

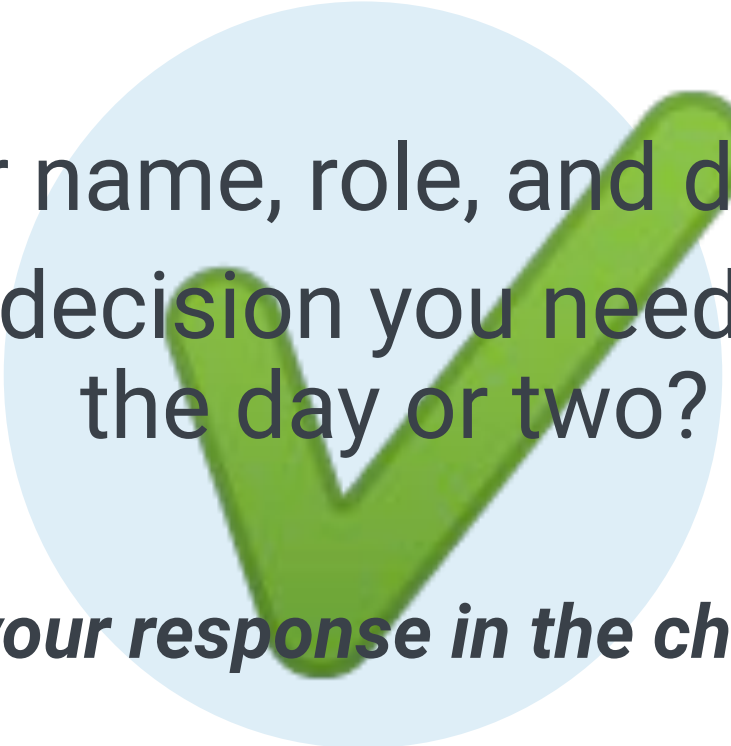


Leading Through Uncertainty: Decision Making

March 24, 2020 | 11:00 ET

COVID-19 Webinar Series

Your name, role, and district
What is a decision you need to make in
the day or two?



Put your response in the chat box.

Team + Materials



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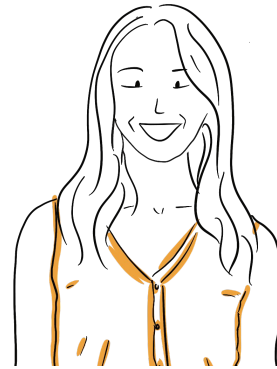
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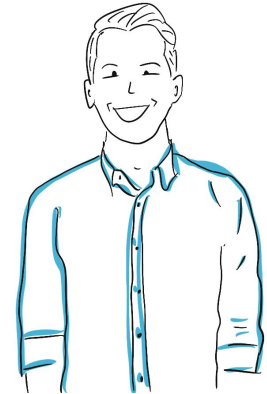
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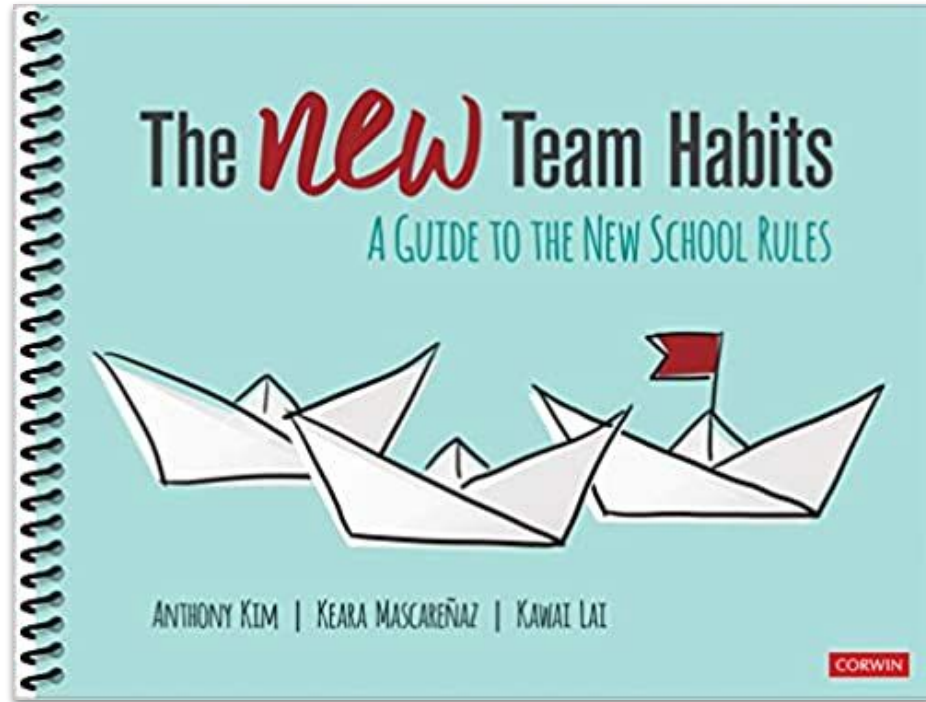
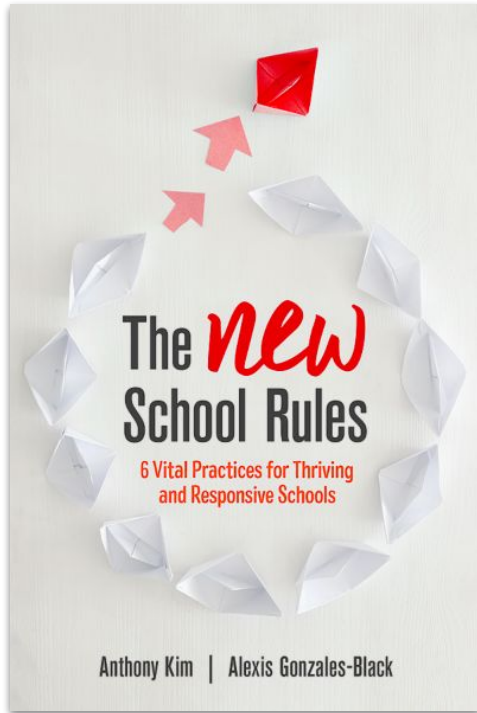
@drewschantz

