

**LEADERSHIP BELIEFS**

**LB1** We believe all decisions should be consistent with our mission and goals, should be data based, should be anchored in sound theory and practice, and should be focused on what is best for the short and long-term interests of all students.

**LB2** We believe all decisions should be made at the most appropriate level and should be as close to the point of implementation as possible. The competency and commitment levels of those involved will help determine the appropriate level.

**LB3** We believe our behavior should promote and encourage empowerment throughout our organization. Empowerment should be highly individualized and be a function of their development on the dependent-independent-interdependent continuum within the context of Leadership Belief 1.

**LB4** We believe we have an obligation to establish and maintain cohesive interdependent teams that have a high commitment to the organization's mission and goals.

**LB5** We believe our behavior should promote and encourage professional autonomy and independence for individuals and teams throughout the school and within the parameters of Leadership Belief 1. We believe that autonomy should be highly individualized and should be a function of their maturity levels.

**LB6** We believe that we have an obligation to build in quality control and quality assurance strategies throughout the organization. Building feedback loops into the system will assist leaders in aligning mission, structures, systems, and strategies to ensure quality control and assurance throughout the organization.

**1 FINDING TRUE NORTH**

“Mission and goals provide purpose and ‘true north’ direction.”

LB1 Dimensions: GF & ADA



**2**

**CHOOSING TO BE GREAT**

“Choices not circumstances control outcomes.”

LB2 Dimensions: COM & PSA



**6**

**BUILDING CAPACITY**

“Quality production requires continual development of human resources and the alignment of associated support systems.”

LB6 Dimensions: All 10 (see legend)



6 Principles of



Organizational Health

**3**

**BEING TRUSTWORTHY, TRUSTING OTHERS**

“Trust empowers others.”

LB3 Dimensions: OPE & MOR



**5**

**TAKING OWNERSHIP**

“Effective relationships require mutual benefit.”

LB5 Dimensions: AUT & INN



**4**

**BECOMING WHOLLY INTERDEPENDENT**

“The whole is greater than the sum of the parts.”

LB4 Dimensions: RES & COH

**10 DIMENSIONS OF ORGANIZATIONAL HEALTH**

GF \* Goal Focus | COM \* Communication Adequacy | OPE \* Optimal Power Equalization | RES \* Resource Utilization | COH \* Cohesiveness | MOR \* Morale | INN \* Innovativeness | AUT \* Autonomy | ADA \* Adaptation | PSA \* Problem-Solving Adequacy



Goal Focus  
Cohesiveness  
Adaptation

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# OPTIMAL POWER EQUALIZATION

Optimal Power Equalization is the ability to maintain a relatively equitable distribution of influence between leaders and team members.



# 3

## **BEING TRUSTWORTHY, TRUSTING OTHERS**

“Trust empowers others.”

LB3 Dimensions: OPE & MOR

**OPE – Optimal  
Power  
Equalization**

**MOR – Morale**

**How do we incorporate this Leadership Principle  
into the day-to-day operations of our  
administrative unit?**

# LEADERSHIP BELIEF

We believe our behavior should promote and encourage empowerment throughout our organization. Empowerment should be highly individualized and be a function of their development on the Dependent-Independent-Interdependent continuum within the context of Leadership Belief #1.





The goal is to move individuals and teams to the highest level possible by achieving **growth by direction**, growth by coordination, and **growth by collaboration**.

