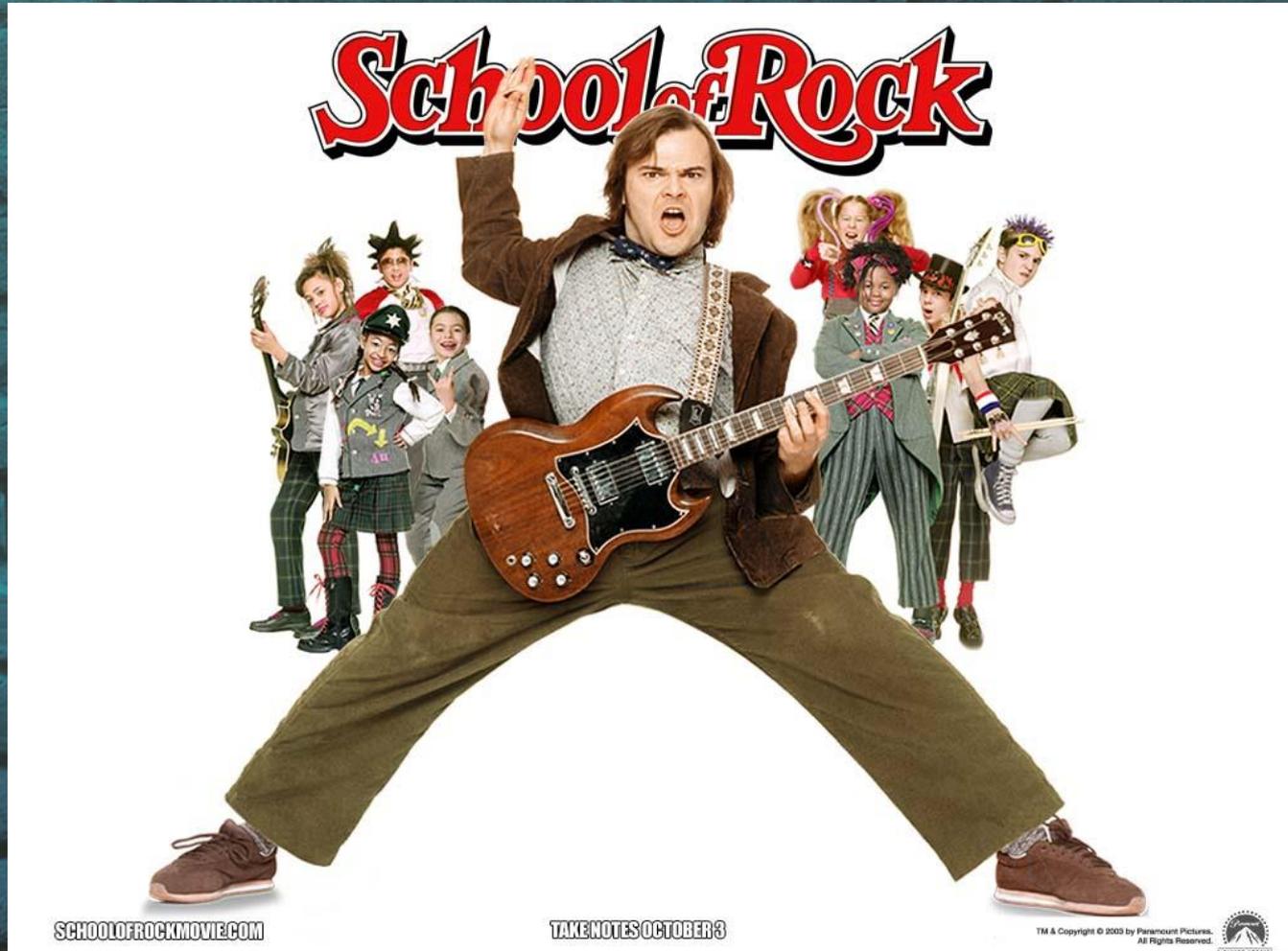
“Nearly all men can stand adversity,  
but if you want to test a man's  
character, give him power.”  
--Abraham Lincoln

**#SLDUNKTANK**





**“In a world where masks are worn, it is a privilege to see a soul.” --Dr. Wayne Norton**



School of Rock—Admirable **You Tube**

# RECOGNIZING THE TEN TYPES OF ADVERSARIAL TACTICS



P. 10

10 | *Entering* THE SCHOOL LEADER'S *Think* TANK

## TEN TYPES OF ADVERSARIAL TACTICS

1. Creating Rumors
2. Slowing Down the Organization
3. Using [and Bending] the Power of Information
4. Creating Unhealthy Community Paranoia
5. Creating Silos
6. Intentional Omission
7. Working from the Inside
8. Extending [and Bending] Professional Courtesy
9. Nepotism
10. Deflection

# Creating Rumors

Even if you can emotionally  
dismiss them, people still  
believe them.

