



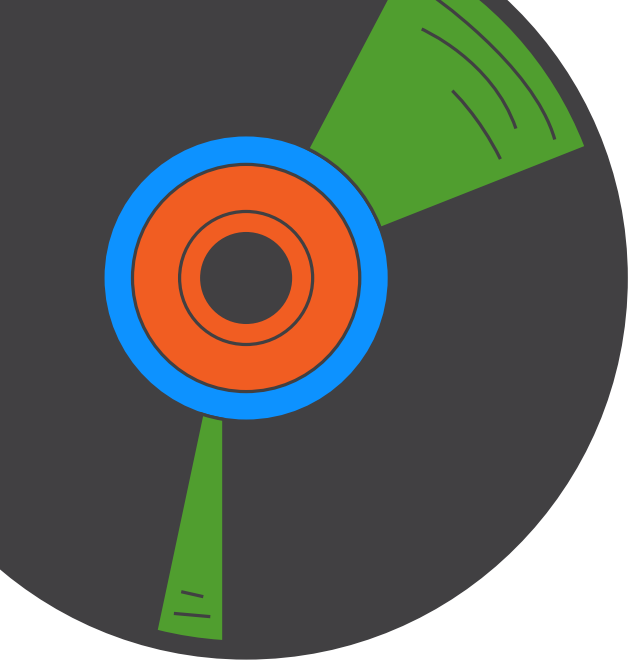
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Leading with Quality: An Immersive Journey into Continuous Improvement

2026 Summer Institute

Day 2



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<https://bit.ly/2026SummerInstitutePlaylist>





Agenda



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Day 2

Welcome and Connect

Pulse Check Results

Data Dialogue and Interpretation

Root Cause Analysis

Designing a System Destined to Fail

Designing a Successful System

Governance and Accountability

Team Time

Closing



Flaticon



Pulse Check Results



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What three words describe your experience of today's session together?





Pulse Check Results



What feedback can you give us to help us improve tomorrow's sessions?

None at this time.	N/A	I was totally late today due to airline delays and apologize.
This was a wonderful session! I have been coming to BranchEd events for years and this has been the best one! Great activities and well thought out.	None at this time.	None
I have no recommendations!	N/A	None
Remind participants to stay in character and not to get lost in what they do.	Excellent as was today	Get into specifics on CAEP standards?
	None	N/A



Pulse Check Results



What feedback can you give us to help us improve tomorrow's sessions?

Stretch breaks, repeated clear directions, check on small groups as we work

None

Pause for breaks. I didn't take one as I didn't want to miss anything

None, all was great!

I think the organization is on point.

I thought today's session was exactly what we needed. It was fun, exciting, energetic and more importantly, the collaboration with likeminded colleagues was amazing. Overall refreshing!!

None, all was great!

Really well organized, I'm eager to learn more about how to bring all these perspectives together into a vision that makes sense.

Continue with the wonderful dispositions!

Please provide break

Like usual I would say keep doing what you are doing because it's working



Pulse Check



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What feedback can you give us to help us improve tomorrow's sessions?

More knowledge about the task could be helpful. Sometimes our reflections took most of the conversation time.

Nothing; excellent engaging activities to help ground the sessions for the next two days.

N/A

Just a little more discussion and processing time would be helpful.

None at the moment

More interaction with groups

The time allowed for discussion

Some breaks-to chat with our teammates before the end of the year.

Loved the interaction with the group. This builds a good networking

More time to reflect with our institution's team

This was a very engaging opening

Have a gallery work for presenting the definitions so people can absorb the definitions



Day 2 Objectives



Using Evidence to Understand System Performance and Guide Action

- Distinguish between observation, interpretation, root cause analysis, and action within a continuous improvement process.
- Use structured dialogue and inquiry protocols to investigate patterns, assumptions, and system breakdowns.
- Identify how feedback loops, governance, and accountability structures influence system performance.
- Develop evidence-informed improvement goals and action strategies.

Understand the System

Make Sense of the Evidence

Prioritize Improvement & Action



WE'RE ALL ABOUT THAT DATA 'BOUT
THAT DATA, (DATA, DATA, DATA)



