



Connecting the Dots

Public Consulting Group

Thursday, July 13, 2017



Session Objectives

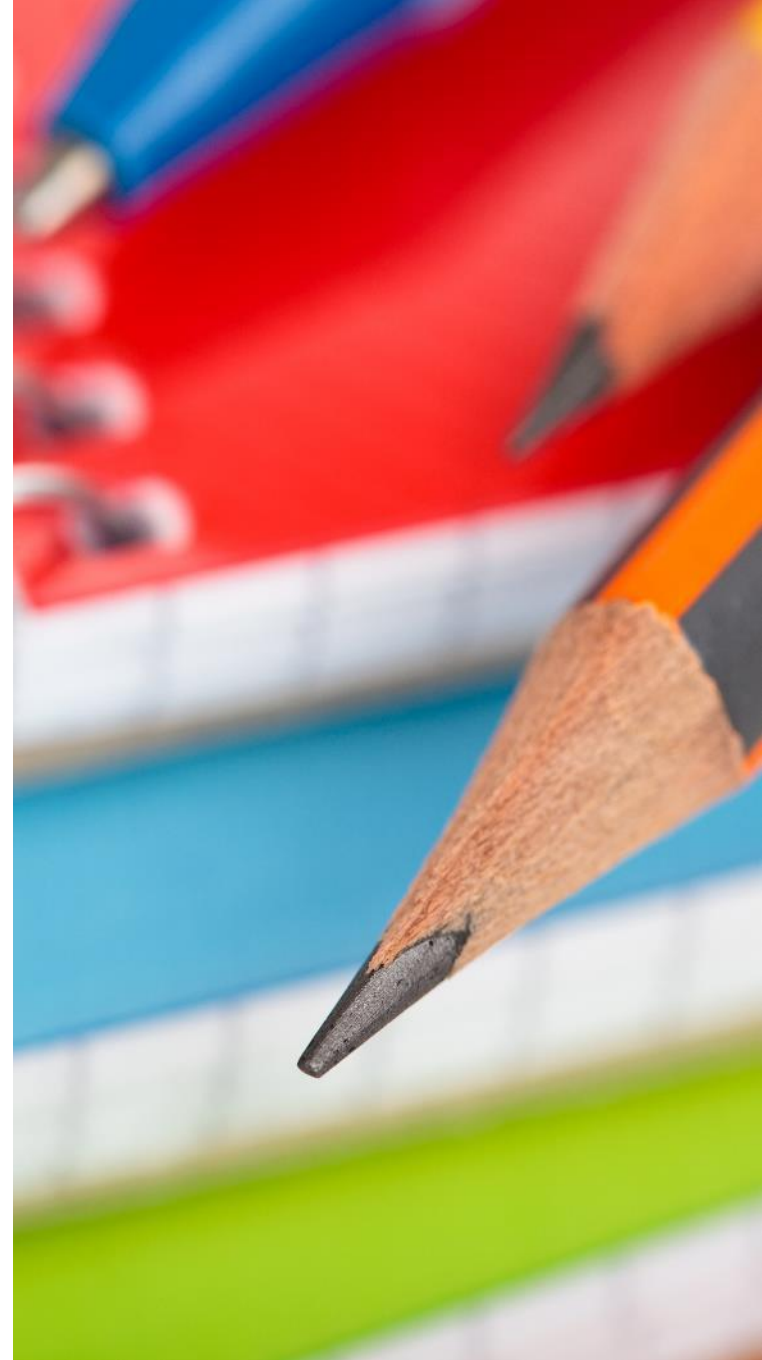
Identify cultural and structural barriers to effective collaborative teamwork that currently exist in my district.

Develop concrete, research-based actions to take to address those barriers.

Apply cultural and personal awareness to district-level problem solving.

How are we going to do this?

1. Conduct self-assessment
2. Engage in case study
3. Listen to an interview
4. Dig into the research
5. Participate in a simulation
6. Reflect
7. Determine next steps



The Education Challenges We Face....

