Contents

Foreword	Х
Acknowledgments	xii
About the Author	xv
Introduction	1
Section One: The Will	11
1. The Blind Spot of Bullying Prevention Public Perception and Reaction The Missing Piece The Blind Spot Described The Consequences of the Blind Spot The Under/Over Barrier School Leaders' Role Summary Activities to Address the Blind Spot Problem With Staff or Other Members of the School Community	12 13 13 14 15 15 16 17
2. The Moral Purpose and Obligation of Bullying Prevention Reasons for Staff Reluctance and Strategies to Address Them Priming: Preparing the School Community to Commit to Bullying Prevention Summary Activities to Strengthen Moral Commitment and Purpose	22 23 26 29 29
3. How We See It Is How We Solve It Choice Gives Us a Better Chance Bullying: Technical or Adaptive problem? Default Mode of Most Schools Bullying Is an Adaptive Problem The Technical Solution That's Not Complete	34 35 36 38 39 40

Summary: What School Leaders Need to Know and Do Activities on Perspective and Problems	40 41
4. Changing Your Mind(set)	48
No Way Out	48
Mindset: Definition and Example	49
The Default (Criminal Justice) Mindset on Bullying	50
Educational Mindset on Bullying	51
Educational Mindset in Action	54
Summary	56
Activities for "Changing Your Mind(set)"	56
Section Two: The Skill	63
5. You Can't Bully Your Way to Bullying Prevention	64
The Fear of the Principal	64
The Principal as Enforcer	65
Leadership Style and Bullying Prevention	66
The Best (Only) Place to Start	67
Five-Point Leadership Inspection	67
The Power of Baby Steps	70
Summary	70
Activities to Reflect on the Use of Power	71
6. Leadership for Bullying Prevention: What <i>Not</i> to	
Do and <i>Not</i> to Think	76
Common Misdirections in Bullying Prevention	77
Summary	86
Activities to Address the Misdirections and Misconceptions	87
in Bullying Prevention	
7. Leading Groups to Lead	90
Lessons Learned	91
Creating the Conditions	92
Establishing a Structure for Deliberation	0.4
and Decision Making Navigating Through the Complex Problem of Bullying	94 95
Linking the Team to the Larger Group and	93
School Community	98
Summary	101
Activities to "Lead Groups to Lead"	102
8. The Human Face of Data	105
Assessing the Problem of Bullying	106
Using Multiple Sources of Data	108
Using Focus Groups to Add the Human Face to Data	110

Conducting Focus Groups	111
Analyzing the Data From Assessment Instruments	115
Analyzing the Data From Focus Groups	116
Working With Bullying Prevention Team to	
Interpret the Data	117
Sharing the Assessment Findings	119
Summary	121
Activity for "The Human Face of Data": Two Sides	
of the Story	121
9. "Of the Students, by the Students, for the Students":	
What School Leaders Need to Know	123
A Rare Glimpse	123
The Necessary Shifts	124
The Social Nature of Bullying	126
The Real Challenge for School Leaders	129
Begin With the End in Mind	130
Leadership and Responsibility	130
Summary	132
Activities for "Of the Students, by the Students,	
for the Students"	133
10. "Of the Students, by the Students, for the Students":	
What School Leaders Need to Do	137
Implications for Practice: ABC	138
Autonomy Practices	138
Belonging Practices	141
Competency Practices	145
Coaching in the Social World of Bullying	148
High Leverage (ABC) Practices Not Specifically Designed	
for Bullying Prevention (but Worth the Investment)	152
Summary	153
Activities to Support Students' Response to Bullying	154
Section Three: The Follow Through (Infrastructure)	157
Ŭ,	
11. Leadership for a Change	158 159
Getting Started	158 159
Stumbling and Struggling: The Rule, Not the Exception	
Guiding Principles The Relancing Act of Leadership: How to Respond	159
The Balancing Act of Leadership: How to Respond	160
to Teacher Bullying	162
Leadership Practices That Promote Leadership	1//
and Learning (and Prevent and Reduce Bullying)	166

	Summary	173
	Activities for "Leadership for a Change"	173
12.	Policies, Programs, and Practices	178
	What's the Policy?	178
	A Review by the U.S. Department of Education/Center for Safe and Supportive Schools of	
	Provisions in State Laws	180
	Memo to the Field: Issues of Civil Rights Violation	181
	Caution: Words Matter	183
	Bullying Prevention Practices and Programs	183
	What Research Says About Best Practice	183
	The Top Ten Practices: A Reliable Source	184
	Best Practice for Best Practice	185
	Practical Wisdom: Making Policies, Programs,	
	and Practices Work	187
	Practical Wisdom for Using Programs and Practices	188
	Finding Effective Programs/Practices	188
	Summary	189
	Activity for "Policies, Programs, and Practices":	
	Practical Wisdom	190
13.	Discipline in the Right Climate: Rules, Consequences,	
	Supervision, and Intervention	192
	The Best of Both Worlds	192
	Applying the Three-Tier Intervention Model to	
	Bullying Prevention	193
	Rules: Look Closely	194
	Supervision of Students	195
	Consequences: Caveats	200
	Guidelines for Meeting With Students Involved	
	With Bullying	203
	Bullying: Blending In or Standing Out?	206
	Summary	207
	Activities for "Discipline in the Right Climate"	208
14.	Beyond the School Building: Parents, the School Bus,	
	and the Digital World	211
	Who's to Blame?	211
	Leading From Between a Rock and a Hard Place	212
	No One Is to Blame, but We All Are Responsible	212
	School Leaders' Main Task: From Finger-Pointing to Working	
	Together	212
	A Parallel Case	214
	Implications for School Leaders	214

Guidelines for Receiving Complaints	215
Guidelines for Responding to the Complaint	216
Guidelines for Communicating With the Parent	
of a Student Who Bullied	217
Communicating With Parents of Bystanders	219
The School Bus	220
Challenges With the Digital World	223
Cyberbullying: The School's Responsibility and Authority	224
Summary	227
Activities to Support Concepts in "Beyond the	
School Building"	228
15. Beyond Bullying Prevention: Climate Change for the Better	231
It Takes Generations	231
The Missing Key Ingredient	232
The Flywheel of Bullying Prevention	232
The Right Habits for Success	233
Services	234
Ongoing Evaluation of Bullying Prevention	234
Integrating Bullying Prevention With the Curriculum,	
Customs, and Traditions of the School	237
Curriculum	238
Customs and Traditions: Classroom and School	239
Planning for Substitute Teachers	241
Rituals for Comings and Goings	241
Schoolwide Customs and Traditions	241
Summary	244
Final Thoughts	245
Appendix: Bullying Prevention Resources	247
References	
Index	257