

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

THE BIG 3

Goal Focus
Cohesiveness
Adaptation

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RES – Resource Utilization

COH - Cohesiveness



**BECOMING WHOLLY
INTERDEPENDENT**

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

4

LB4 Dimensions: RES & COH

COHESIVENESS

Cohesiveness is the state when persons, groups, or organizations have a clear sense of identity. Members feel attracted to membership in an organization. They want to stay with it, be influenced by it, and exert their own influence within it.

4

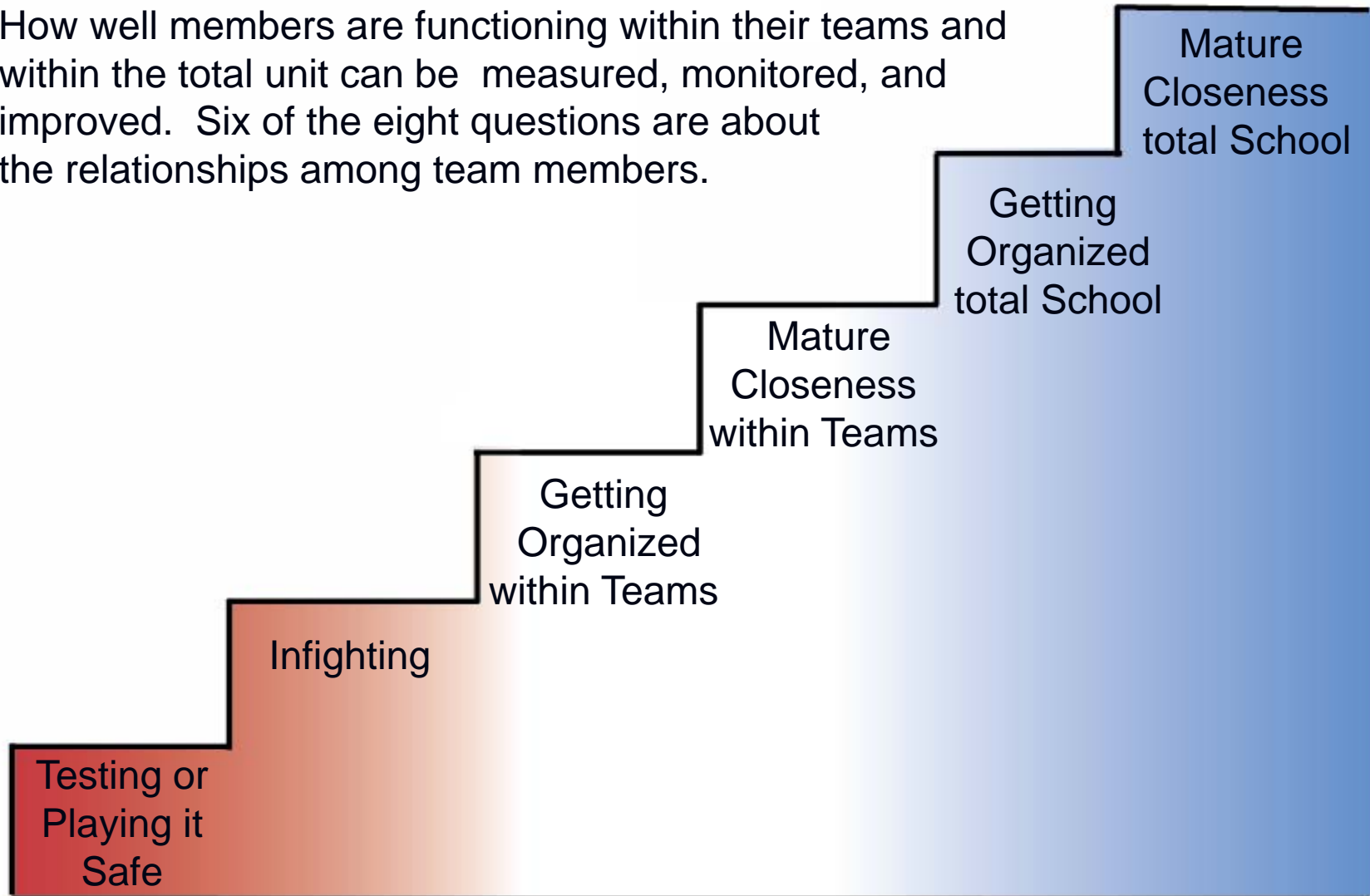
LEADERSHIP BELIEF

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.