- Are difficult to identify (and easy to deny)
- Demand responses beyond our existing “toolkits”
- Require changes in beliefs, roles, relationships, and approaches to work
- Require problem solvers from multiple places, often across departmental boundaries

These are “adaptive challenges” which require us to change the way we work together.

The Imperative: Effective Cross Functional Collaboration

Requires:

- Shared vision and goals
- Active engagement of diverse participants
- Interdependence of all members
- Mutually defined success

And results in:

- Innovation, creativity, and solutions that aren't apparent now

*“Collaboration means I go to a
lot of meetings with people
I don’t know.”*

col•lab•o•ra•tion \ noun

A purposeful relationship in which all parties strategically choose to cooperate in order to achieve shared objectives

From Wikipedia

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From Wikipedia

Default Settings

Personal Default Mode

- **Self Preservation**
 - Fight or flight
- **Time Travel**
 - Reliving the past;
Fretting the future
- **White Noise**
 - Tuning out
- **Relevance**
 - Why does this matter to me?

Organizational Default Mode

- **Power Plays**
 - I'm in charge
- **Personal Agendas**
 - My way or the highway
- **Competition**
 - Zero-sum game
- **Territorialism**
 - Us vs. Them

Default Culture

From the work of Kelly McGonigal

The Default Setting is Natural

- Mental Models
 - Our “neural net” governs the way we interpret reality
 - “Use your mind to change your brain to change your mind”
- Interconnectedness
 - We mirror what we see (mirror neurons)
 - The most powerful person in the room is the most contagious
- Fight or Flight
 - Sympathetic (fight or flight) vs. parasympathetic nervous system (rest and restore)
 - Deep, conscious breathing activates the parasympathetic nervous system

From the work of Peter Senge, Rick Hanson, Daniel Goleman, and others

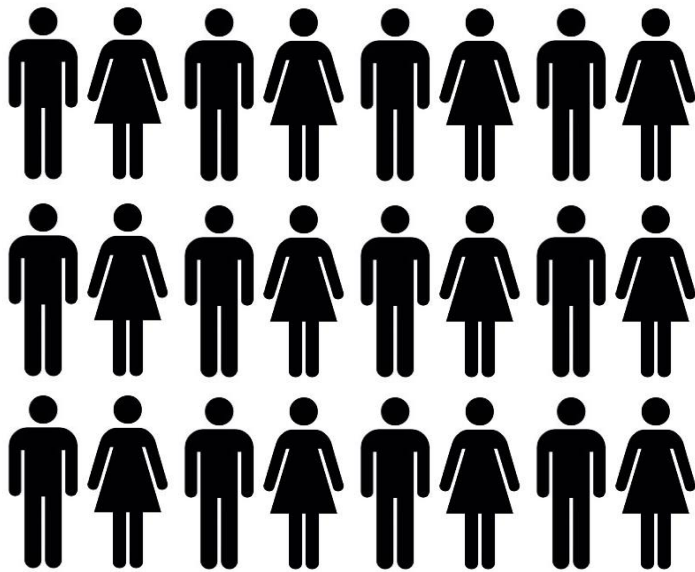
*We create and then we
reinforce the culture within
our organizations.*

*We need to find ways to shift
the default culture...*

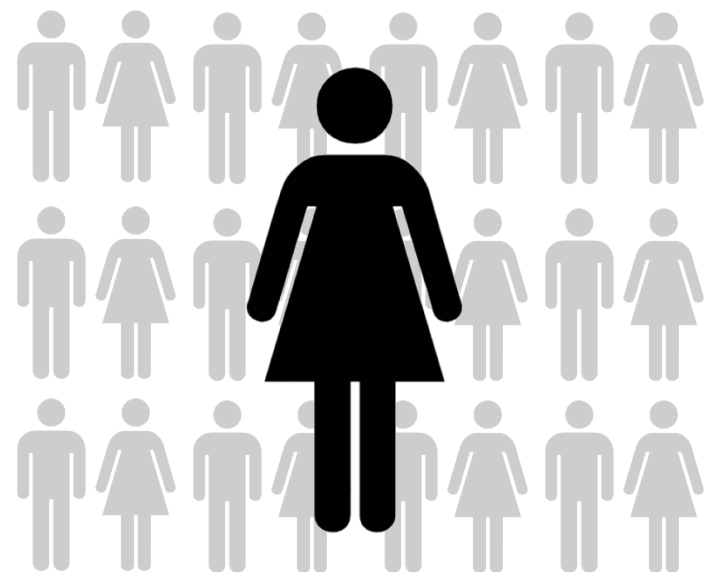
Awareness is Key

You can't change that of which you are not aware.