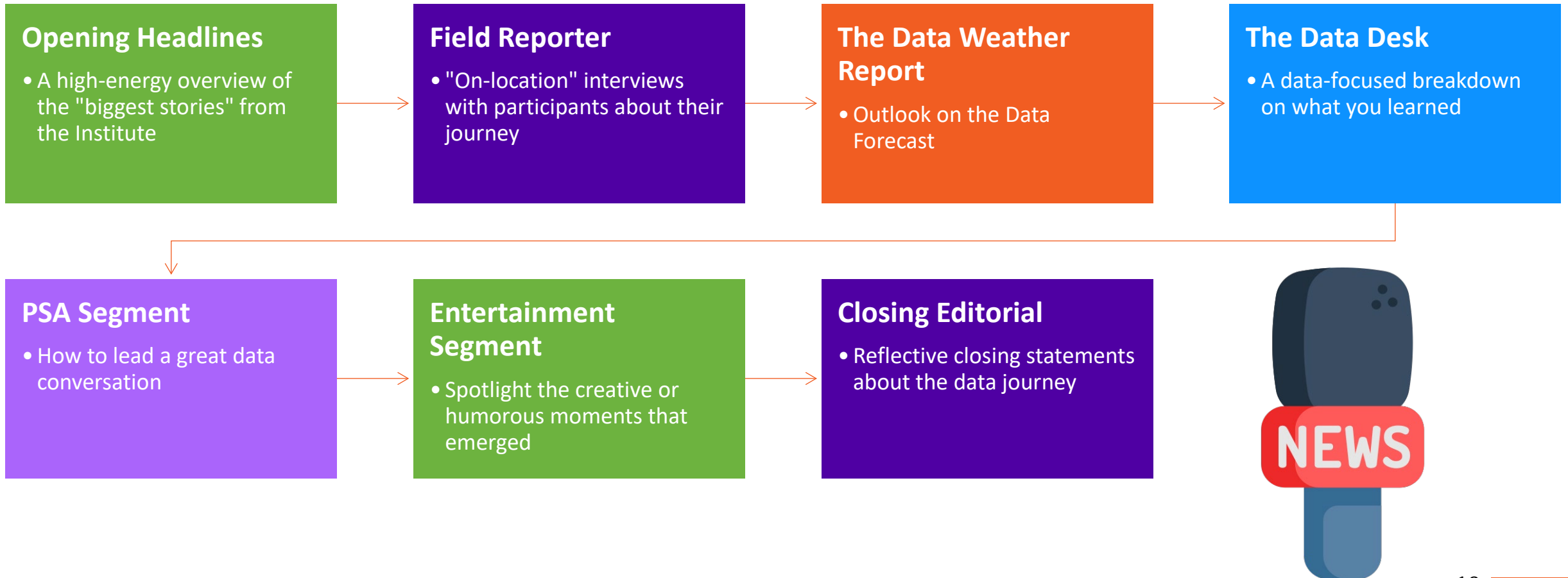
Lyrics



It's Data News Network

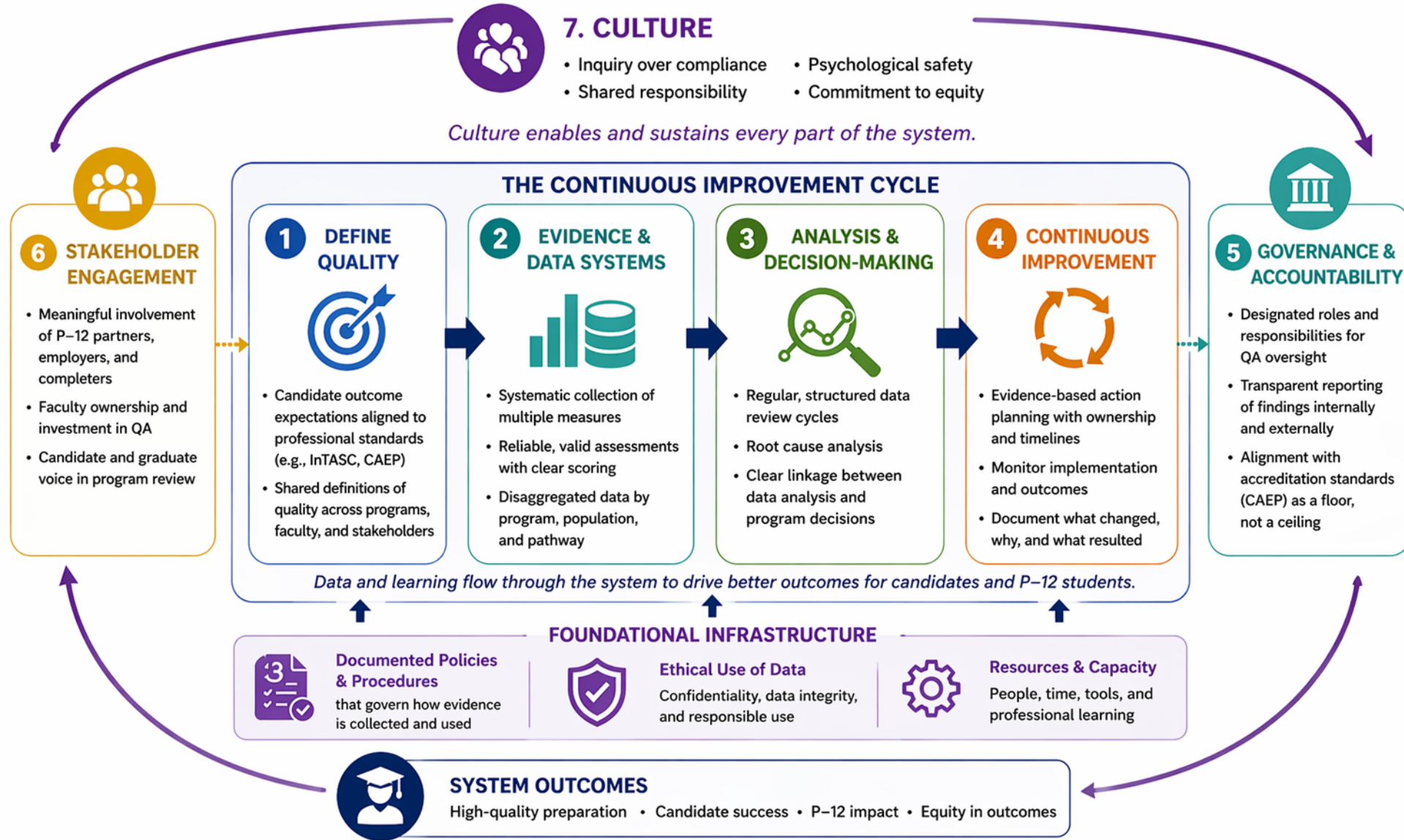


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QUALITY ASSURANCE SYSTEM (QAS)

A Coherent System for Continuous Improvement and Candidate Success





From Data to Decisions

Why do data systems fail?

It is not the absence of an element, but how the elements interact with one another





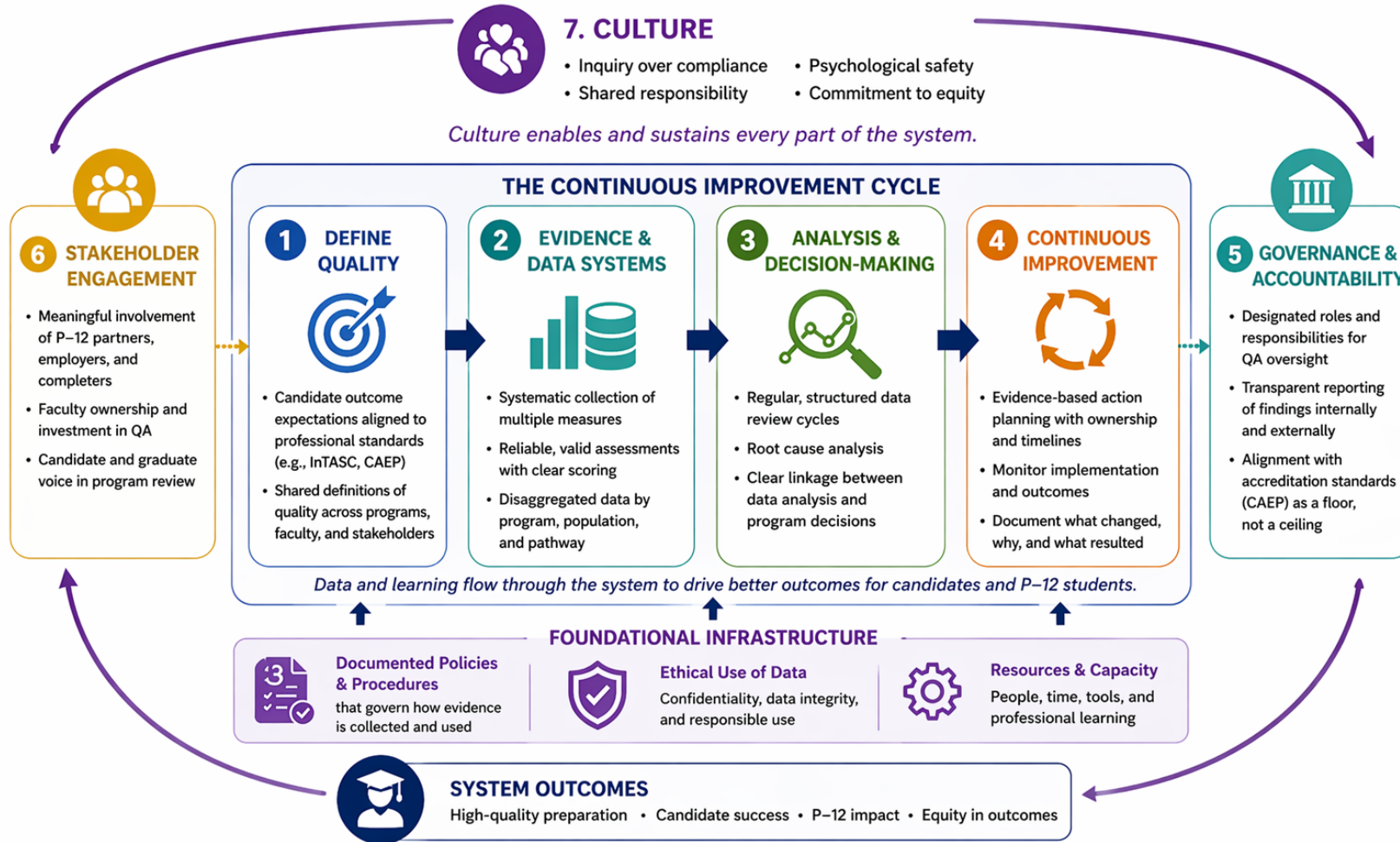
Seeing the System



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QUALITY ASSURANCE SYSTEM (QAS)