Access today's slides:
bit.ly/decisionmaking032420

Responsive Ecosystem



Our work is grounded in responsive practices



When implementing NSR practices one Kelly Vanlaeken, Director of Curriculum and Instruction in Gananda, NY comments on their districts response do COVID-19 and school closures:



“I am very proud of Gananda so far! Our work with PL has put us on good shape to take our work online. Other than learning about zoom and other tools most teachers were not familiar with, they know how to rock a playlist and so do our kids.”

Elements of Building Knowledge



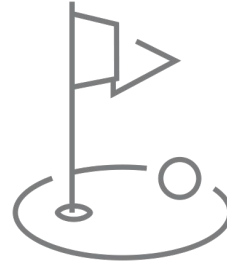
SPARK

Understand why this idea matters



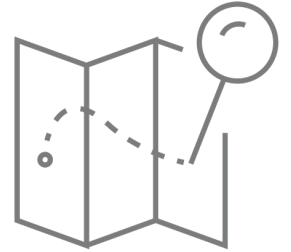
EXPAND

Explore resources and deepen knowledge related to idea



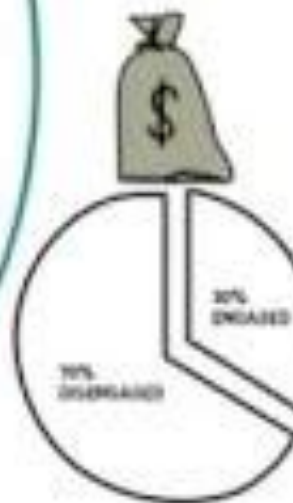
PRACTICE

Try using the idea in small, safe ways to prepare for application



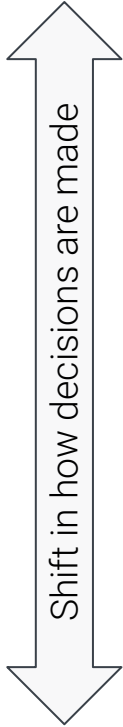
PLAN

Develop a hypothesis to test and determine the supports you need



Spark: Laloux's Organizational Levels

AUTONOMY



AUTHORITY



Teal organizations rely on self-management, wholeness, and work towards realizing their potential.



Green organizations focus on culture and empowerment to boost motivation. Stakeholders replace shareholders.



Orange organizations set out to beat competition, achieve profit and growth. Management by objectives (command + control over 'what,' freedom over 'how')