We need to practice two kinds of awareness:



Organizational Awareness



Personal Awareness

How Do We Become Aware?

Ron Heifetz (Kennedy School) calls building this kind of awareness “getting on the balcony”

The Dance Floor

You're dancing



The Balcony

You're observing the dance



*A successful leader
participates fully AND
observes,
both internally and
organizationally*

How Do You Do This?

Personal

Direct your attention to
what's happening in you,
in the moment.

...so that you can
choose how you want to
respond.

Organizational

Become a student of
your district's culture.

Study it, know it,
understand it.

...So that you can
shape it.

Attention Training: Getting on the Balcony

Take a deep, conscious breath...

- Note one or two thoughts that you're having right now
- Note what kind of behavior you're modeling

(page 14 of Participant Guide)

What Goes Through Your Mind? 9 Types...

1. I want to be right
2. I want to be helpful
3. I want to look good
4. I want to be unique
5. I want to be knowledgeable
6. I want to be loyal
7. I want to be stimulated
8. I want to be in charge
9. I want to stay connected to others

Based on the Enneagram personality typology model

Organizational Awareness: Self Assessment

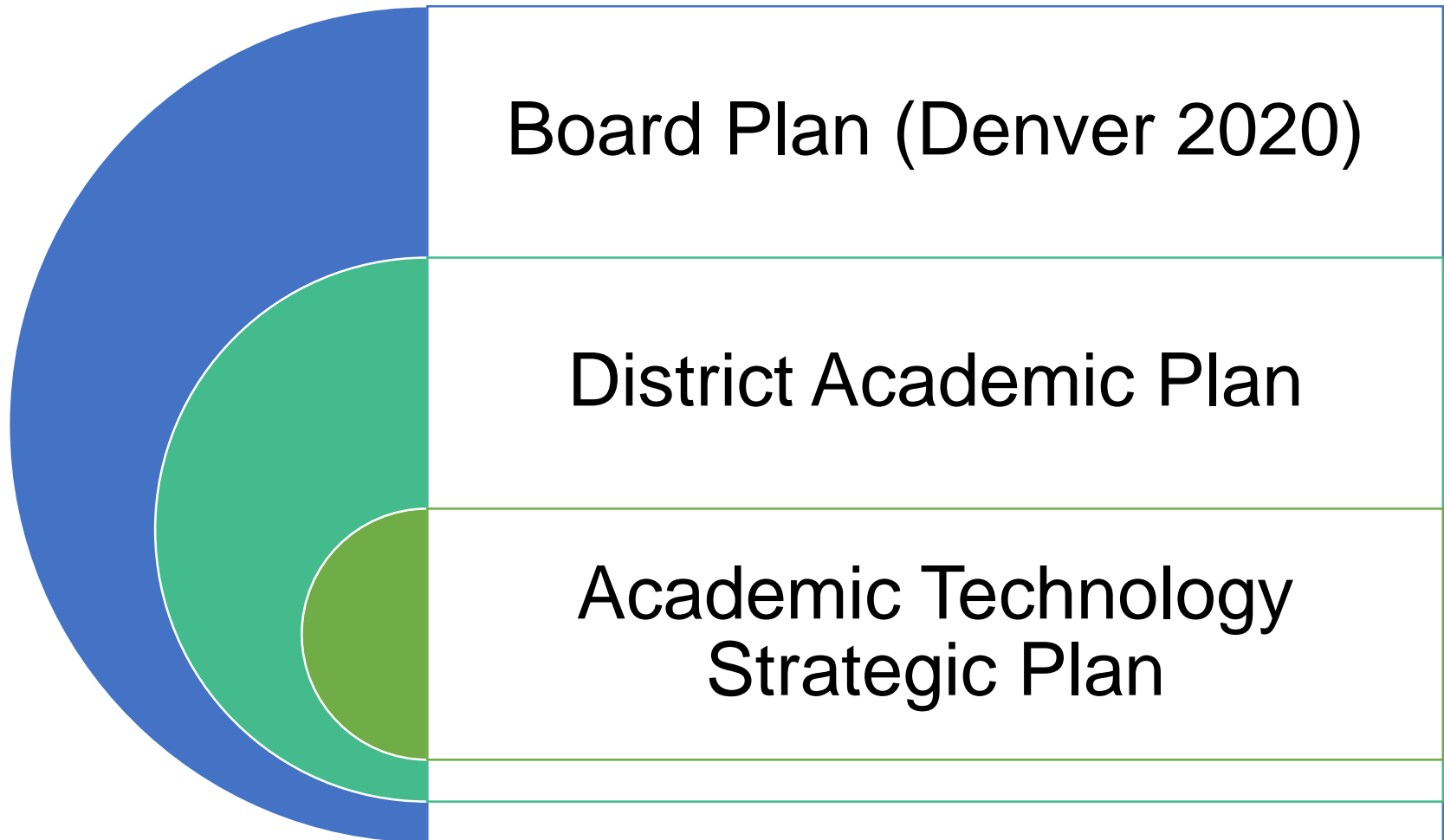
Timing	Description
10m	<ul style="list-style-type: none">• Fill out the SST Findings Self Assessment. (<i>pages 1-2</i>)
5m	<ul style="list-style-type: none">• Partner in groups of 2 or 3 to share where your district struggles most and also where your district appears to be doing well.