Stages of Team Development

How well members are functioning within their teams and within the total unit can be measured, monitored, and improved. Six of the eight questions are about the relationships among team members.



Do we have team members who are . . . ?

Polite

Guarded

Watchful

Impersonal

**Avoid
controversial
issues**

**Safe & private
conversations**

Focus on Self

Stage 1

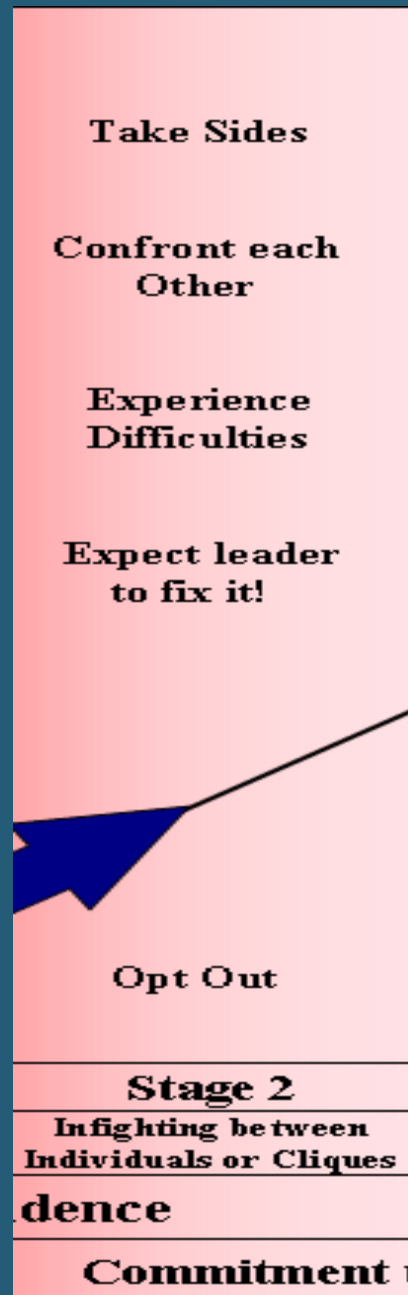
**Testing or
Playing it Safe**

Depen

Low

Testing or Playing it Safe
Focusing on Self
Trying to just Survival
Talking about people not
to them

Do we have team members (or teams) who are



- ✓ Taking sides
- ✓ Confronting each other
- ✓ Tattling on each other
- ✓ Opting out

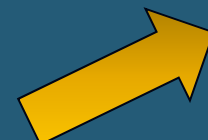
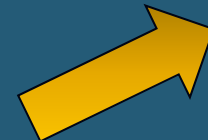
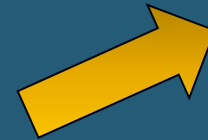
Dependence (Focus on Self)

- Individuals can not get out of Stage 1 without the leader's assistance
- Individuals can not move out of Stage 2 without the leader's assistance

Polite	Take Sides	
Guarded	Confront each Other	
Watchful	Experience Difficulties	
Impersonal	Expect leader to fix it!	
Avoid controversial issues		
Safe & private conversations	Opt Out	
Stage 1	Stage 2	
Testing or Playing it Safe	Infighting between Individuals or Cliques	
Dependence		
Low	Commitment to t	

What can leaders do to get team members out of Stages 1 and 2?

They need to help them . . .



