

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



3

BEING TRUSTWORTHY, TRUSTING OTHERS

"Trust empowers others."

LB3 Dimensions: OPE & MOR



4

BECOMING WHOLLY INTERDEPENDENT

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

LB4 Dimensions: RES & COH

6

BUILDING CAPACITY

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

LB6 Dimensions: All 10 (see legend)

5

TAKING OWNERSHIP

"Effective relationships require mutual benefit."

LB5 Dimensions: AUT & INN

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

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6

BUILDING CAPACITY

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

LB6 Dimensions: All 10



LEADERSHIP BELIEF

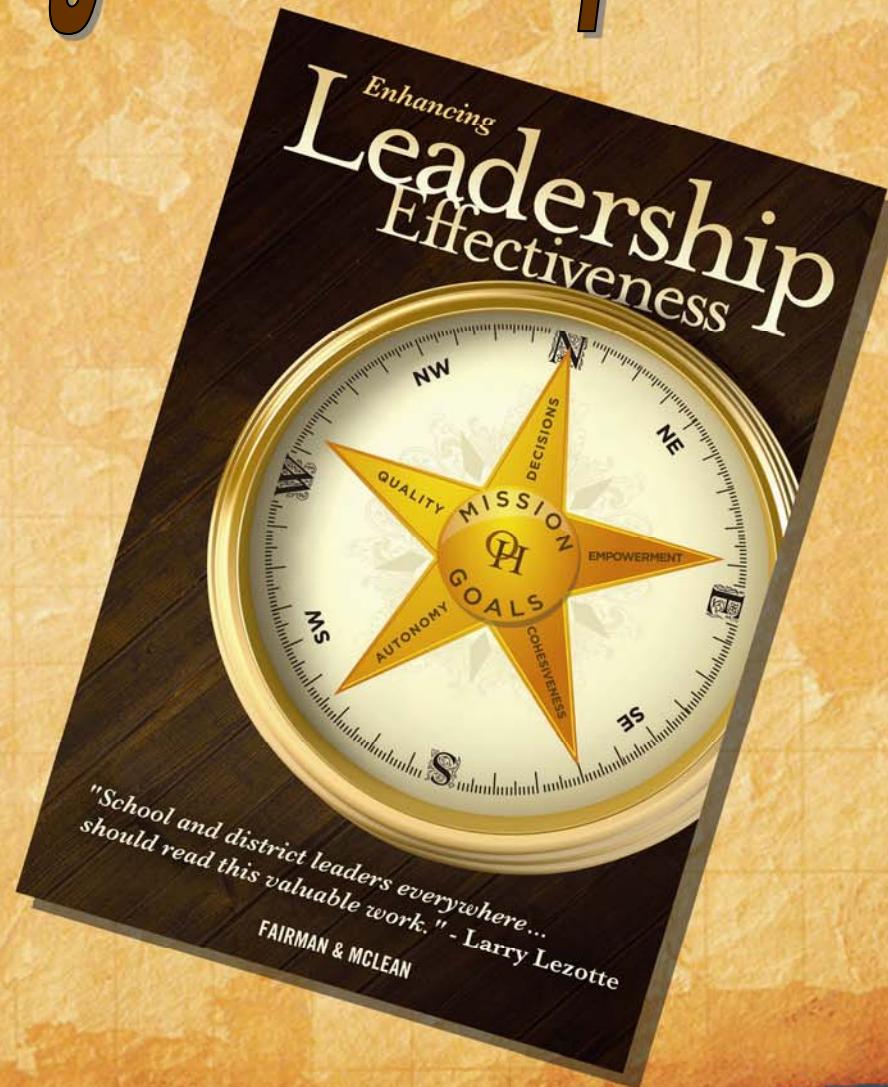
We believe that we have an obligation to build in quality control and quality assurance strategies throughout the system. Building feedback loops into the system will assist leaders in aligning mission, strategies, structures, and systems to ensure quality control and assurance throughout the organization.



Highly effective organizations will be functioning at the interdependent level on all ten dimensions with strengths on the “Big Three” dimensions: Goal Focus, Cohesiveness, and Adaptation.

Incorporating Organizational Health into the management system will assist in establishing and maintaining quality assurance and quality control throughout the system.

Enhancing Leadership Effectiveness



"School and district leaders everywhere...
should read this valuable work." - Larry Lezotte

FAIRMAN & MCLEAN