A Coherent System for Continuous Improvement and Candidate Success



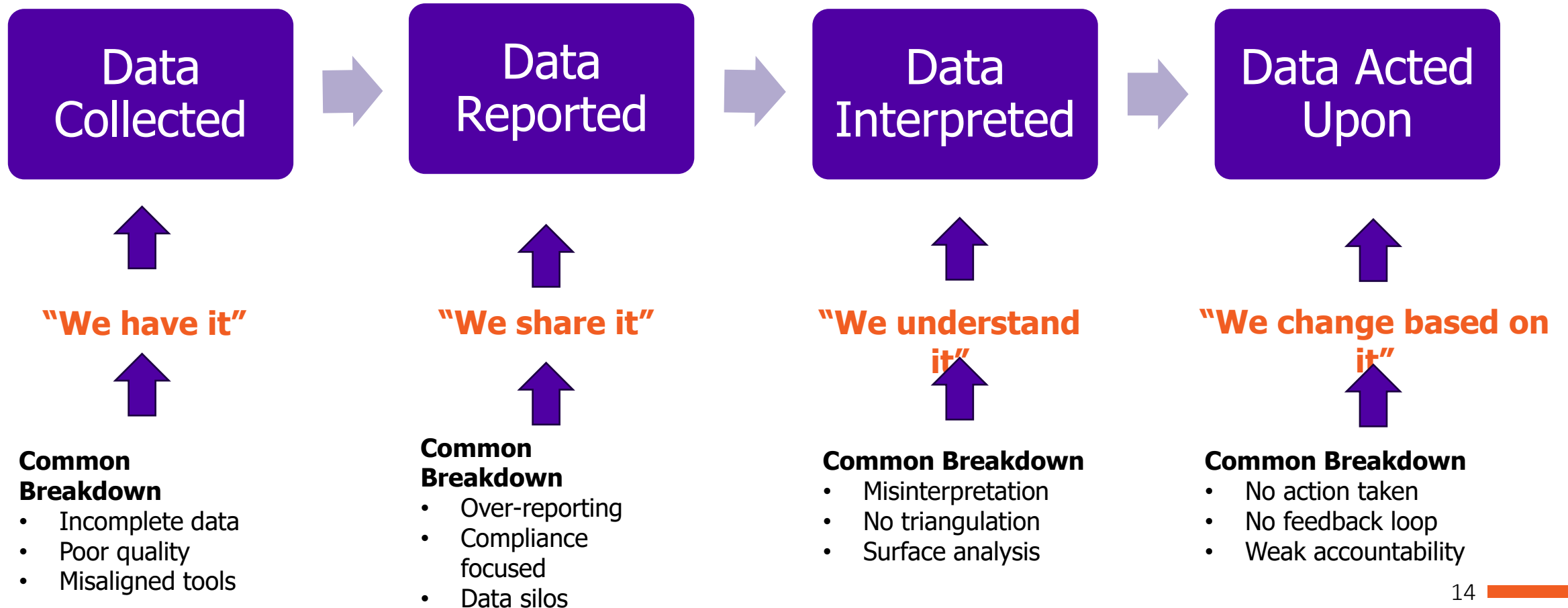
Nothing in the system works in isolation.



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Where Does Data Go Wrong

Failure Spectrum





Predictions



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Predictions surface assumptions we carry into analysis. When assumptions remain unspoken, they often shape interpretation without scrutiny.



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Reading Between the Lines: What's Happening in SVCE?



Predictions



<https://germanamericanabroad.wordpress.com/2013/06/28/why-it-is-a-bad-idea-to-take-a-peek-at-your-future/>

Headline Guess

- Scan the case study
- Using the protocol, develop 3 predictions
- Create your headline
 - *How confident are you?*



Predictions



Persona Perspectives: What do you predict through your lens?



- The Assessment Coordinator
- The District Partner
- The Faculty Member
- The Mentor Teacher
- The Clinical Supervisor
- The Teacher Candidate



Guiding Questions

AC

As the Assessment Coordinator, what patterns across these data sources suggest coherence, or lack of coherence, in SVCU's assessment system? Which evidence source do you trust most, and where do you see the greatest reliability concern?

DP

As the District Partner, what patterns in these data confirm what Meadowbrook is experiencing in classrooms? Where do you see evidence that SVCU understands the problem, and where do you see evidence that it does not yet know enough to act effectively?

FM

As the Faculty Member, what conclusions can reasonably be drawn from this data — and where do you believe the evidence is incomplete, overinterpreted, or disconnected from the realities of teaching and learning?

MT

As a Mentor Teacher, which findings in these data align most closely with what you observe in real classrooms? Where do formal evaluations and observation scores fail to capture what actually matters in day-to-day teaching practice?

CS

As the Clinical Supervisor, what do the clinical datasets help make visible about candidate development? What critical aspects of clinical practice, placement quality, or supervisor consistency remain invisible in SVCU's evidence system?

TR

As the Teacher Resident/Candidate Representative, where do these data align — or conflict — with your lived experience in the program? What parts of candidate growth, support, stress, or inconsistency are invisible in SVCU's evidence system?



Quick Share Out



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Data Dialogue



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Structured Discussions Around Data

- More than numbers
- It's a communication tool that drives decision-making
- **Goal:** Turn observations into understanding

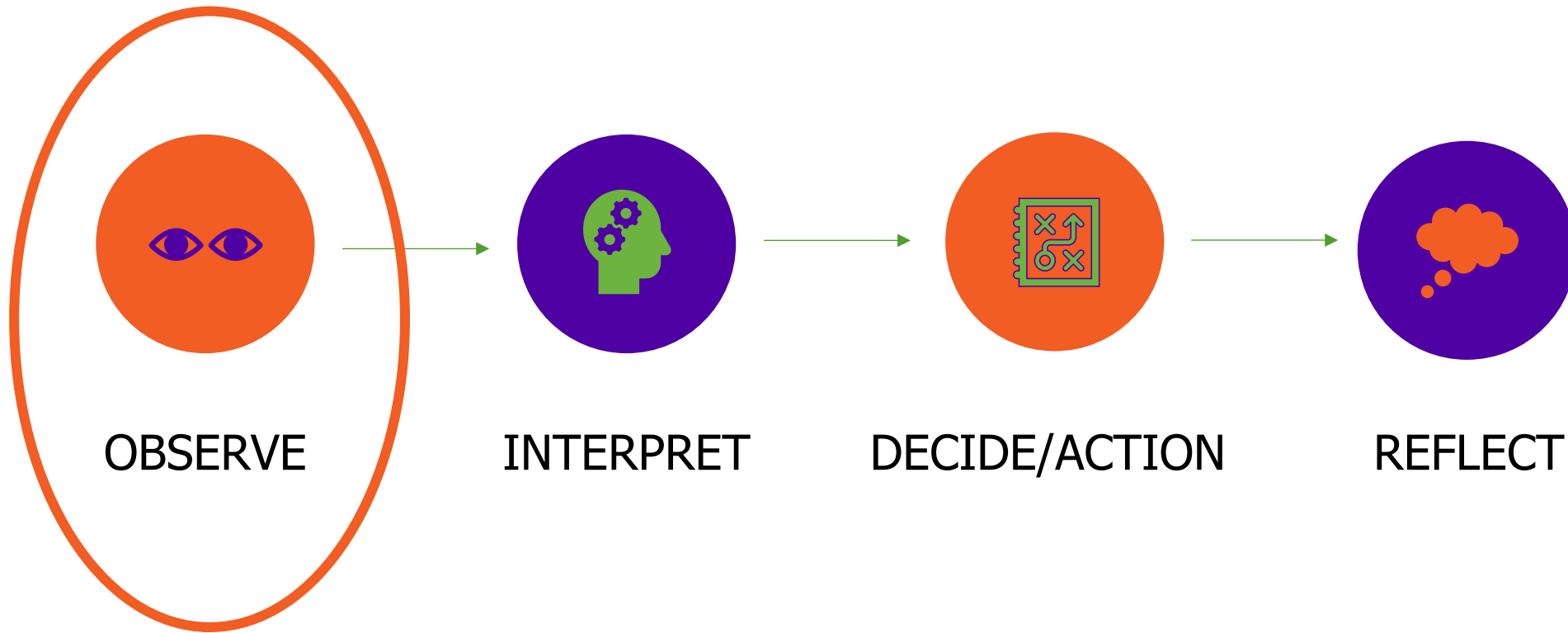




Data Dialogue Protocol



Structured Discussions Around Data


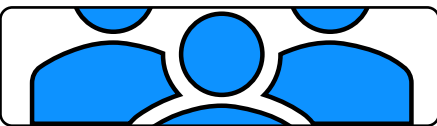

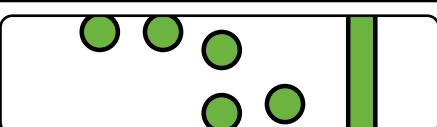
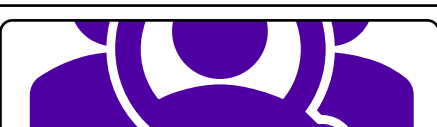




