



Leading Through Uncertainty: Sharing Information

March 30, 2020 | 2:00 ET



COVID-19 Webinar Series

Check In - *Put your response in the chat box.*

Your name, role, and district

Which question are you most excited to have answered today:

1. What information should I be sharing?
2. Who should I be sharing with?
3. How/how often should I be sharing information?

Team + Materials



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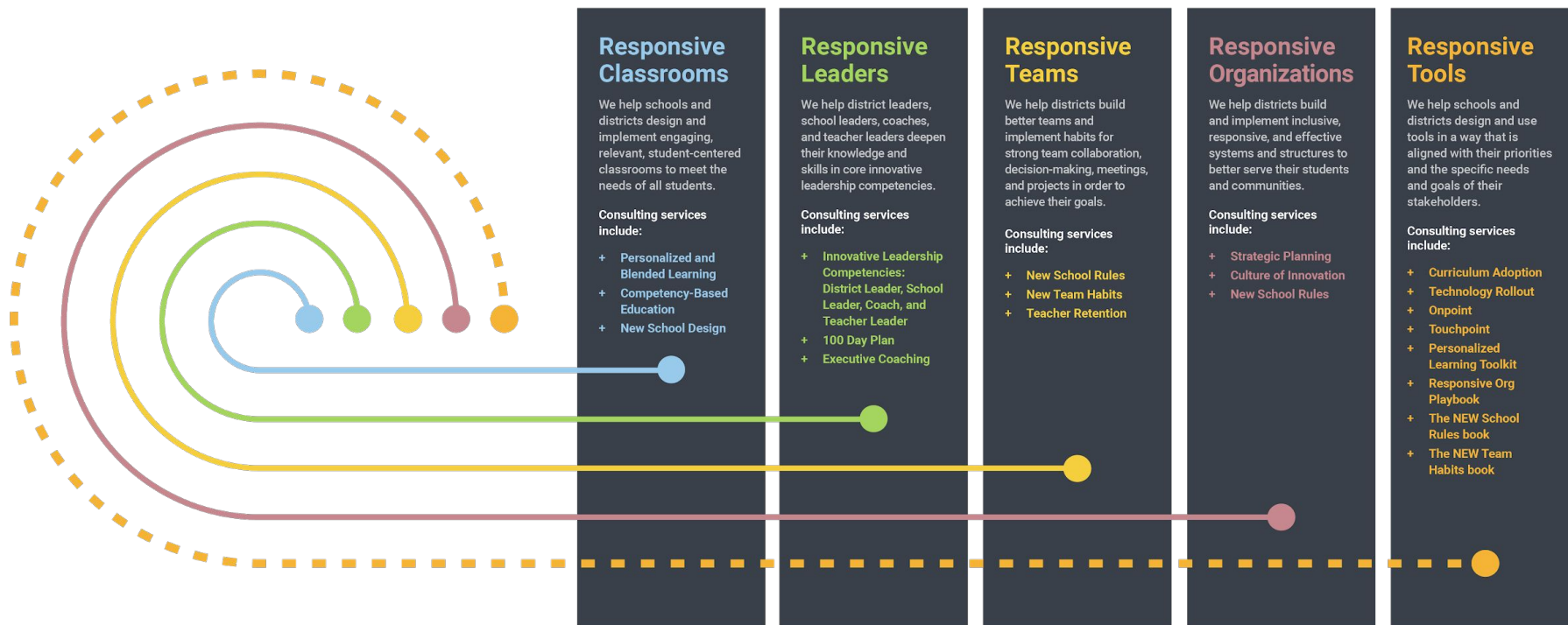


