Sustainable Culture



Essential Questions

What does it look like?

How do we create one?

Essential Questions

Change in Leadership? Hope or Resign Grow in spite of us?

Leadership Imperative?

"The challenges of leadership succession, of leading across and beyond individual leaders over time are at the heart of sustainable leadership and educational

change."

A	Busin	W						0.114
	THE PARA	2015	81.063	80006	VIDED	80061	WEIN	1 001
Reg	istered i	ribed ac	20853					
THE	HAGAZIN							
00	tober	2011						
							Pagetra -	the lattice
	e Art a			of Fir	ding	the Ri	ght CE	0
sy A				of Fir	ding	the Ri	ght CE	0
ay A	O. Latey: tow dea. in Brief Norming for lo	oed sy Ha	ai IR. Tary					
ay A	0. Lafey: tow	oed sy Ha	ai IR. Tary					
i A	O. Latey: tow dea. in Brief Norming for lo	etership (ue (M. Tietry	is the most k	mportant (r	of a some	any's bound a	r
	D. Lafey: tony dea. In Brief Naming for for Insciss. for Iscards and	eluminia o CEDs of elima	ad IV. Ticty Secondari Ben neglesi	is the most k	mportant () pomaliality	oth of a comp Decision of th	er business ri	r
27 A	G. Lefey: toru dea. In Brief Naming for lor tractors. for boards and commone pro	eluminia o CEDs of Wind allay and	ad IV. Ticty Latopsalori Ben naglesi I Na based I	is the most k this key ros segen the pr	noorkuri) ponsibility ponsibility	oth of a comp Decision of th	er business ri	r
	G. Lafey: tore deal in Brief Naming for lor (rectars) for boards and commone pro	eloninite o CEDs of the offer elites and cidates a	ad M. Ticty Lancounteri Bun neglect His based H as accor as b	is the most k This key ros keptin fre pri Lafley took o	rootuni) ponsibility como of s fice.	of of a same because off electing and	any's bound a ar business ri developing	e Norm

andy hargreaves dean fink Sustainable leadership

LEADERLESS ORGANIZATIONS ORT BRAYMAN and ROD A. BECKSTROM Apache Internet Skype Craiglist Wikipedia AA Toyota

THE

THE UNSTOPPAR

What does it look like?



Self-Management	
"the term 'employee empowermen	ť
implies that one person is	
transferring power to another pers	0
In the real world, what is given car	ñ
be taken away.	
In self-management, colleagues	
already have all the power they ne	e
to make anything happen they war	nt
to have happen from the moment	
they start work.	
Self-management is beyond	
empowerment.	
Self-management is power itself."	



Mission If." Colleagues



Personal

Mastery Not only efficient, also self-efficacy

Ownership

Not only empowerment,

also freedom

Purpose Not only organisational, also personal life mission

Relationships

Not only collegial, also family

Communication Not only information, also feedback

Not only top-down, also across Not only successes, also failures

People Developer

whole person life mission basic desire to change the world

Colleagues are those explicitly united in a common purpose and respecting each other's abilities to work toward that purpose.



Consider a stock field by Consider a stock field by about its stock its about its about i

What do our colleagues say to those who are not contributing to the mission?



People Developer

whole person life mission

basic desire to change the world

	Stage	Owner	Outcomes
Career Development	dentify	Owned by Teachers, guided by PDs	Identify career options and aspirations strengths and areas for growth based on personal mission and values feedback on Performance and Pote Behavioural Indicators for the 3 car
Caree	Deploy, Develop, Deliver	Owned by Teachers, guided by PDs	Deployment of roles and responsibilitie School Strategic Goals. Develop strategies and competencies targets in KRAs.
Talent Management	Evaluate	Managed by PDs, evidences by Teachers	Evaluate Performance and Potential of evidences from observations, feedback of outcomes, so as to - Give feedback on strengths and lea - Acknowledge & reward contribution appointment (Acknowledge).
Talen		Managed by PDs, evidences by Teachers	Acknowledge quality Performance, affir recognize Contributions regularly. Reward accordingly and develop for ap