Denver Public Schools

Case Study and Interview

#AIRC2017

Denver Plan Context



Analyzing the Plan

Timing	Description
10m	<ul style="list-style-type: none">Individually review the Denver plan and note on the plan where you see evidence of cross-functional collaboration.
5m	<ul style="list-style-type: none">Each person offer 1 piece of evidence to the table groupIf you choose, write down on a 4x6 notecard one burning question that you'd like to be addressed in the interview with Denver.

The Denver Context: An Interview

Sharyn Guhman

CIO of Denver Public Schools

Raymond Hart

Director of Research at CGCS

Attention Training: Getting on the Balcony

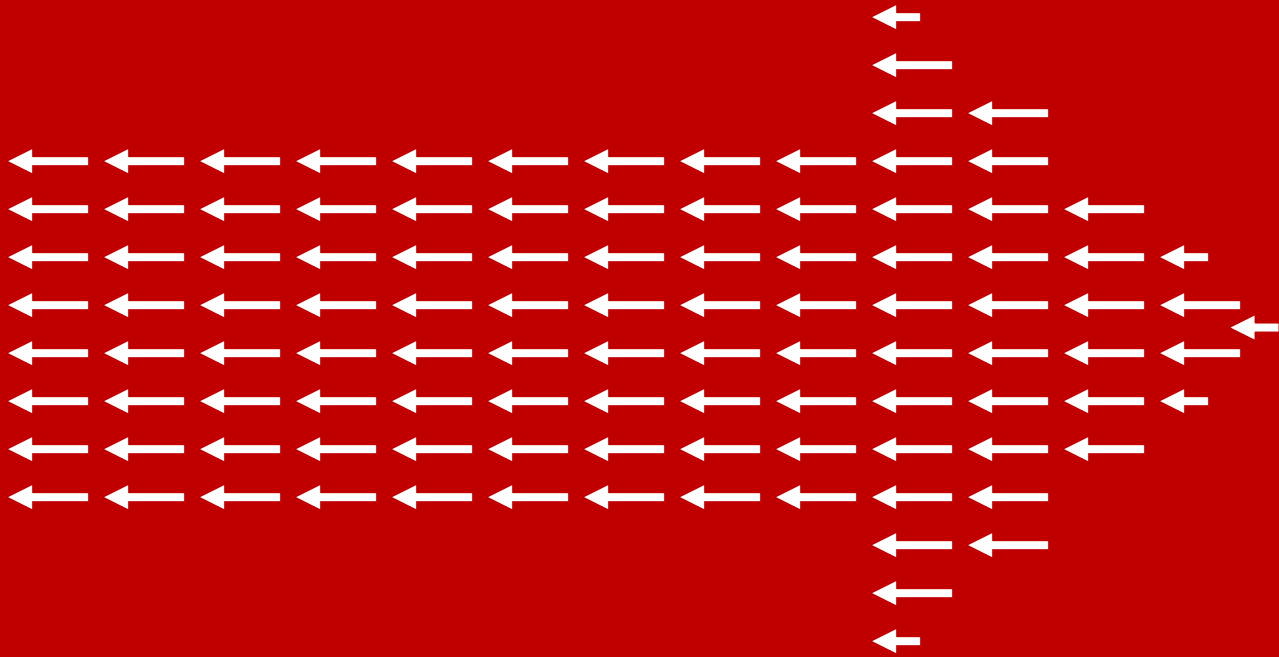
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Lunch