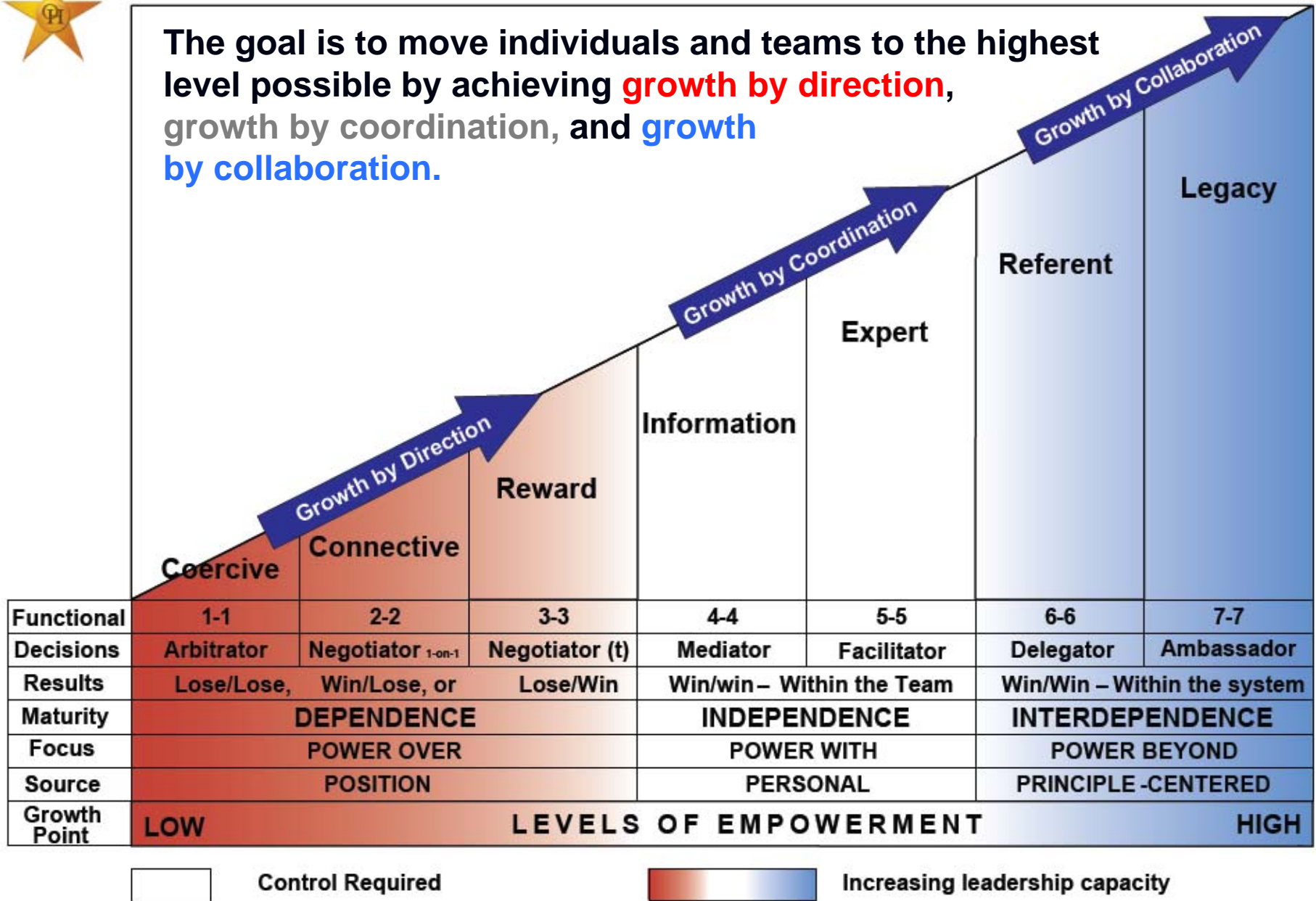


Figure 3.1 : Growth through Empowerment™

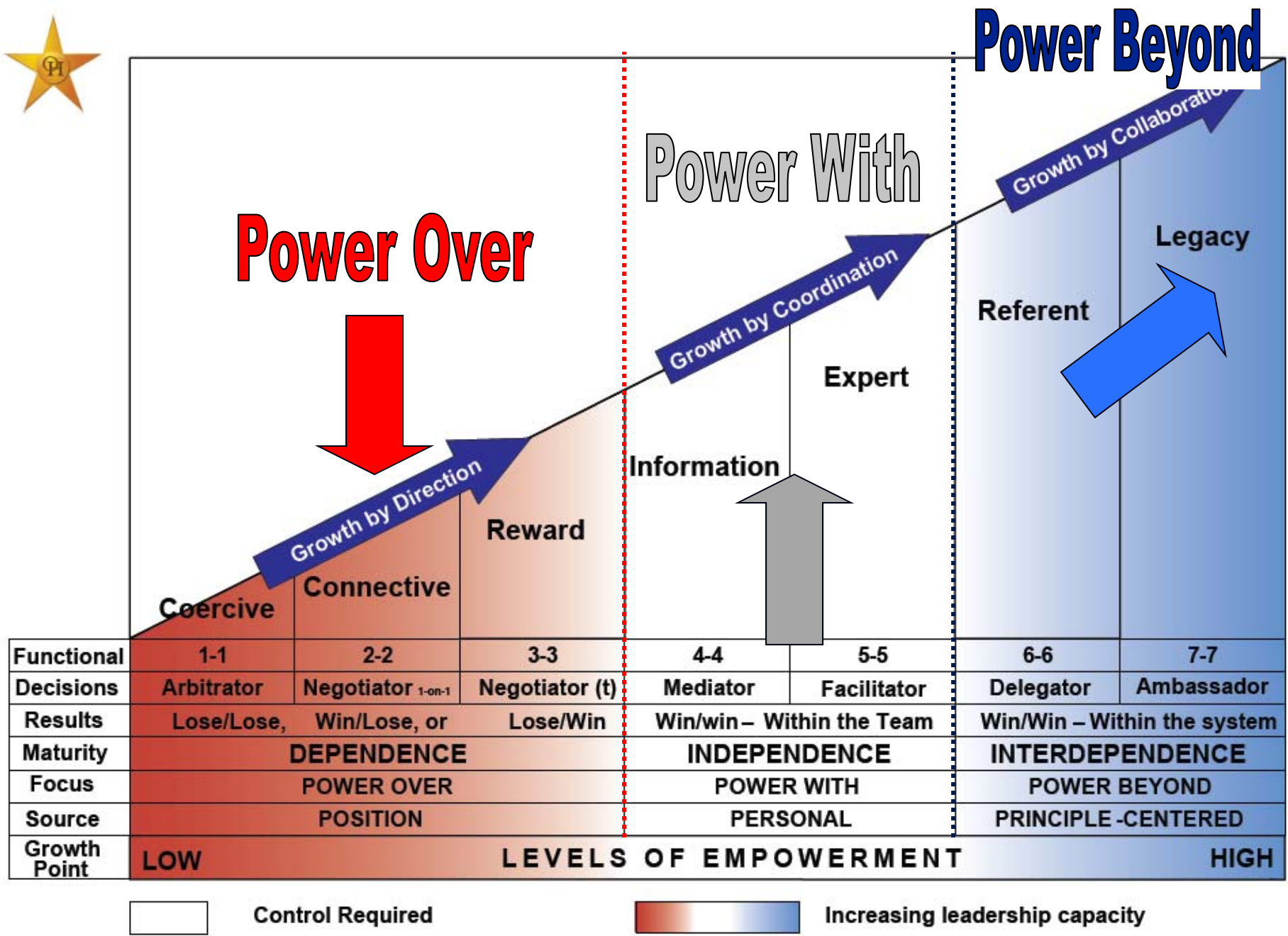


Figure 3.1 : Growth through Empowerment™