Jeveloper

	Stage	Owner	Outcomes
er Development	dentify	Owned by Teachers, guided by PDs	Identify career options and aspirations strengths and areas for growth based on personal mission and values feedback on Performance and Potential from PD Behavioural Indicators for the 3 career Tracks.
Career	Deploy, Develop, Deliver	Owned by Teachers, guided by PDs	Deployment of roles and responsibilities in KRAs aligned to School Strategic Goals. Develop strategies and competencies in order to deliver targets in KRAs.
Talent Management	Evaluate	Managed by PDs, evidences by Teachers	 Evaluate Performance and Potential of teachers based on evidences from observations, feedback, and scope and quality of outcomes, so as to Give feedback on strengths and learning areas (Identify) Acknowledge & reward contributions, and develop for appointment (Acknowledge).
Talen	Acknowledge	Managed by PDs, evidences by Teachers	Acknowledge quality Performance, affirm Competencies and recognize Contributions regularly. Reward accordingly and develop for appointment.

Colleagues are those explicitly united in a common purpose and respecting each other's abilities to work toward that purpose.

I Love Al because ...





What do our colleagues say to those who are not contributing to the mission?

Self-Management

"the term 'employee empowerment' implies that one person is transferring power to another person. In the real world, what is given can be taken away.

In self-management, colleagues already have all the power they need to make anything happen they want to have happen from the moment they start work.

Self-management is beyond

empowerment.

Self-management is power itself."



Accountability Mission Colleagues



OUR AI LEGACY



Community Outreach 23 March 2012

KEEPING THE FLAME ALIVE

Ma.

12

10

14



23 March 2012

School Climate Survey

D	с	В
479	2009	
	2011	73%







Catalyst Be Inspiring, not the Center

Fanatic

Be Resolute & Disciplined, driven by Love, not by Results

How do we create one?

Influencer Encourage & Enable, not by authority "empowers people and gets out of the way"

Catalyst Be Inspiring, not the Center

Fanatic **Be Resolute &** Disciplined, driven by Love, not by Results



"Discipline, in essence, is consistency of action – consistency with values, long-term goals, performance standards, of methods, over time."

THE RADICAL LEAP RE-ENERGIZED: DOING WHAT YOU LOVE IN THE SERVI ...

"Love generates Energy, inspires Audacity, and requires Proof"



"Do what you love in the service of people who love what you do"

Influencer Encourage & Enable, not by authority

Is it worth it? Can I do it?



"when you are on a crucial mission, stay the course against all odds; and be impressively empathetic when it comes to opposition in the early stages."



is consistency of action es, long-term goals, of methods, over time.'

ve generates ergy, inspires lacity, and requires of"

Do what you love in the service of people who love what you do"

"empowers people and gets out of the way"

Catalyst Be Inspiring, not the Center

Fanatic Be Resolute & Disciplined, driven by Love,

Influencer Encourage & Enable, not by authority

not by Results

Is it worth it? Can I do it?











Sustainable Culture



What does it look like?

Personal

Mastery

Not only efficient, also self-efficacy

Ownership Not only empowerment,

also freedom

Purpose Not only organisational, also personal life mission

> Relationships Not only collegial, also family

Communication Not only information, also feedback Not only top-down, also across Not only successes, also failures

People Developer

whole person ,	10.0	201	255
ife mission	len.	No.	
basic desire	2.5	585	
to change	(F	VI MAPRI	Provide state of the local st
the world	Acres	S der	Party of the second franches of

Essential

Questions







Change in Lea

Grow in spite

Leadership In

"The challenges of leadership of leading across and beyond leaders over time are at the h sustainable leadership and ed change."

S Harmond	
Recorded and	 100 HILLS
highlight of products and	
NO DE SER	
	1.1.1
The data and fic one	she Tighe CPO
to all a	
ing mine memory and many	