We begin again at 1:30pm...

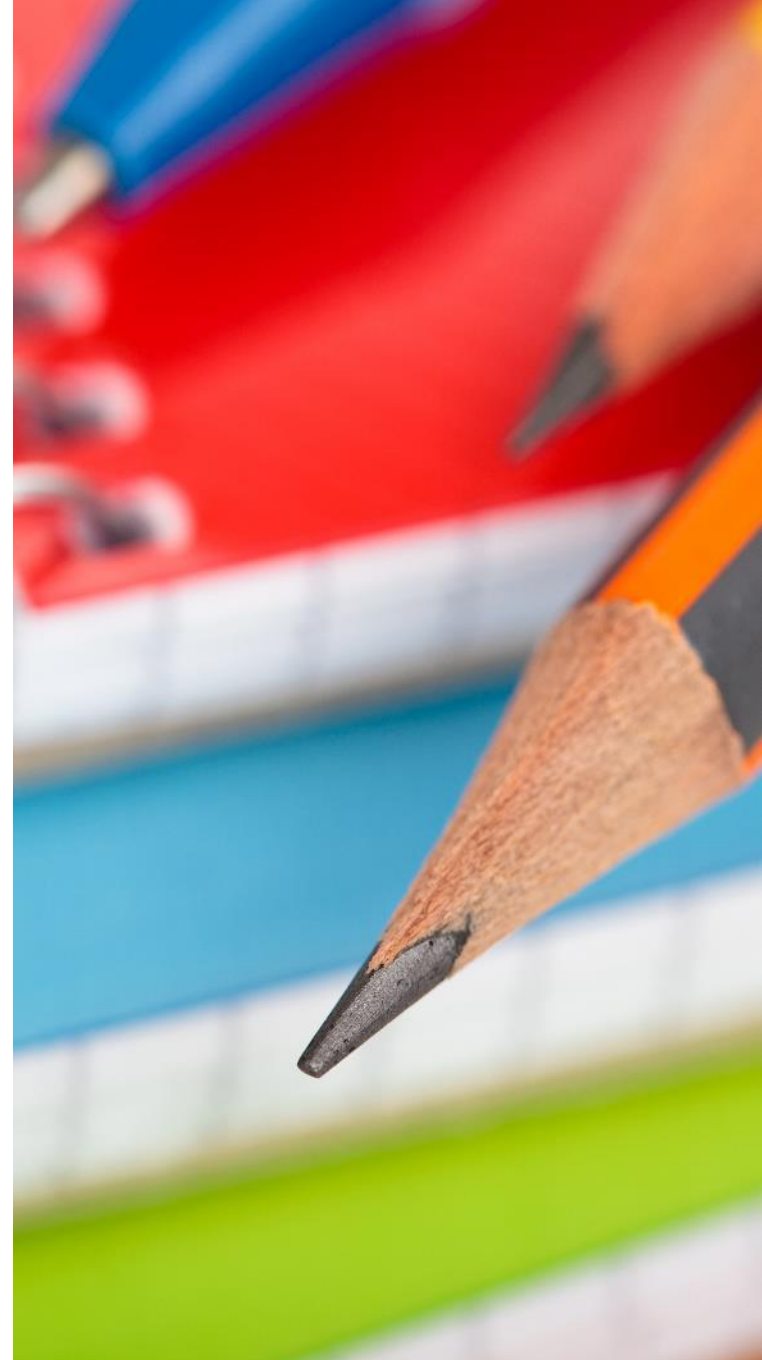
Culture eats strategy for breakfast, lunch, and dinner.