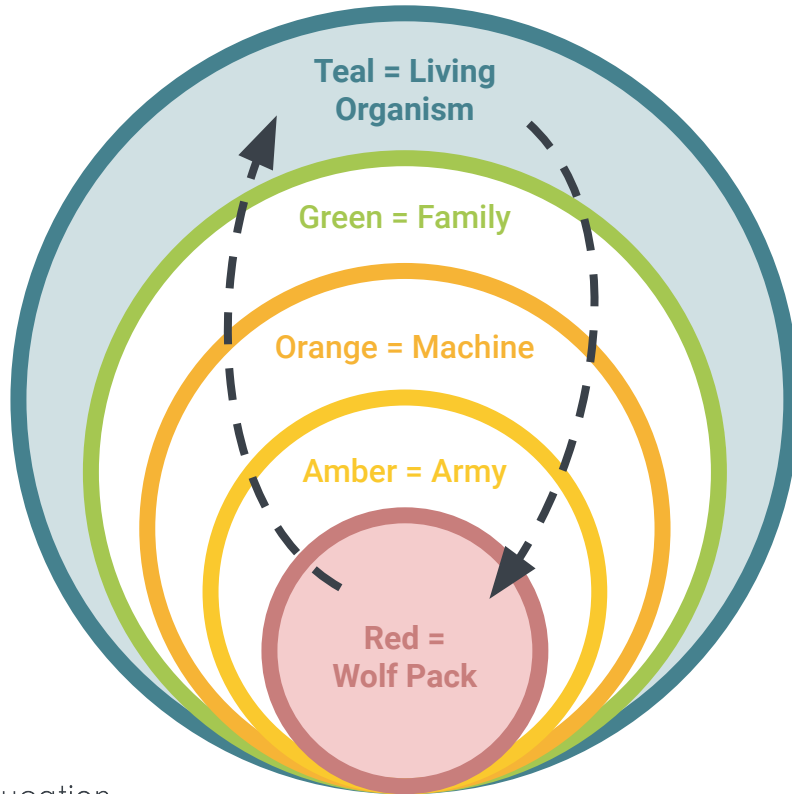


Amber organizations have highly formalized roles within a hierarchical pyramid. Top-down command and control. Future = past.



Red organizations, by contrast, are highly-reactive, often have a short-term focus, and thrives in chaotic environments.

Spark: Teal → Red Org?



Teal leaders ask: “how can everyone most powerfully pursue a purpose that transcends all of us?”

Red leaders ask: “how can I use my power to dominate/control a situation?”

When does it make sense to make the jump from teal (or another circle) to red and vice versa? What types of decisions/situations dictate that switch?

What's sticking with you? Where is
your organization right now?

Put your response in the chat box.

**How might we balance operating with
consensus in mind (Teal) to decisive
action (Red) during times of
uncertainty?**

Expand: “Safe enough to try”

221

Decisions we make
each day about food
alone

30K

Decisions we make
during a single day

?

Decisions we make in
times of crisis or
emergency

Expand: “Safe enough to try”

Delayed
Decision-Making



False promise of
consensus



Defaulting to a
Decider-in-Chief



Safe Enough to Try



“When staff and school teams work with the new rule of aim for “safe enough to try”...instead of consensus, it can become a mantra that empowers teams to take action.”

- Anthony Kim and Alexis Gonzales- Black,
The New School Rules

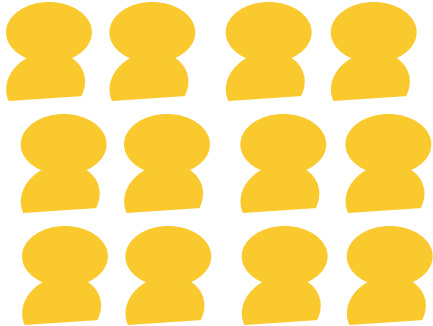
- Is this good enough for now?
- Is it safe enough that if it fails, we have time to recover?
- Shift from “Does everyone agree?” (consensus) to “Is this safe enough to try?”

Ed Elements Case Study



COVID-19 Task force

- Meet regularly (almost daily) to review new information
- Create/update internal comms doc
- Makes decisions for team as a whole
- Avoids consensus pitfalls and operates with a “safe enough to try” mindset



Established project leads

- Use internal comms doc to make decisions for individual projects, teams, district partners
- Lead communications with district partners
- Capitalizes on established structures

Ed Elements Case Study



COVID-19 Task force

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MARCH 12

Shelby McIntosh 4:5
@channel FYI that o updated. Specifically, before, anything that document, so I recon

Shelby McIntosh 12:38 AM
FYI - I've updated our [internal response document](#) with the changes to our policies Anthony referenced earlier this evening (remember all changes since our last update are in blue). I know not everyone is on this channel yet, so this notification also went out via email.

More details coming soon (such as navigating travel cancellations and making some decisions around office and remote work). We'll be discussing those more tomorrow and will have more updates as soon as those decisions are made. In the meantime, post any and all questions here!

GSuite Document ▾

 **Coronavirus Response**
Document from Google Drive

You will notice that there a specifically for our DI team for communicating with cli document is a work in prog document will continue to @janicevargo @David Har

What this might look like in your Schools and Districts

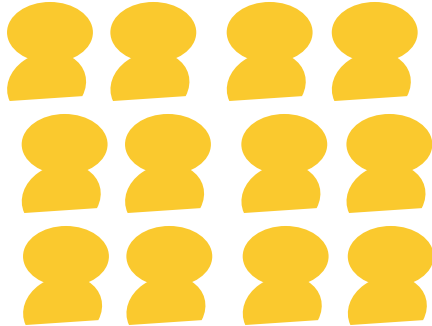


COVID-19 Task force

- Meet regularly (almost daily) to review new information
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- Makes decisions for team as a whole
- Avoids consensus pitfalls and operates with a “safe enough to try” mindset

**Superintendent + Asst.
Superintendents**

Goal is to make decisions without consensus but that consider all feedback as data points.