I heard a rumor that you  
like to gossip.



somee cards

# Slowing Down the Organization

Adversaries will clog the system.



"I don't want to change. I want all of you to change!"

# Using [and bending] the Power of Information

It is not easy to rely on trust  
to resolve issues with  
irrational people.

# Creating Unhealthy Community Paranoia

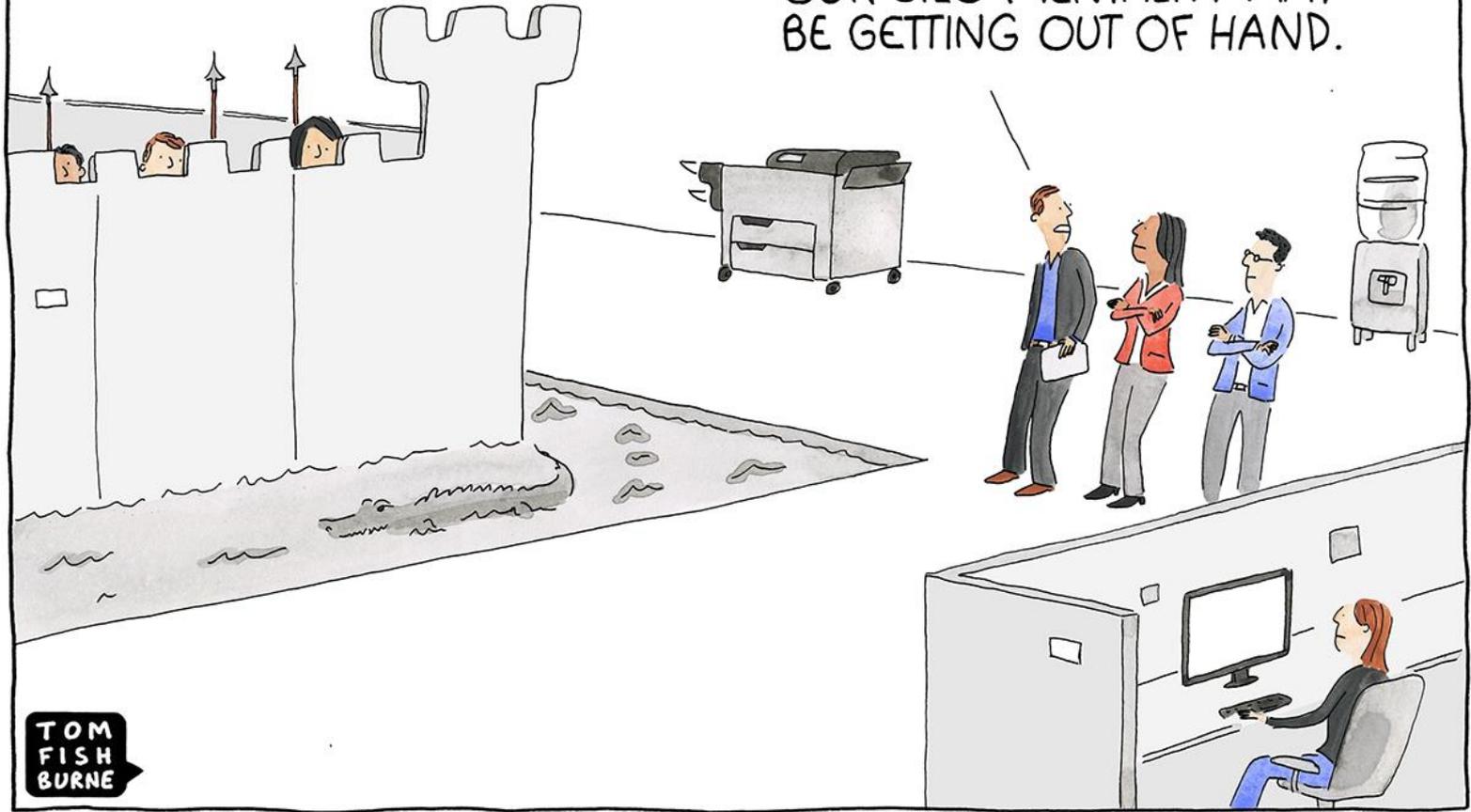
Public questioning. Creating  
perceived incompetence.