Quote commonly attributed to Peter Drucker and Mark Fields
Graphic attributed to Torbin Rick

How are we going to do this?

- ✓ Conduct self-assessment
- ✓ Engage in case study
- ✓ Listen to an interview
- 4. Dig into the research
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The Research

Eight Ways to Build Collaborative Teams

Lynda Gratton and Tamara Erickson, Harvard Business Review

Even the largest and most complex teams can work together effectively if the right conditions are in place.

Eight Ways to Build Collaborative Teams

by Lynda Gratton and Tamara J. Erickson

Included with this full-text Harvard Business Review article:

1 [Article Summary](#)

The Idea in Brief—the core idea

The Idea in Practice—putting the idea to work

2 [Eight Ways to Build Collaborative Teams](#)

11 [Further Reading](#)

A list of related materials, with annotations to guide further exploration of the article's ideas and applications

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Eight Ways to Build Collaborative Teams

- We need complex teams in our organization to solve complex problems
- These teams are:
 - Large
 - Virtual
 - Diverse
 - Specialized
- These characteristics are both the key to success and the seeds of failure
- Therefore you need to be conscious and intentional about how you set collaborative teams up for success

Digging into the Research

Timing	Description
Setup	<ul style="list-style-type: none">• Reference the HBR article: <i>Eight Ways to Build Collaborative Teams</i>• Take a colored slip from the center of the table and locate the section in the article indicated on the slip. This is your assigned section.
15m	<ul style="list-style-type: none">• Individually read your assigned section. Use the notecatcher to record key points. (pages 3-5)• Pair with the others at the table who read the same section and use the notecatcher to record how this practice could be applied in your districts.

