"Working To Stop What Stops the Work"

Scott Perry & Patty Parnell

Our beliefs....

We believe that most of the time, in most work settings, it is not the difficulty or complexity of our tasks that keeps the 'work' from being accomplished and our school/team goals from being realized.

"People Issues" are hallmarks of teams where the work is slow or stopped.

No Team
1+1 = 2

Early or Dysfunctional Team
1+1 = 1.5 or less

High Production Team
1+1 = 3 or more

Our beliefs....

High Production School Teams Are Essential to Any Improvement Effort

Our beliefs....

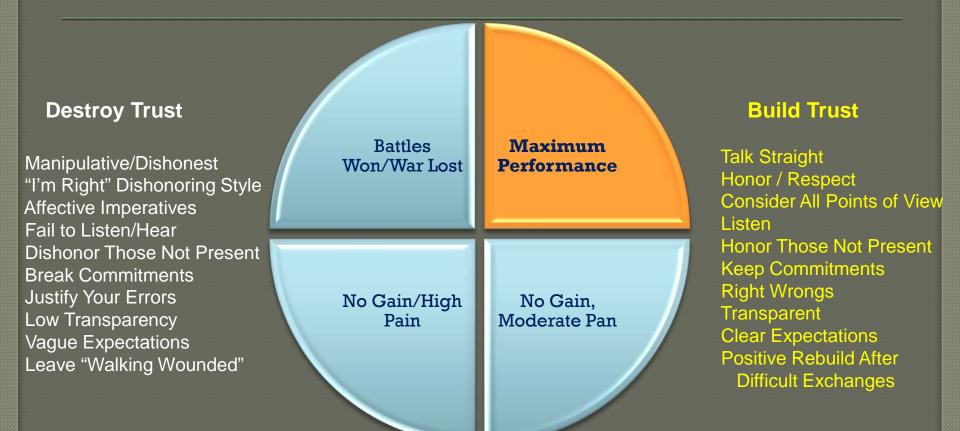## High Production School Teams Are Good For Kids

An Essential Function of School Leadership is The Creation of Environments Where High Functioning Teams Flourish

High Accountability

Follow-Through, Hard Conversations, Confront The Brutal Facts

Destroy Trust

Manipulative/Dishonest
"I'm Right" Dishonoring Style
Affective Imperatives
Fail to Listen/Hear
Dishonor Those Not Present
Break Commitments
Justify Your Errors
Low Transparency
Vague Expectations
Leave "Walking Wounded"

Build Trust

Talk Straight
Honor / Respect
Consider All Points of View
Listen
Honor Those Not Present
Keep Commitments
Right Wrongs
Transparent
Clear Expectations
Positive Rebuild After
   Difficult Exchanges

- Battles Won/War Lost
- Maximum Performance
- No Gain/High Pain
- No Gain, Moderate Pan

Low Accountability

Avoid Conflict, Ignore Data, Leave Things Alone

Covey's Case for Trust

↑ Trust = ↑ Speed ↓ Cost

↓ Trust = ↓ Speed ↑ Cost

Continuums of Capacity for Improvement

Effective Strategies

Low System Readiness

Low Leadership Trust
Staff Discord
Low Commitment
No Team Oversight
No Coaching Available
No Systematic Data Review
Low Accountability
Poor Communication Systems
"We're Doing Fine"
Habits of Political Appeasement

High System Readiness

High Leadership Trust
Staff Cohesion
Sustained Commitment
Empowered Team Oversight
Credible Coaching
Data Focus
High Accountability
Strong Communication
Felt Need for Change
Savvy Political Courage

Improvement Flare-Ups

Sustained Improvement

Systemic Misery

High Readiness/ Low Performance

Ineffective Strategies

Working to Stop What Stops the Work

Six Essential Steps

STEP #1

Self Awareness

Working to become increasingly aware of what we are personally contributing to what is stopping the work.

SELF-AWARENESS

…. is an underrated intervention.

Thom Rutledge

"Who am I in the matter…?"

The ABCs of Human Motivation

- Adequacy
- Belonging
- Certainty

As They Apply to Me!

Other Awareness

Working to become aware of what motivates others to engage fully in the work.

The ABCs of Human Motivation

- Adequacy
- Belonging
- Certainty

As They Apply to Those I Lead

Handling It Well When My Needs Clash With The Needs of Those I Lead

(back to Self-Awareness)

STEP #4

Establish Expectations of How We Will Work Together

STEP #5

Model, Model, Model the Expected Behavior

Reinforce the Expected Behavior

And…

Call It Out When It Is Not Present

◉ **Fluid** → _the capacity of combined, synergistic thinking of organization community members to problem solve in real time._

◉ **Crystallized** → _the massive storehouse of education and experience that exists within all organizations._

It's just not possible any longer to "figure it out" from the top, and have everyone else follow the orders of the "grand strategist". The organizations that will truly excel in the future will be the organizations that discover how to tap people's commitment and capacity to learn at all levels in an organization."

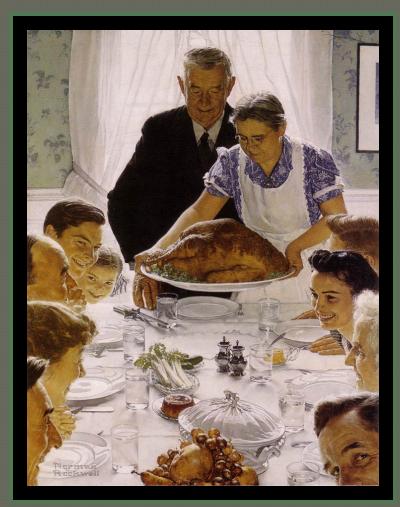Peter Senge "The 5th Discipline"

Tip #1

Go to the Heat

Remember:

Meetings
Are Meals

(with everyone hungry for Adequacy, Belonging, and Certainty)

Tip #3

Practice Powerful Listening

There is a master question that is the dominating focus for ordinary listening. ..

"...what makes me right?"

Barriers to Powerful Listening…

➢ **Ladder of Interpretation**

When we don't 'think' about our 'thinking'

➢ **Advocacy vs. Inquiry**

"Don't just say something, stand there!!"

"We lose our sense of humor to whatever we're attached to…"   *Angeles Arrien*

Synthesis & Application

❖ One thing that created an "Aha" for me

❖ What might I do differently in the future?

❖ What commitment am I willing to make?

"When most oarsmen talked about their perfect moments in a boat, they referred not so much to winning a race, as to the feel of the boat, all eight oars in the water together, the synchronization almost perfect. In moments like these, the boat seemed to lift right out of the water. Oarsmen called that the moment of 'swing'."

Shared by Joseph Jaworski in "Synchronicity"

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Please feel free to write...