Community unrest.

# Creating Silos

Not Sharing information or ideas. Fragment people.

OUR SILO MENTALITY MAY BE GETTING OUT OF HAND.



TOM  
FISH  
BURNE

# Intentional Omission

Adding flattery and omitting information to deter outcomes and mislead.

**THINGS OMITTED  
ARE OFTEN MORE  
DEADLY THAN  
ERRORS COMMITTED**

LEO BUSCAGLIA

---

PICTUREQUOTES.COM

# Working from the Inside

Beware, they may not be  
able to keep the truth  
straight.

# Extending [and bending] Professional Courtesy

Favors and looking the  
other way. Overtime, flex  
time, mileage, lost iPad.

# Nepotism

It isn't illegal but sure is  
damaging to an  
organization.



*"There was some talk of nepotism, but father soon put a stop to that!"*

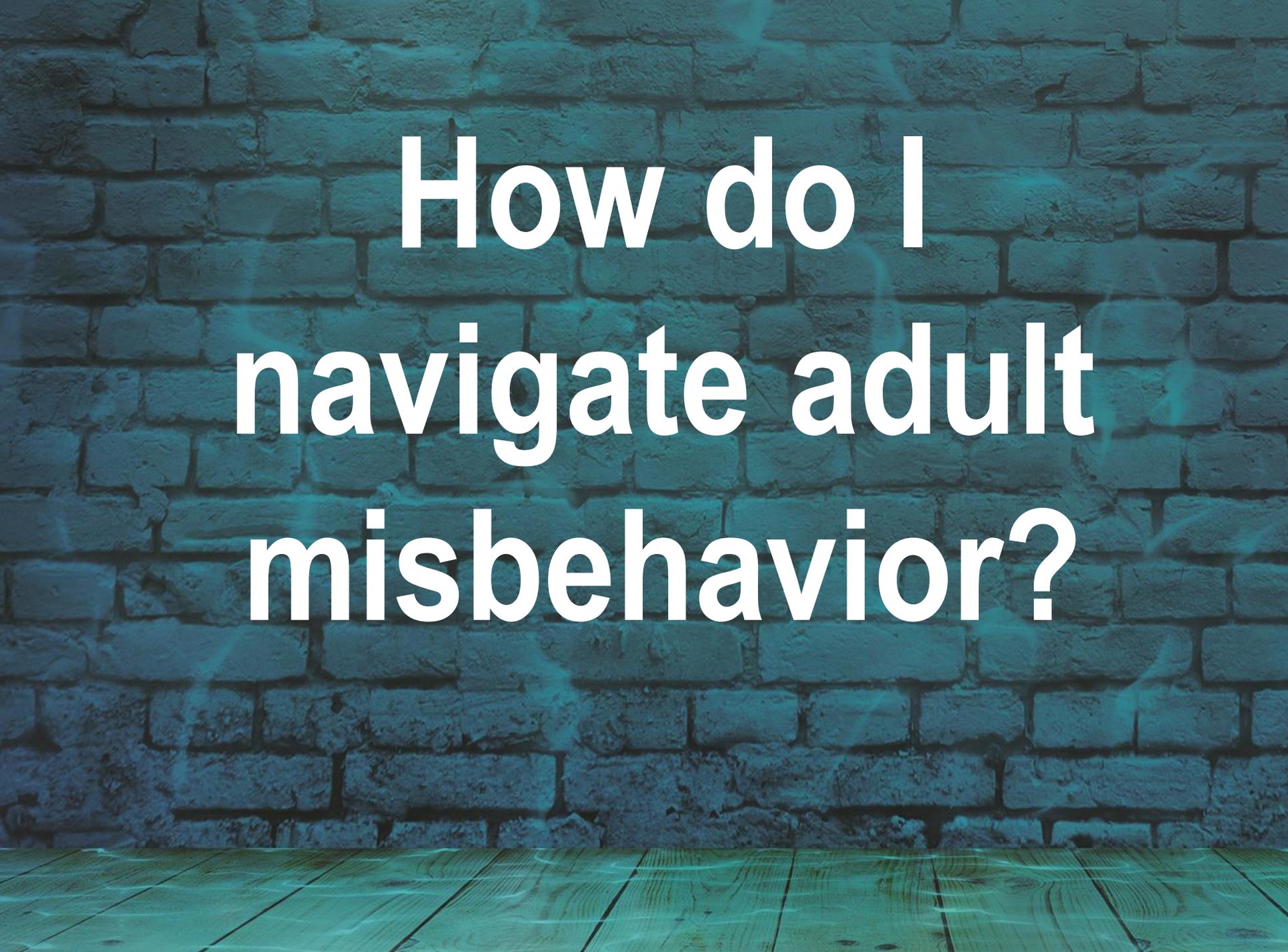
# Deflection

The art of turning the blame  
away from the root cause.