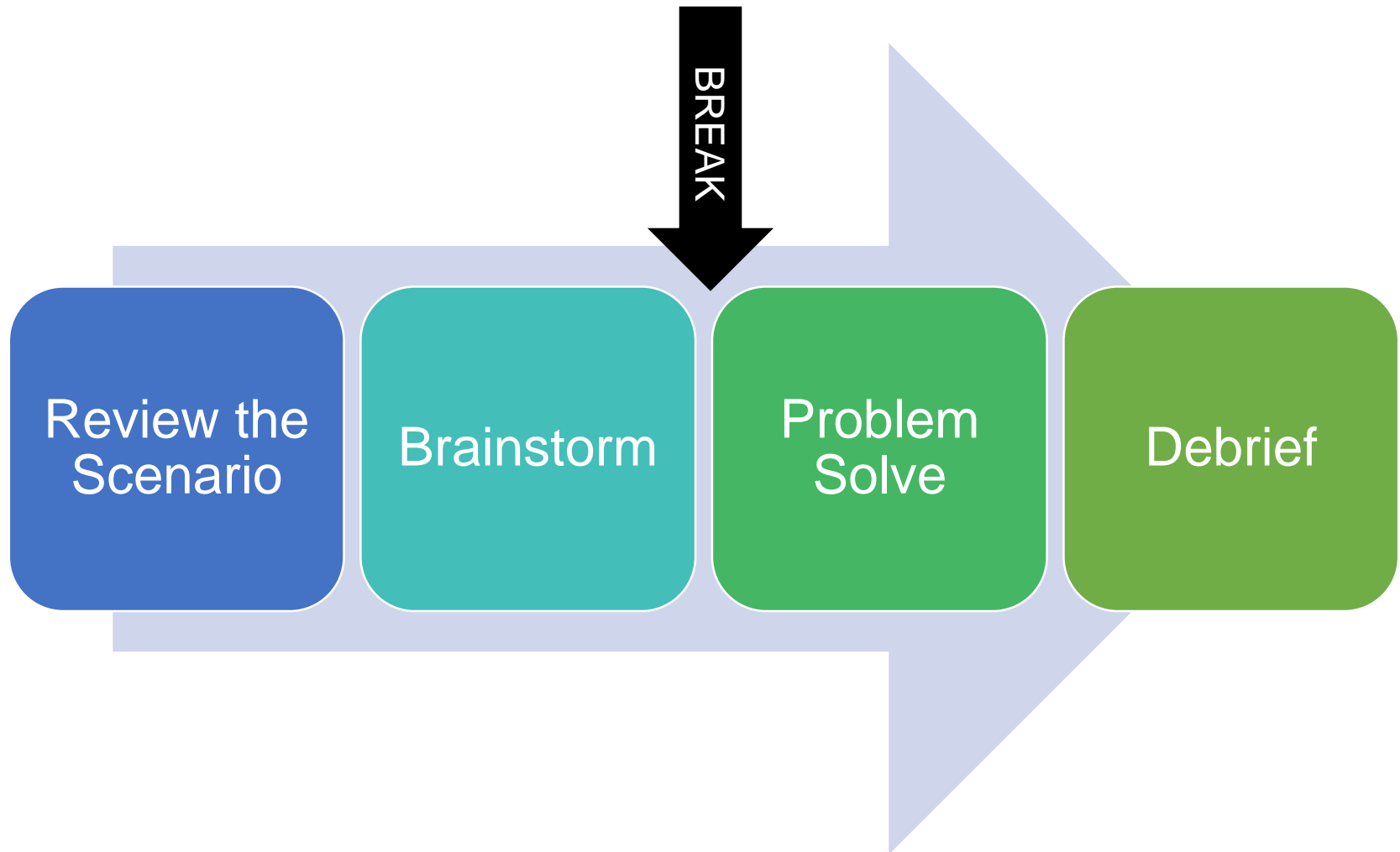
Digging into the Research

Timing	Description
15m	<ul style="list-style-type: none">• Each small group share practices with the rest of the table, highlighting your thoughts on the most promising district applications. (5m per small group)• Be prepared to share out with the large group what your most promising district applications are.

District Task Force Simulation

Establishing a Comprehensive, Cross-Functional
Task Force

Simulation Process



The Scenario

- You are a cross functional district leadership team with representatives from:
 - Technology
 - Curriculum and Instruction
 - Research and Evaluation
 - External Partners
- Your superintendent has charged you with establishing a comprehensive task force to address the district's largest achievement gap

Step #1: Choose a Strategy

Timing	Description
5m	<ul style="list-style-type: none">• Review the simulation context. (<i>page 6</i>)• Choose which ONE of the three strategies your team will address.• As a team, go to the two pieces of chart paper on the wall nearest you.• Write your chosen strategy at the top of each paper.

Step #2: Stakeholders Brainstorm

Timing	Description
5m	<ul style="list-style-type: none">As a team, brainstorm the stakeholder groups that are critical for inclusion in the comprehensive task force for the strategy you chose in Step #1. Write these onto the chart paper. <i>(page 7)</i>
20m	<ul style="list-style-type: none">Pick 4 of these stakeholders and write them on your chart paper grid. For each of those stakeholder groups, brainstorm what knowledge, skills, and experience they bring to the strategy. Spend a full 5 minutes on each group. Use the chart paper to record your brainstorm. <i>(page 8)</i>

Break...

Your Task:

- Review the chart papers from 1 or 2 other teams that chose your same strategy
- Bring back an idea for one additional stakeholder and add it to your chart

What Did You Add?

Spend 5 minutes sharing what stakeholder(s) you added to your chart and why.

