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SOUTHEAST COMPREHENSIVE CENTER

Navigating Change in Demanding Times

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The future terrifies the weak—



and is barely in the thoughts of the strong.

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4 Obsessions of a CEO

- Build & maintain a cohesive leadership team
- Create organizational clarity
- Over-communicate organizational clarity
- Reinforce organizational clarity through human systems

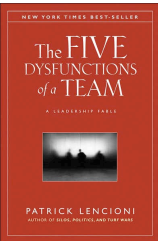
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Five Dysfunctions of a Team

(Lencioni)

- Inattention to results – Status & ego
- Avoidance of accountability – Low standards
- Lack of commitment – Ambiguity
- Fear of conflict – Artificial harmony
- Absence of trust – Invulnerability

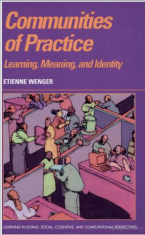


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Communities of Practice

(Etienne Wenger)



- Mutual engagement
- Negotiated meaning
- Shared repertoire

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Principals Leading Professional Learning

Organizations are made of conversations.

—Ernesto Gore



Brian Solis

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“Coblaboration”
King Arthur’s Round Table
 (David Perkins)

- Brownian movement
- Downward spiraling
- Group think



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WARNING !

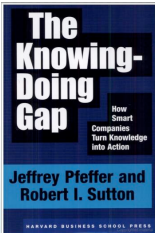
~~Changes
in structure
alone. .~~

will not result in improvement.

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The Knowing – Doing Gap
 (Pfeffer and Sutton)



- When Talk Substitutes for Action
- When Memory Substitutes for Thinking
- When Fear Prevents Acting on Knowledge
- When Measurement Obstructs Good Judgment

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Overcoming Know-Do Gap

- Why before how
- Do & teach others
- Action counts more than elegant plans
- No doing without mistakes
- Fear increases knowing-doing gap
- Beware of false analogies — Fight the competition, not each other
- Measure what matters — Knowledge into action
- What do leaders do? Time spent doing what?

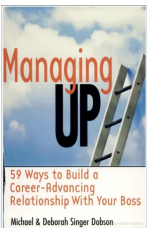
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Managing Up

(Dobson)

- “Do Good Work”
- “Be a ‘Goodmouther’”
- Win/win or no deal — war games
- Reduce FEAR - False Evidence Appearing Real
- Courage & CLMs
- 5–15 report — advanced notice



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Fierce Conversations

(Susan Scott)

- Most pressing issue
- Clarify
- Current impact
- Future if nothing changes
- Personal contribution
- Ideal outcome
- Commit to action