Confront the issue, not the person

Search for win/win strategies

Provide open, honest feedback

Focus on the n

Establish procedures

Follow guidelines

Develop new skills

Stage 3

Getting Organized as a Team

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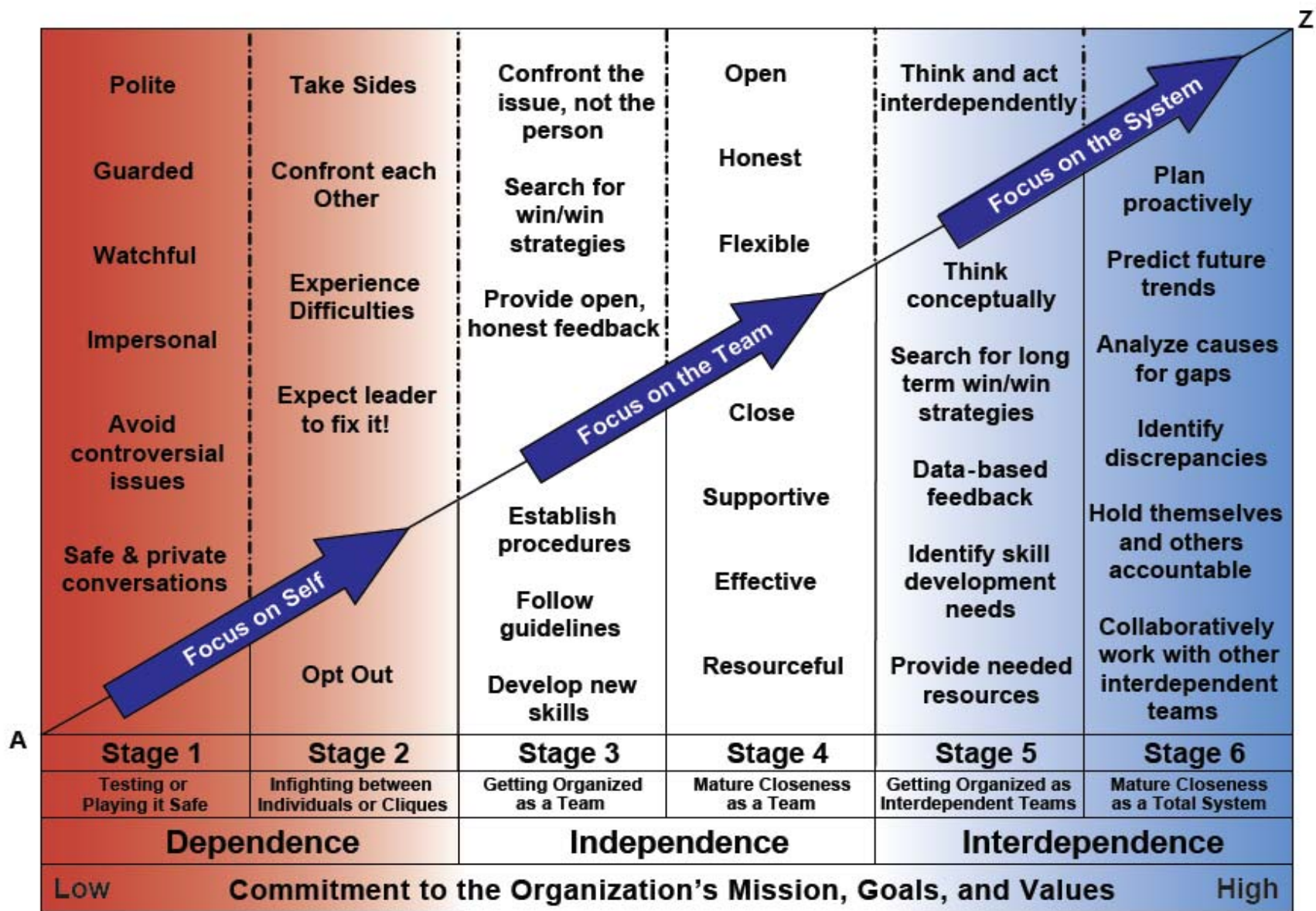
to the Organizati

How do we help individuals and teams move to the “blue zone” – Interdependence?

Interdependence (Focus on the School/System)

- Requires individuals who are willing and able to think interdependently
- Requires structures and systems to support interdependence
- Requires a commitment from the leader to achieve and to maintain interdependence





Commitment Level

Figure 4.1 Stages of Team Development TM

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Stages of Team Development

At what level is your unit functioning and what can be done to move them to at least one level higher.?