Step 1: Observation



Data Discovery Activity

-  **Phase 1:** Individual Observation
5 MINUTES
-  **Phase 2:** Group Share
10 MINUTES
-  **Phase 3:** Clarifying Questions
5 MINUTES
-  **Phase 4:** Pattern Identification
10 MINUTES
-  **Phase 5:** Prioritize a Focus Area
5 MINUTES



Keep in Mind



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As your persona responds, consider:

- *What evidence do you trust most?*
- *What evidence do you question?*
- *What does your role allow you to see that others may miss?*





Wrap Up

Eyes on the Numbers, Not on the Story

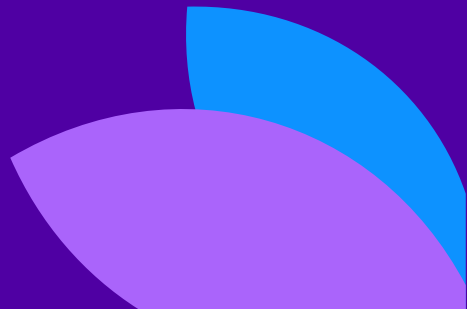


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Break Time!

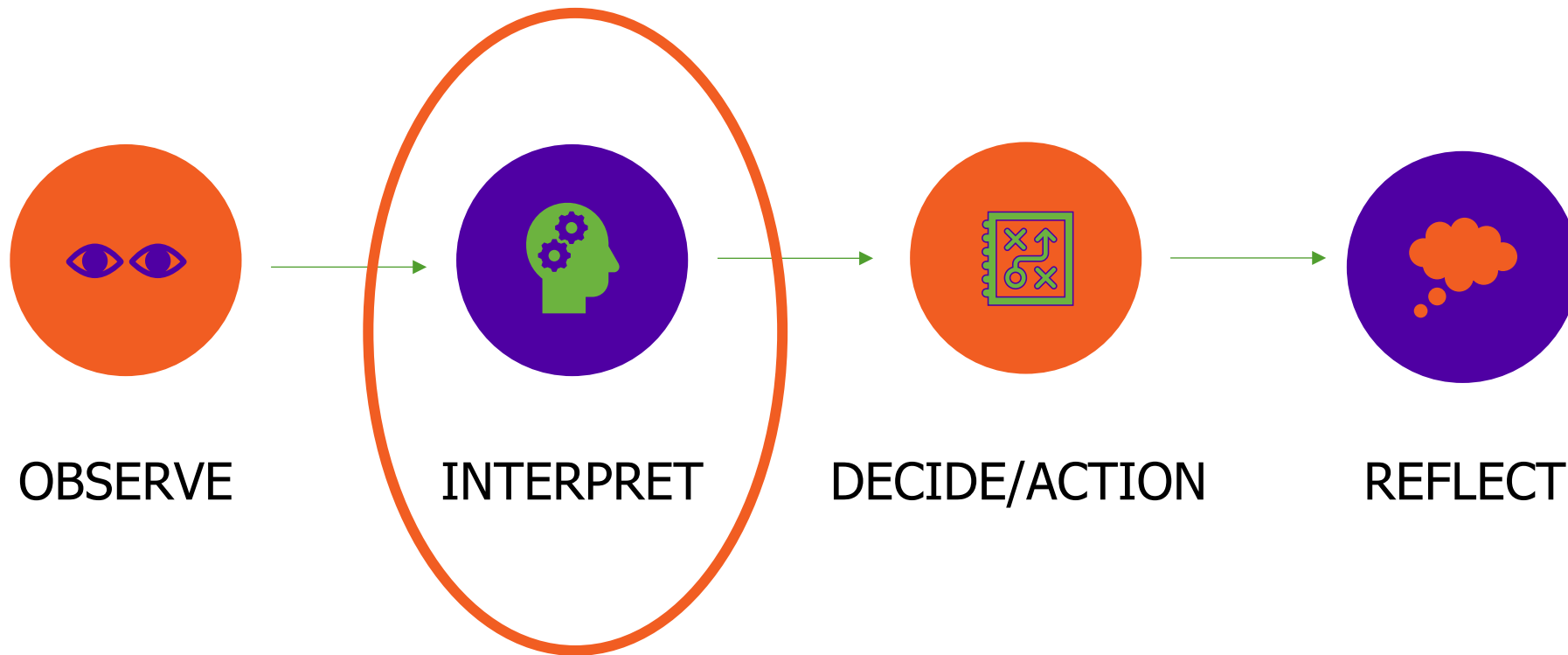




Data Dialogue Protocol



Structured Discussions Around Data





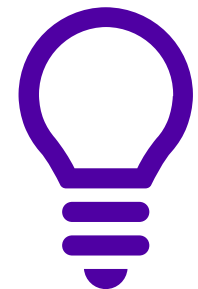
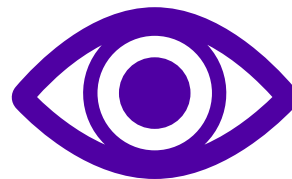
Step 2: Interpret



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Moving from Data → Insight

Observation / Analysis	Interpretation
<p><i>"The temperature dropped 15 degrees over three days."</i></p>	<p><i>"This likely signals a weather front moving in, so we should prepare for colder conditions."</i></p>
<p>What we directly see</p>	<p>What we think it means</p>
<p>Description</p>	<p>Inference</p>
<p>Evidence</p>	<p>Explanation</p>



"What is happening?" vs. "Why might this be happening?"



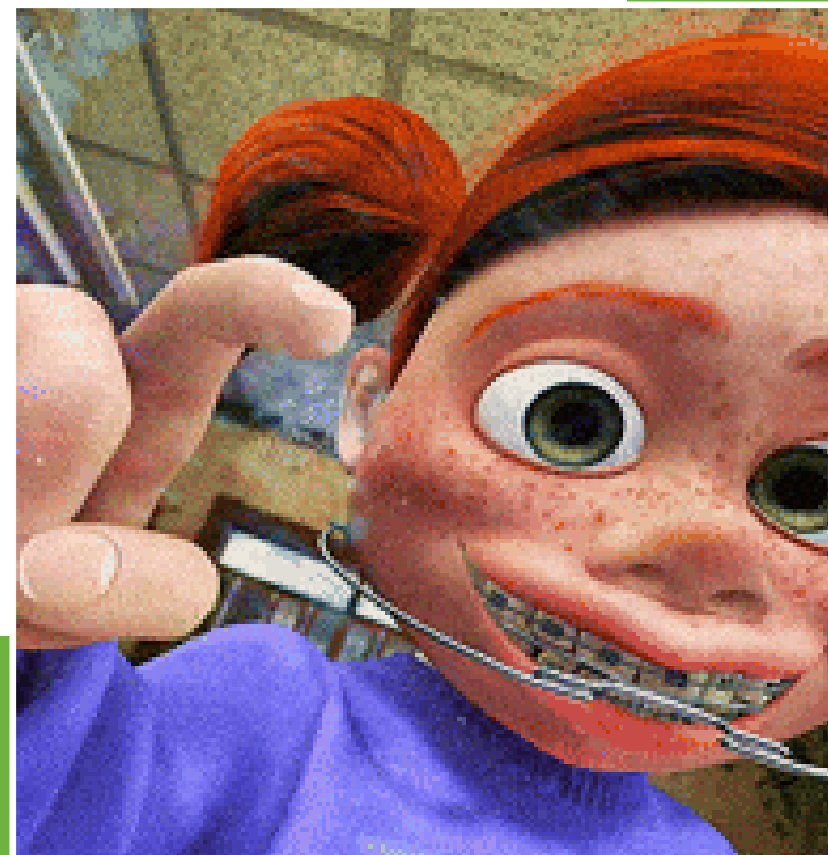
Root Cause Analysis

Data Interpretation Strategy

- “Poking” at the data; building understanding; sense-making; putting pieces of the puzzle together
- Asking “*Why is it happening?*” to answer “*What does this tell us?*”
- The 5 Whys