# RECOGNIZING THE TEN TYPES OF ADVERSARIAL TACTICS



1. Creating Rumors
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**How do I  
navigate adult  
misbehavior?**

# HOW TO PREVAIL IN YOUR LEADERSHIP CAREER

## THE TEN IDEOLOGICAL PRACTICES OF DUNK TANK SURVIVORS

1. Stop the floodgate of external situations polluting your internal state.
2. Use mindfulness to protect and preserve.
3. Attach emotional driving forces to depersonalize attacks.
4. Use your voice to dissuade confrontation.
5. Counteract your negative digital footprint to revitalize your new image.
6. Equalize your calendar to create balance.
7. Establish a confidant for accountability.
8. Schedule routine dunk tank check-ups to prevent entropy.
9. Never waver from what's right.
10. Forgive yourself and your adversaries.

# Leadership Awareness & Preparedness

## Reflective Prompts



- Why is [this] important to me?
- Do I need time to reflect or recalibrate?
- Should I tackle this on my own or with others?
- Am I able to clearly look at this issue or do I need someone to help me look at it objectively?
- What backlash might come of this? Who will this impact?

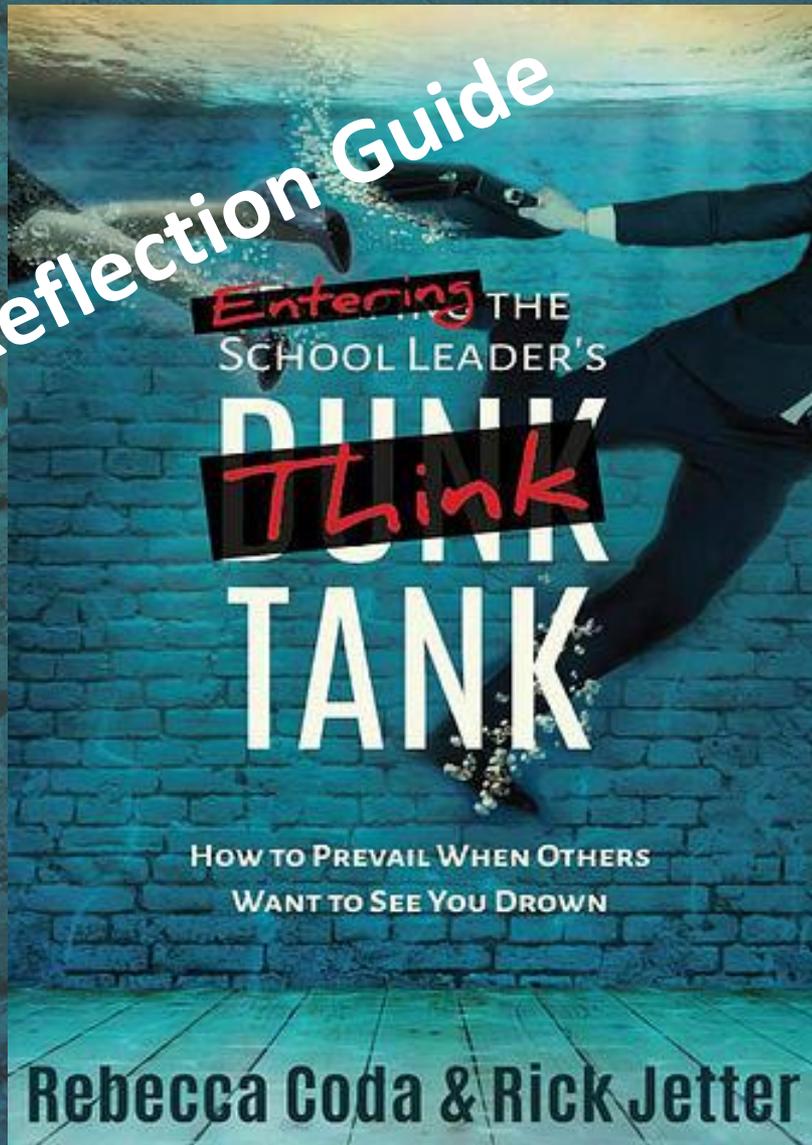
**THEY TRIED TO BURY US.**



**THEY DIDN'T KNOW  
WE WERE SEEDS.**

**--Mexican Proverb**

FREE Reflection Guide



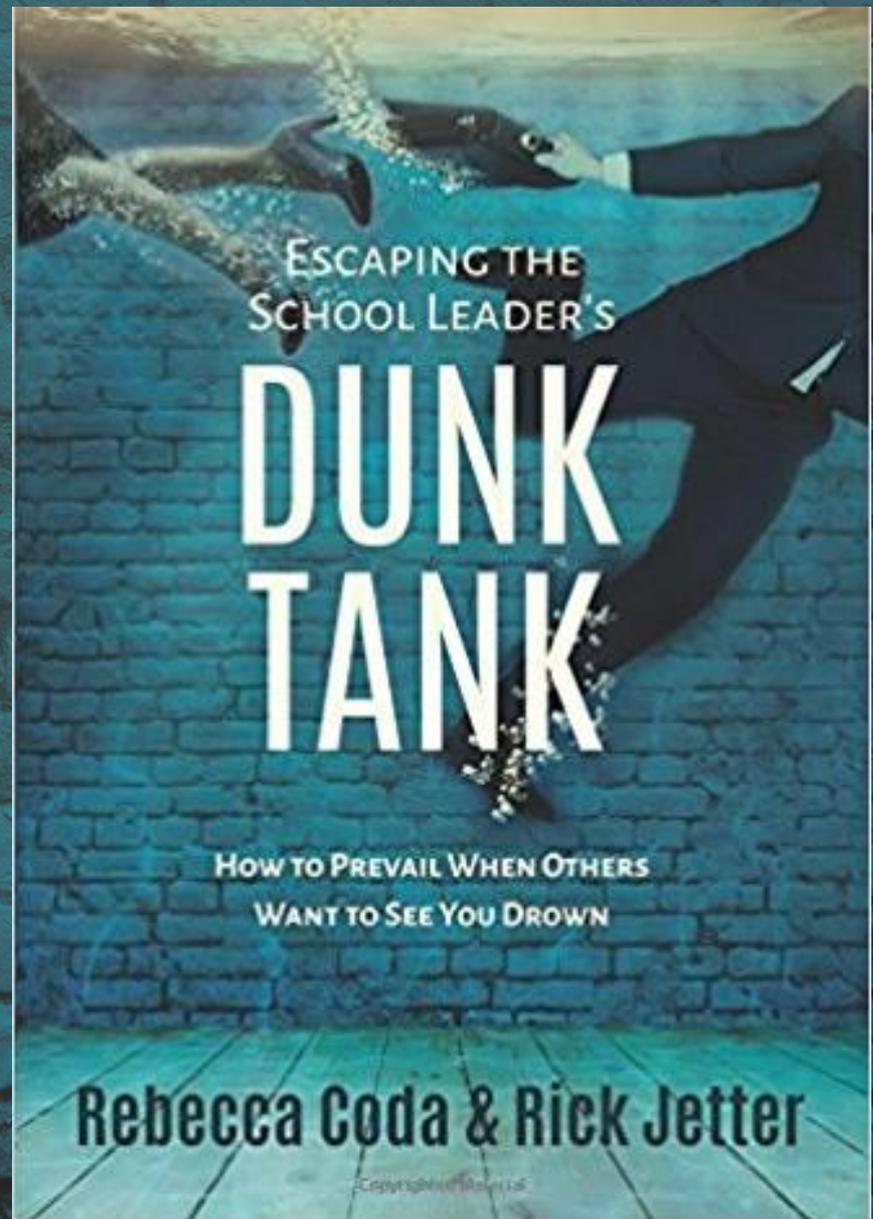
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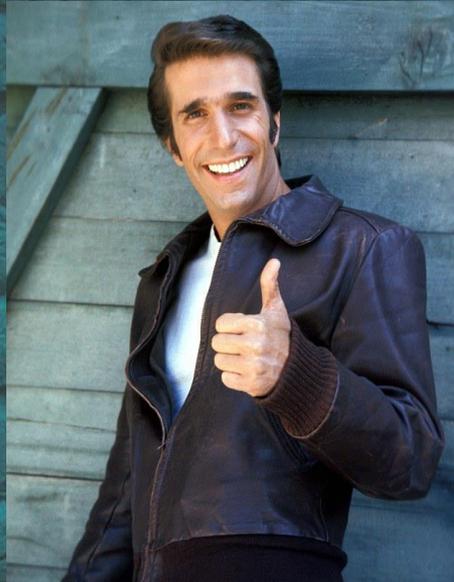
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