Step #3: Problem Solving

Timing	Description
5m	<ul style="list-style-type: none">Individually review the SST Findings Assessment for the simulation district and note any potential roadblocks that may need to be addressed when setting up and supporting your task force. <i>(pages 9-10)</i>

Step #3: Problem Solving (cont'd)

Timing	Description
30m	<ul style="list-style-type: none">As a group, discuss and answer the following questions (<i>page 11</i>):<ul style="list-style-type: none">What are 3-5 roadblocks that you anticipate could put the success of the collaborative task force at risk?For each roadblock that you listed, identify 2-3 ways that you can mitigate risk using the concepts and strategies that we've discussed today.Be ready to share 1 way to mitigate risk with the large group

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Simulation Debrief

Timing	Description
10m	<ul style="list-style-type: none">• As a group, discuss the following questions about the simulation (<i>page 12</i>)<ul style="list-style-type: none">• What kind of thinking did you have to do?• What was challenging?• What helped move the work forward?• How did your own mindset contribute?
5m	<ul style="list-style-type: none">• Group report out

Next Steps

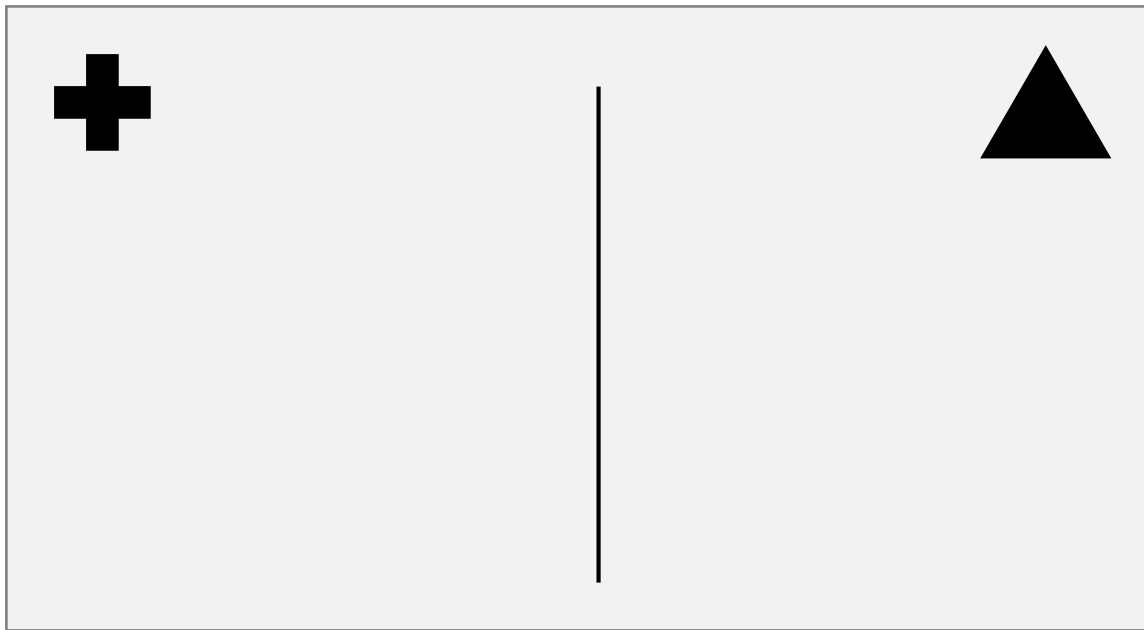
Building a Culture of Cross-Functional Collaboration

Next Steps: 3-2-1 Protocol

Timing	Description
10m	<ul style="list-style-type: none">• In your packet, answer these questions (<i>page 13</i>)<ul style="list-style-type: none">• Who are <u>3 people</u>...• What are <u>2 high-leverage next steps</u>...• What is <u>1 commitment</u>...
5m	<ul style="list-style-type: none">• Pair up and share your thoughts with one or two other people at your table (2 minutes/person)
5m	<ul style="list-style-type: none">• Group report out

How Was This Day?

Spend 5 minutes writing pluses and deltas on the 4x6 card and leave in the center of the table.



What Now?

Planning for the Future

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