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Digging Deeper: The 5 Whys



Classic Protocol

- Why #1 — *Why might this be happening?*
- Why #2 — *Why is that?*
- Why #3 — *Why is that?*
- Why #4 — *Why is that?*
- Why #5 — *Why is that?*
- **Identify Possible Root Cause**





Example



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Data: Candidates attempting the state certification exam declined from 82% to 54%.

PROTOCOL	EXAMPLE
Why #1 — <i>Why might this be happening?</i>	<i>Candidates may not feel prepared to take the exam.</i>
Why #2 — <i>Why is that?</i>	<i>They may not be passing practice assessments or meeting benchmark scores beforehand.</i>
Why #3 — <i>Why is that?</i>	<i>Candidates may have limited access to targeted exam preparation and feedback.</i>
Why #4 — <i>Why is that?</i>	<i>Exam preparation may not be consistently embedded throughout coursework and clinical experiences</i>
Why #5 — <i>Why is that?</i>	<i>The program may not have a coordinated system for monitoring candidate readiness and providing timely intervention.</i>

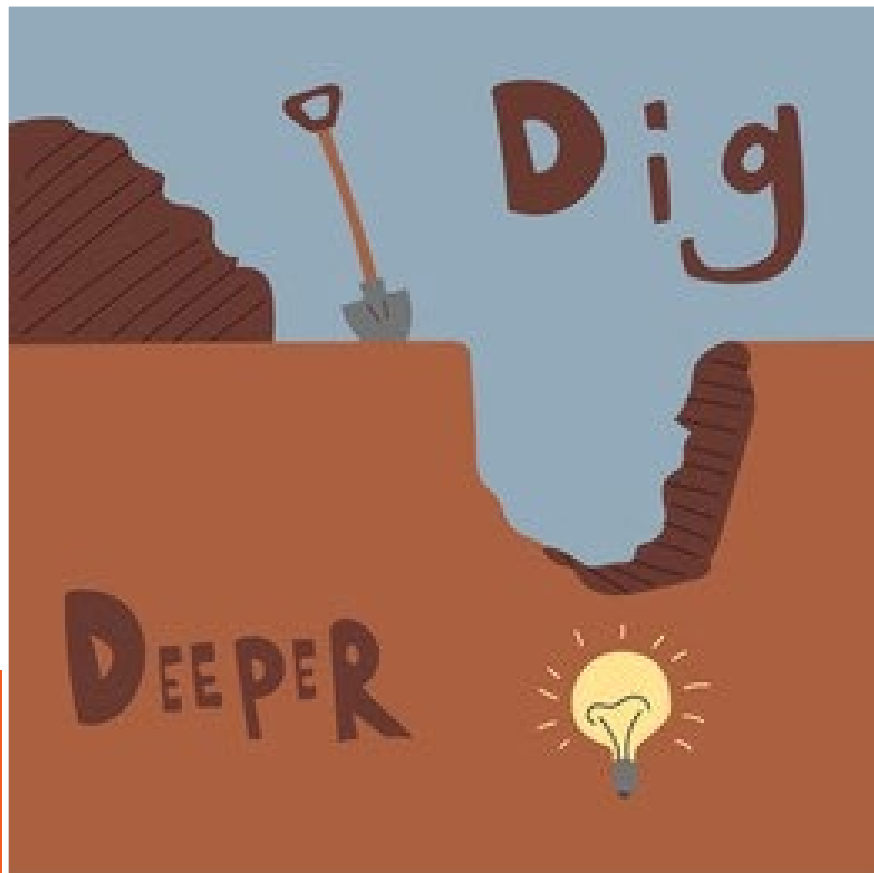
Possible Root Cause: The program lacks a systematic process for supporting and monitoring candidate exam readiness throughout the preparation program.



Let's Practice



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Activity: Digging Deeper -The 5 Whys

- **STEP 1** — Ask the First “Why?” (3 min)
- **STEP 2** — Continue Asking “Why?” (10–15 min)
- **STEP 3** — Identify Possible Root Causes (5 min)
- **STEP 4** — Test the Root Cause (5 min)
- **STEP 5** — Share (10 min)



Step 2: Interpret

Common Traps in Data Interpretation



CORRELATION

≠

CAUSATION



AVERAGES

HIDE VARIATION



SINGLE DATA PTS.

