

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.

6

BUILDING CAPACITY

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

LB6 Dimensions: All 10 (see legend)



4

BECOMING WHOLLY INTERDEPENDENT

"The whole is greater than the sum of the parts."

LB4 Dimensions: RES & COH

2

CHOOSING TO BE GREAT

"Choices not circumstances control outcomes."

LB2 Dimensions: COM & PSA

3

BEING TRUSTWORTHY, TRUSTING OTHERS

"Trust empowers others."

LB3 Dimensions: OPE & MOR

6 Principles of



Organizational Health

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

WWW.ORGANIZATIONALHEALTH.COM
Organizational Health Diagnostic & Development Corporation

5



TAKING OWNERSHIP

“Effective relationships require mutual benefit.”

LB5 Dimensions: AUT & INN

AUT – Autonomy

INN - Innovativeness

How do we help individuals move from feeling accountable to becoming responsible?

AUTONOMY

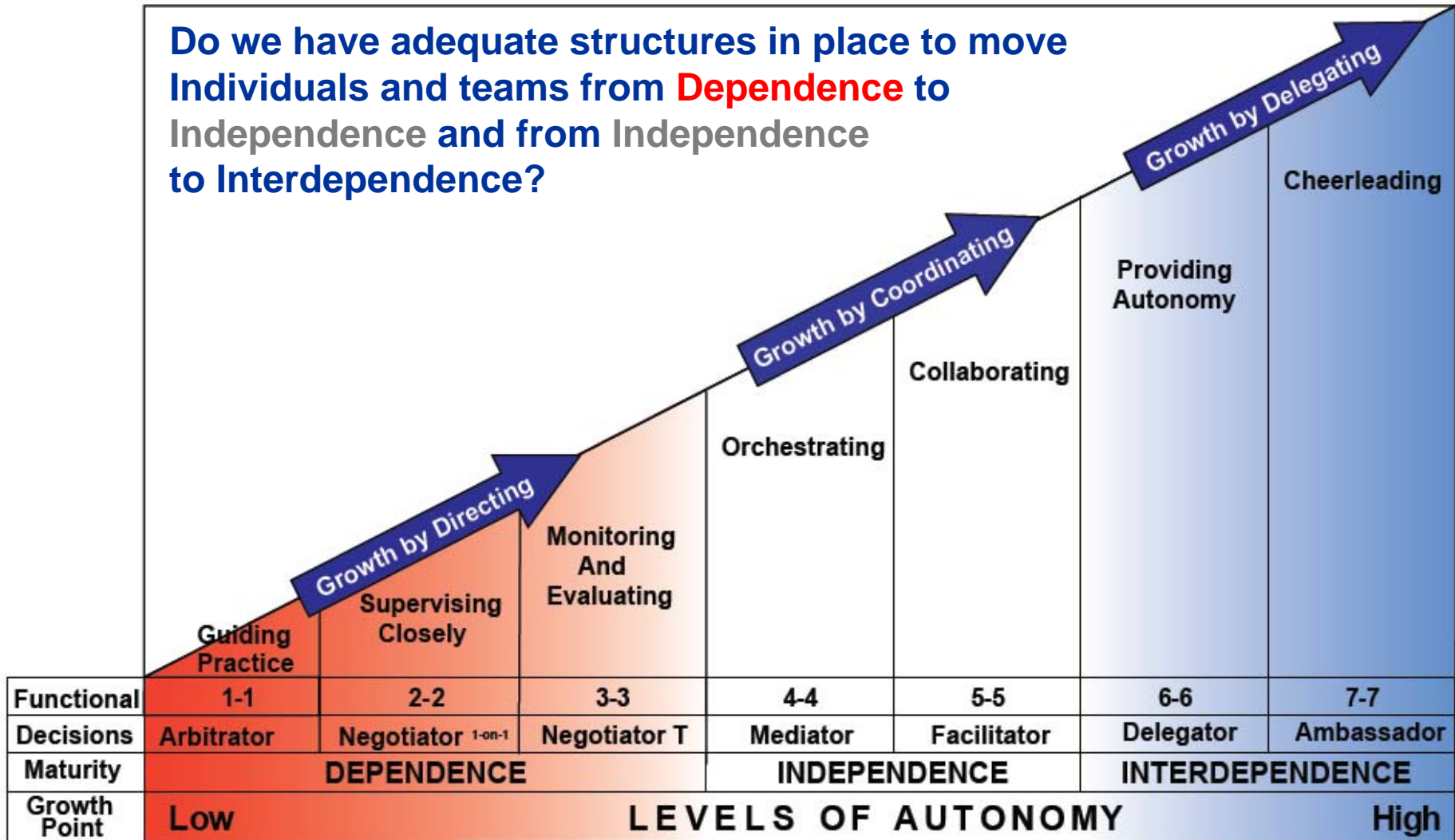
Autonomy is that state when persons, groups, or organizations have the freedom to fulfill their roles and responsibilities.

LEADERSHIP BELIEF

We believe our behavior should promote and encourage professional autonomy and growth from dependence to interdependence for individuals and teams throughout the unit within the context of Leadership Belief # 1.



Do we have adequate structures in place to move Individuals and teams from **Dependence** to Independence and from Independence to Interdependence?



Level of Individual and Team commitment
 Level of Autonomy and Responsibility

Figure 5.1 : Moving from Accountability to Responsibility™

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