Established project leads

- Use internal comms doc to make decisions for individual projects, teams, district partners
- Lead communications with district partners
- Capitalizes on established structures

Principals + Teachers

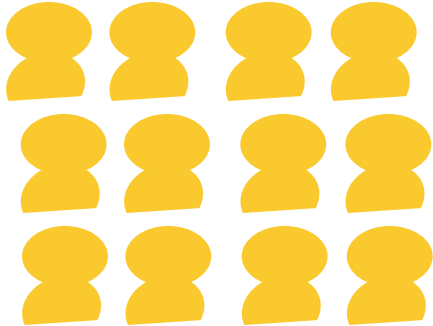
Goal is to make decisions for the stakeholders you typically work with (i.e. school staff and students).

What this might look like after



COVID-19 Task force

- Meet regularly (almost daily) to review new information
- Create/update internal comms doc
- Makes decisions for team as a whole
- Avoids consensus pitfalls and operates with a “safe enough to try” mindset



Established project leads

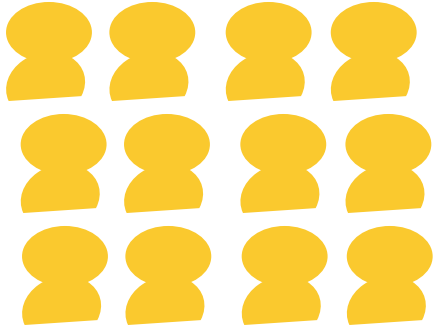
- Use internal comms doc to make decisions for individual projects, teams, district partners
- Lead communications with district partners
- Capitalizes on established structures

What this might look like after



Post COVID-19 Task force

- Meet regularly to review new information
- Create/update internal comms doc
- Makes decisions for team as a whole
- Avoids consensus pitfalls and operates with a “safe enough to try” mindset
- Does not need to be the same group as pre-crisis



Established project leads

- Use internal comms doc to make decisions for individual projects, teams, district partners
- Lead communications with district partners
- Capitalizes on established structures

Quick Note on Vulnerability

“We connect through emotions because they’re shared.”

MEASUREMENT of
LEADERSHIP IS
WHO FOLLOWS you
in a CRISIS

SMALL MOMENTS
COUNT - CHECK
IN WITH PEOPLE

ESTABLISH
POSITIVE INTENT

IT'S OKAY
NOT to KNOW
RIGHT NOW

IT'S OK to BE
INFALIBLE -
AUTHENTICITY
OVER PERFECTION

you DON'T NEED
to BE a SUPERHERO



JONATHAN M'BRIDE



FORMER HEAD
of INCLUSION
at BLACKROCK

Practice: Tension Map

	Group Consensus	Top-Down
+ Advantages	<ul style="list-style-type: none">● Everyone is engaged● Get team buy-in● More complete picture of data and information	<ul style="list-style-type: none">● Fast● Someone with experience makes the final decision● Clarity about who is making decision
-Disadvantages	<ul style="list-style-type: none">● Slow● End up with the average of all options	<ul style="list-style-type: none">● Can feel disempowering to team● One person may make decisions with limited data

Practice: Tension Map

	Group Consensus	“Safe Enough to Try”	Top-Down
+ Advantages	<ul style="list-style-type: none">• Everyone is engaged• Get team buy-in• More complete picture of data and information	<ul style="list-style-type: none">• Requires clarity about who (which role) is accountable for area of work• Spreads decision making ownership• Requires the decision-maker think through data + resources they need to make decision	<ul style="list-style-type: none">• Fast• Someone with experience makes the final decision• Clarity about who is making decision
-Disadvantages	<ul style="list-style-type: none">• Slow• End up with the average of all options	<ul style="list-style-type: none">• Can create discomfort if you are shifting from a consensus approach, or top down approach.	<ul style="list-style-type: none">• Can feel disempowering to team• One person may make decisions with limited data

Apply: Where does your decision fall?

	Group Consensus	“Safe Enough to Try”	Top-Down
+ Advantages			
-Disadvantages			

- Is this good enough for now?
- Is it safe enough that if it fails, we have time to recover?
- Shift from “Does everyone agree?” (consensus) to “Is this safe enough to try?”

What questions do you have? What's sticking with you?

What is one thing you're taking away from today's webinar?

Put your response in the chat box.

Thank You!

Stay safe, stay healthy!

Access today's slides:
bit.ly/decisionmaking032420

Connect with Education Elements on social media to continue the conversation, or subscribe to our blog for more resources about educating through COVID-19.



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