≠

TRENDS



COMPLIANCE DATA

≠

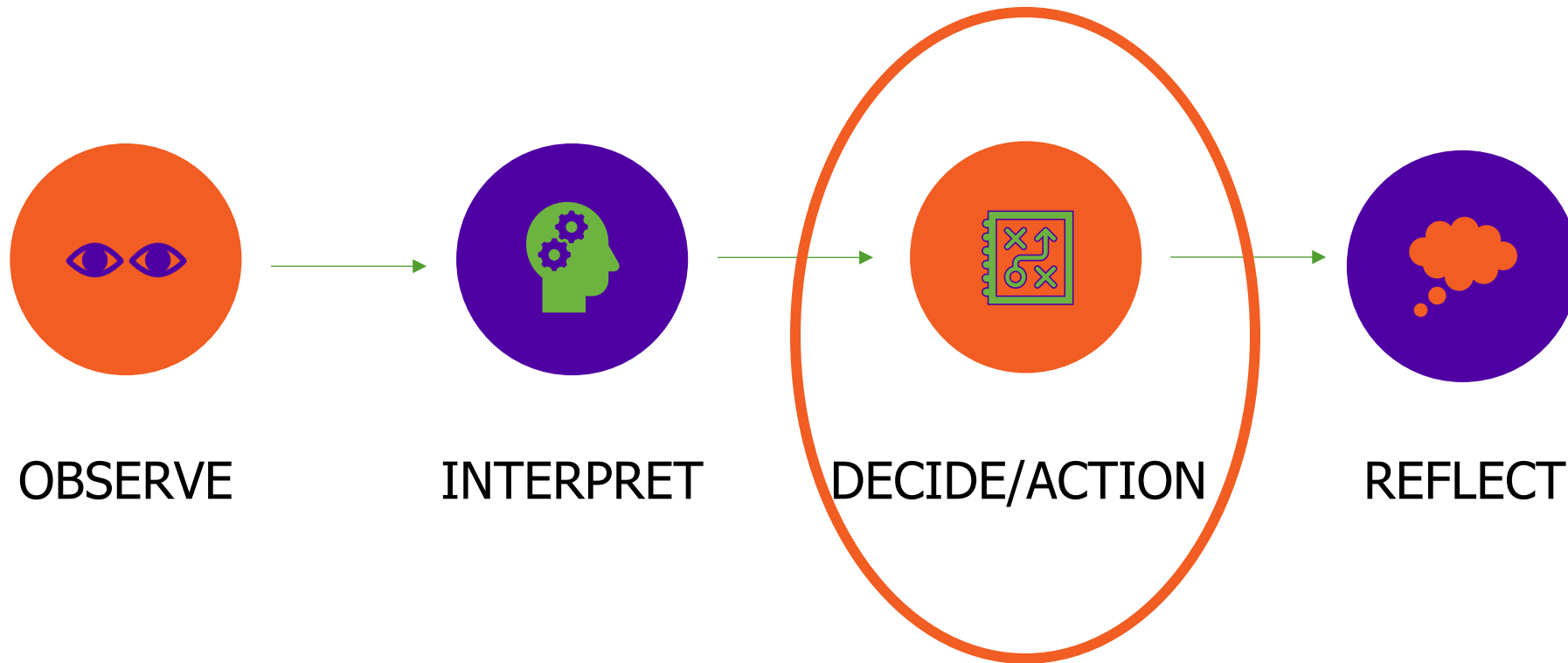
PERFORMANCE
DATA



Data Dialogue Protocol



Structured Discussions Around Data





Step 3: Decide/Action

Moving from Insight → Action

- What action should evidence drive?
- Who will do it?
- When will it happen?
- How will we measure success?
- What support/resources are needed?



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Step 3a: Decide

Decision-Making Process



1. Prioritize

Which issue has the greatest impact?

2. Select Strategy

What intervention aligns with the data?

3. Assign Ownership

Who leads implementation?

4. Set Metrics

What evidence will indicate success?

5. Monitor Progress

When will we review results?

GOOD DECISIONS ARE COLLABORATIVE



Step 3b: Action



Developing an Action-Oriented Goal Statement





Step 3b: Action



Developing an Action-Oriented Goal Statement

- Identify:
 - Problem + root cause focus + desired improvement + measure of success
- Simple structure you can use:
 - “Improve [outcome] in/for [population/context] by addressing [root cause], as measured by [indicator].”



Step 3b: Action

Template for developing an Action Plan



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Action Step	Lead	Timeline	Resources Needed	Success Metric

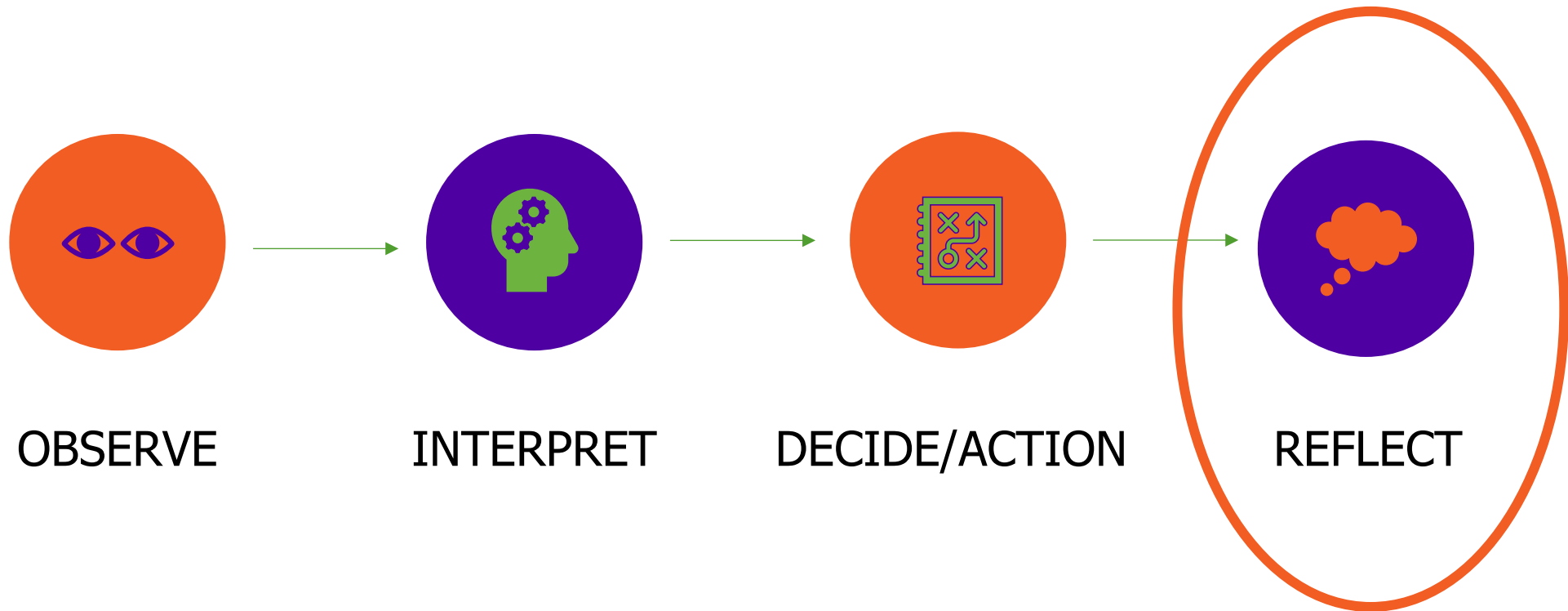


Data Dialogue Protocol



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Structured Discussions Around Data





Step 4: Reflection



Closing the Loop

- Check implementation – Confirm the action plan was carried out as intended.
- Review outcomes – Compare key data to the baseline to see what changed.
- Validate impact – Determine whether the change aligns with the targeted root cause.
- Decide next step – Continue, adjust, or revise the root cause and action plan.
- Document learning – Record what worked, what didn't, and why.



Lunch Ticket



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Reflection & Wonderings Activity

- *What was your biggest "aha" moment?*
- *Did anything completely change your perspective during the process?*
- *What surprised you the most?*
- *What unanswered questions do you still have?*



Lunch Time!



Flip the Lens

Transition to TRIZ

- Before we talk about building effective systems, let's explore what causes systems to fail.
- Sometimes the fastest way to understand what matters is to identify exactly what we should avoid.



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TRIZ

Makes it possible to challenge sacred cows safely and encourages heretical thinking.

CLASSIC BUSINESSWEEK BESTS



SACRED COWS
{make the best burgers}

Developing
Change-Driving People
and Organizations

ROBERT KRIEGEL, PHD

New York Times Bestselling Author of *If It Ain't Broke . . . Break It!*

DAVID BRANDT, PHD



TRIZ

Liberating Structures



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How can I/we reliably
create _____?

(the least effective
QAS)

Go Wild!

10 Minutes



TRIZ

Liberating Structures

How can I/we reliably
create ____?

(the least effective QAS)

Go Wild!

10 Minutes

Is there anything SVCU
is doing that resembles
in any shape or form on
our list?

Make a second list of
those activities and talk
about their impact.

Be unforgiving

10 Minutes



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TRIZ

Liberating Structures

How can I/we reliably
create _____?

(the least effective QAS)

Go Wild!

10 Minutes

Is there anything SVCU
is doing that resembles
in any shape or form on
our list?

Make a second list of
those activities and talk
about their impact.

Be unforgiving

10 Minutes

How am I and how are
we going to stop what
we know creates
undesirable results?

Be as concrete as you
can.

What is your first move?
Who else is needed to
stop the activity?

10 Minutes



Team Discussion

Based on the TRIZ Activity...



Looking at Your Own Context

- Which ineffective QAS behaviors felt most familiar?
- Which of those behaviors creates the greatest risk to quality or continuous improvement?
- What structures, practices, or people currently help prevent those breakdowns?
- If your team could eliminate one barrier tomorrow, what would it be?
- What is one concrete action your team could take within the next six months to strengthen ownership, accountability, or alignment?