Where are we functioning and how can we move to at least one level higher?

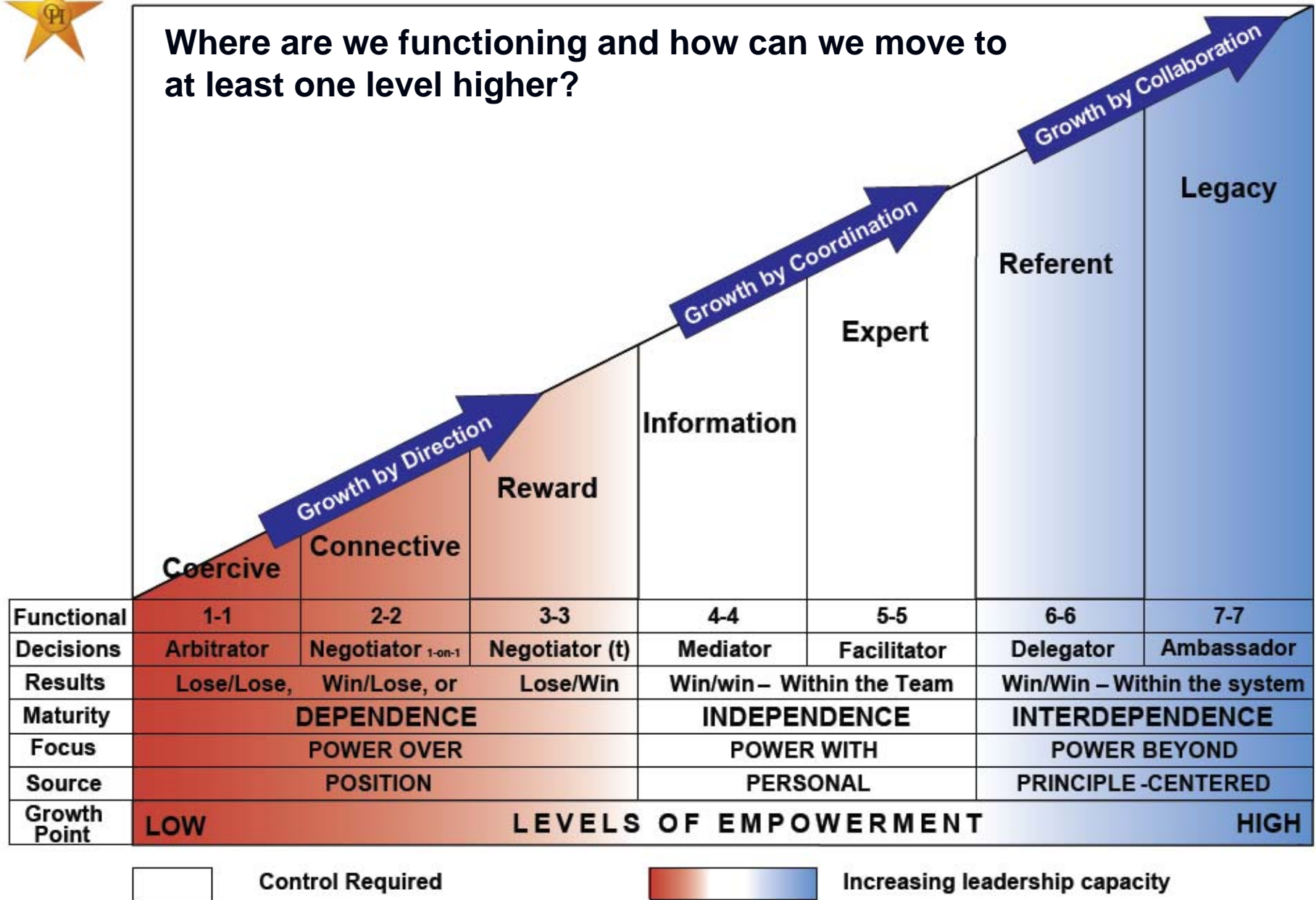


Figure 3.1 : Growth through Empowerment™