Why Good Intentions Aren't Enough



Magnific.com

Evidence helps us identify problems.

Analysis helps us understand them.

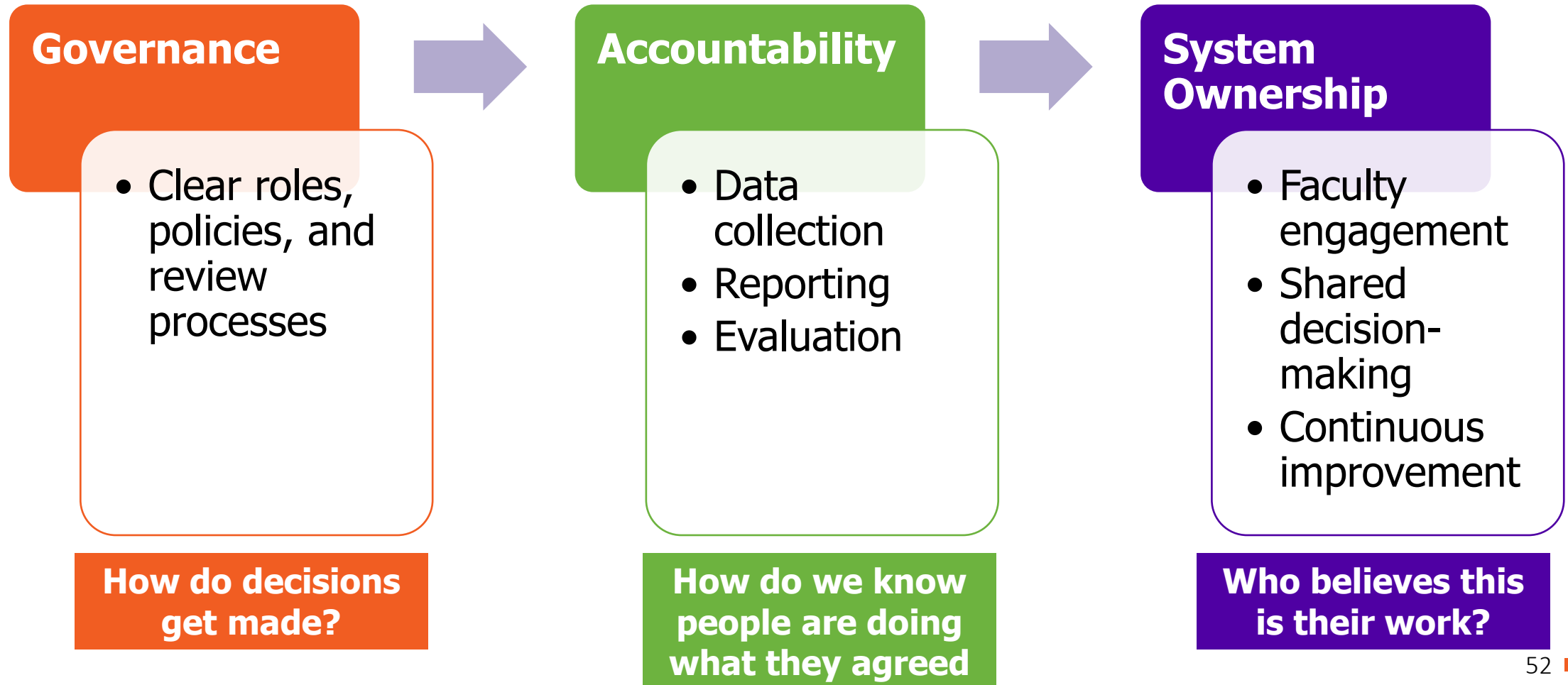
Action helps us address them.

Governance and ownership help us sustain improvement.



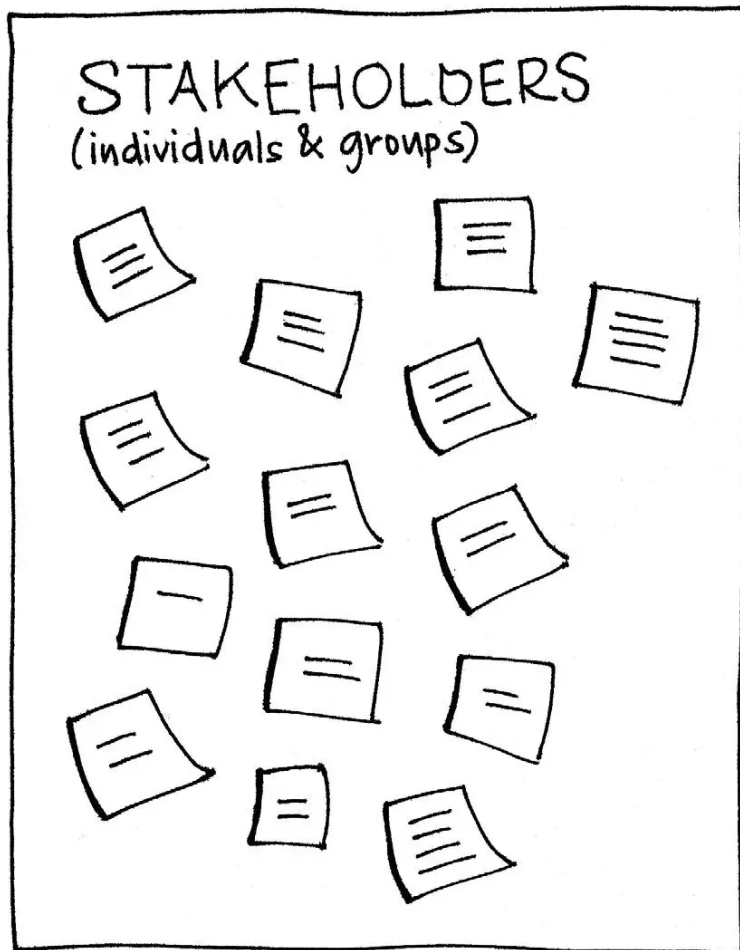
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Governance, Accountability, and System Ownership





Governance, Accountability, and System Ownership



Gamestorming

Create a List of Stakeholder Groups

Who has:

- Decision authority?
- Responsibility for implementation?
- Influence over success?
- A stake in the results?



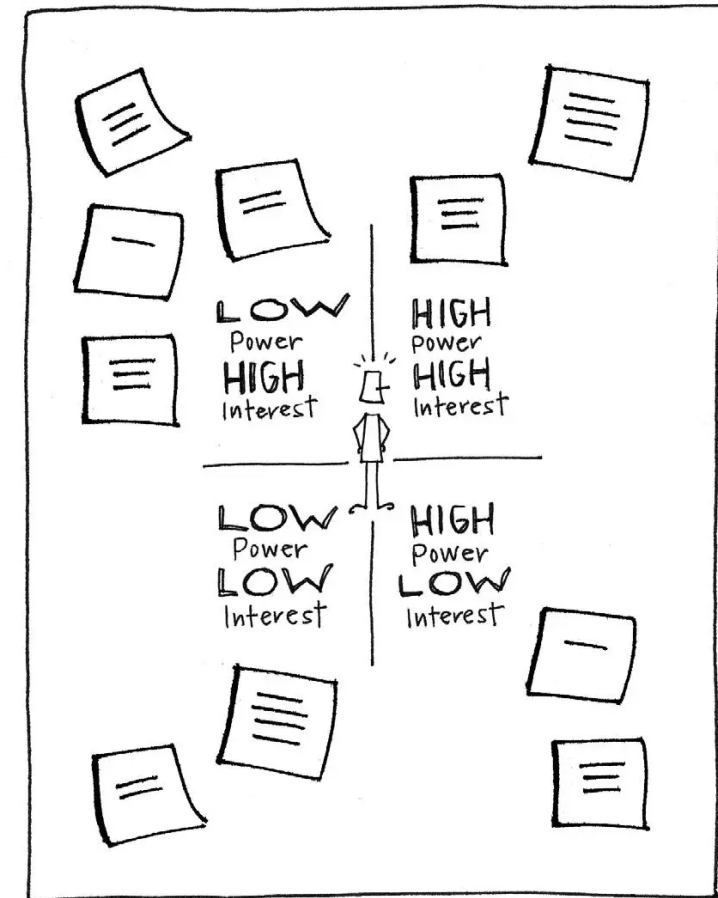
Governance, Accountability, and System Ownership



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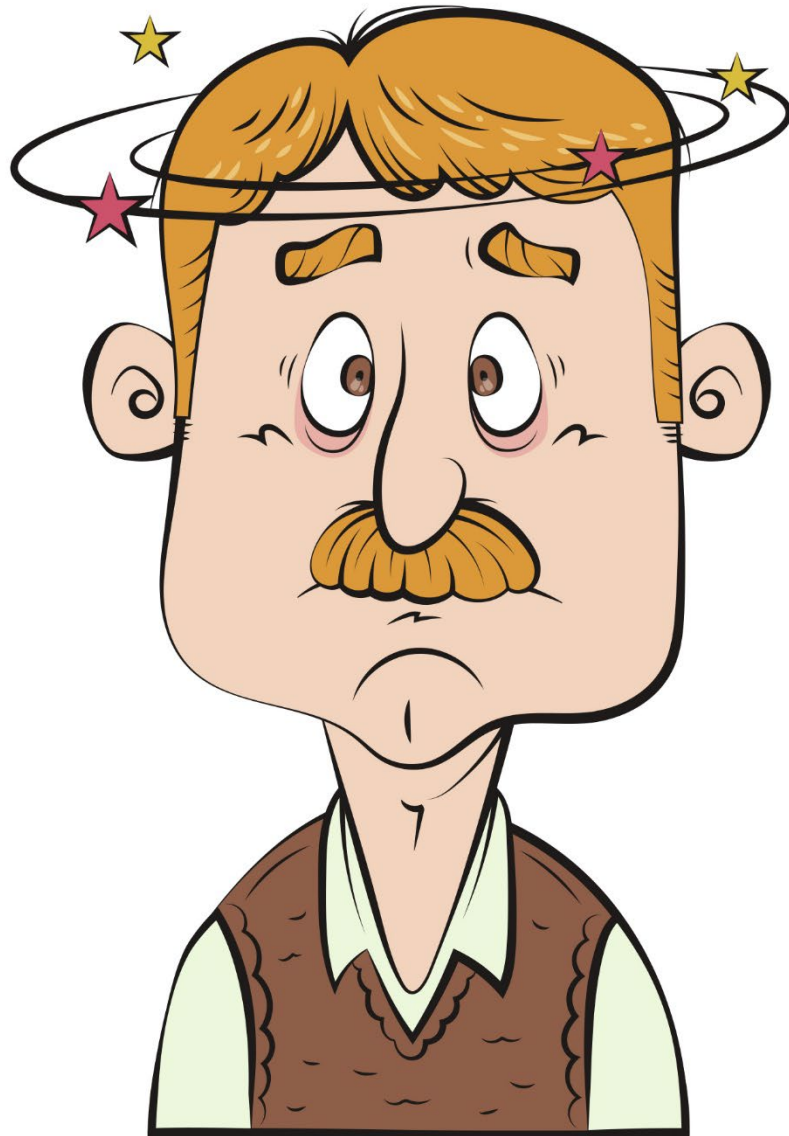
Map Your List on the Grid

- Who needs to be informed of what, and when?
- Who needs to be consulted about what, and when?
- Who is responsible for engaging each stakeholder, and when and how will they do it?





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What strategies will you use to maximize engagement?



Materials and Resources



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<https://bit.ly/4dsHJGi>

2026 Summer Institute

Resources

Day 1

Summer Institute Roster

Download Now

GA 8 Graphio Handout

Download Now

SVCU Case Study

Download Now

Persons Activation Protocol

Download Now



Continued Reflection



- *What was your biggest "aha" moment?*
- *What surprised you the most?*
- *What unanswered questions do you still have?*



Break Time!





From Diagnosis to Action



Review

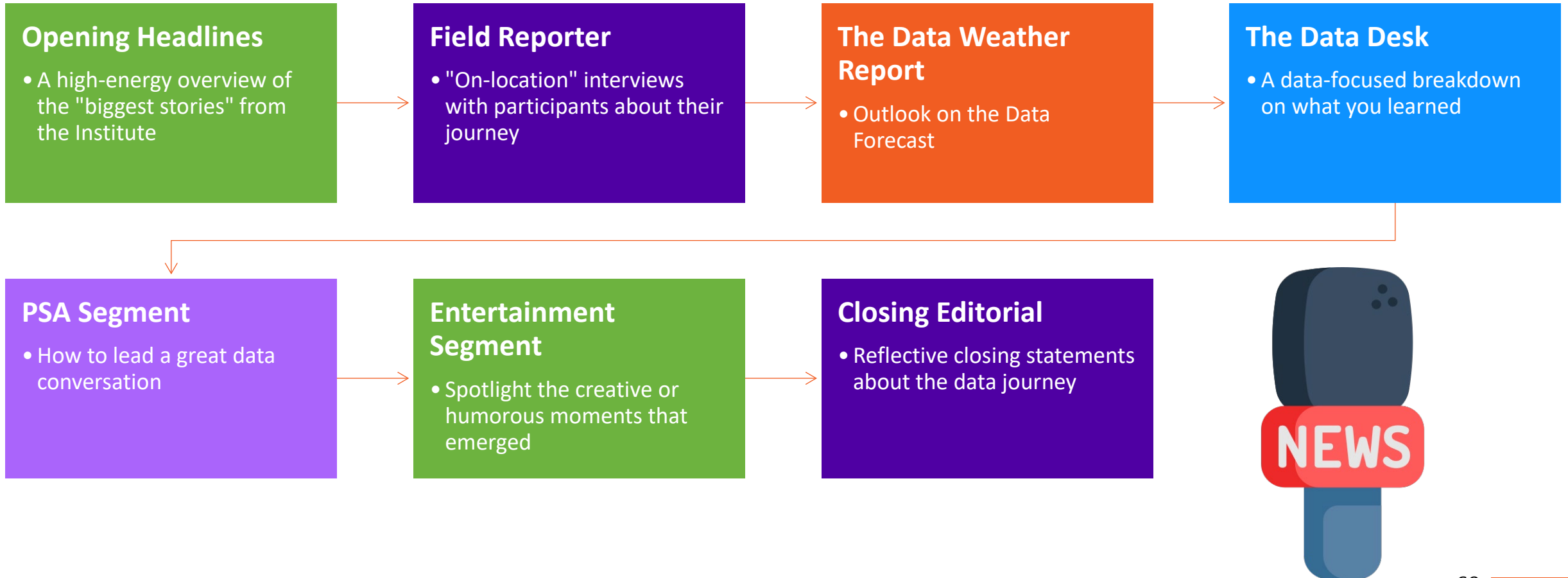
- Over the past two days, we have:
 - Investigated the SVCE case through multiple stakeholder perspectives
 - Examined the foundational elements of a Quality Assurance System
 - Explored how evidence, governance, and improvement processes work together
 - Identified conditions that support, or undermine, continuous improvement
- Tomorrow, we will:
 - Assess the coherence of a Quality Assurance System
 - Identify a high-leverage area for improvement
 - Share our learning through the QAS Newscast



It's Data News Network



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Closing



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Your Feedback is Important to Us!



<https://bit.ly/43Zdtyk>



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