Drew Schantz

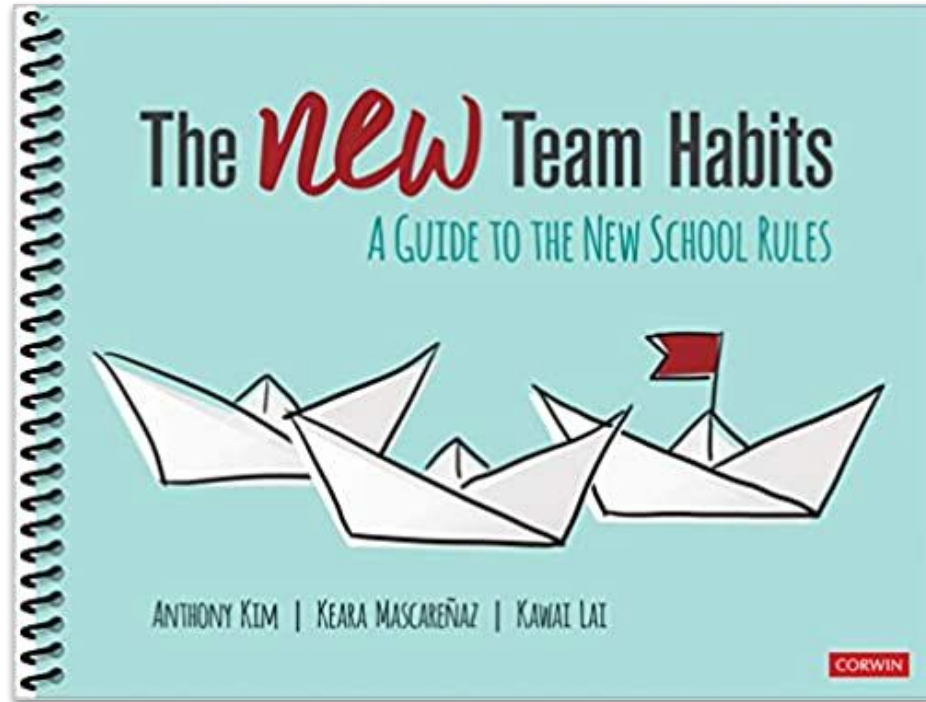
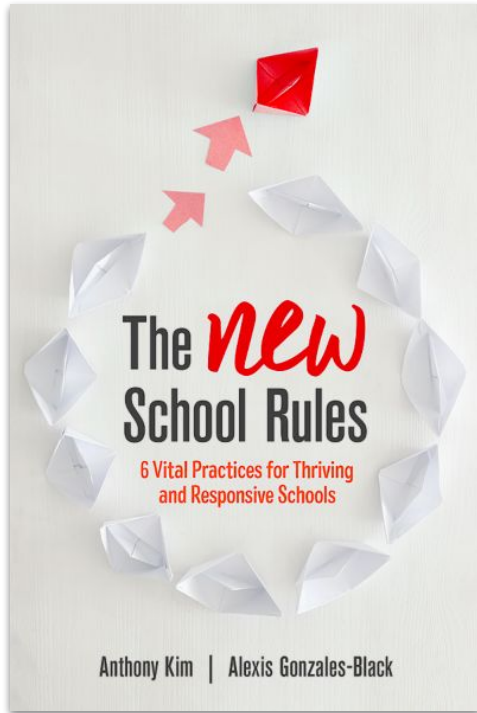
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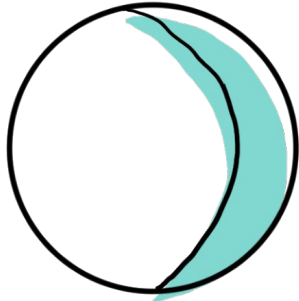
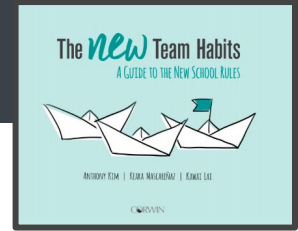
Responsive Ecosystem



Our work is grounded in responsive practices

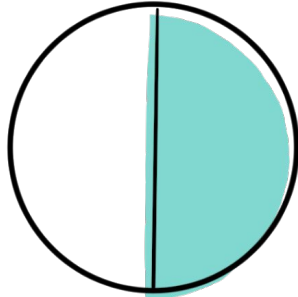


Elements of Building Knowledge



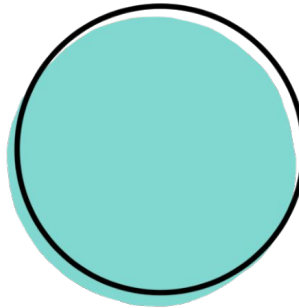
SPARK

Inspiration to illustrate why the habit needs to change



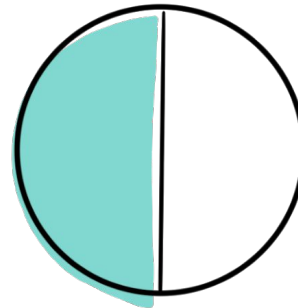
EXPAND

Resource or tool to build understanding of the habit



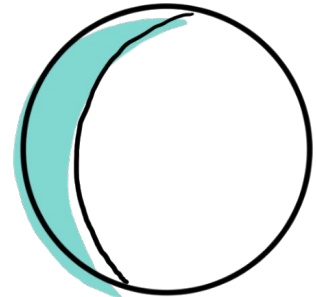
PRACTICE

Activity to practice the habit in a safe environment



APPLY

Plan for trying the habit in the real world



DEBRIEF

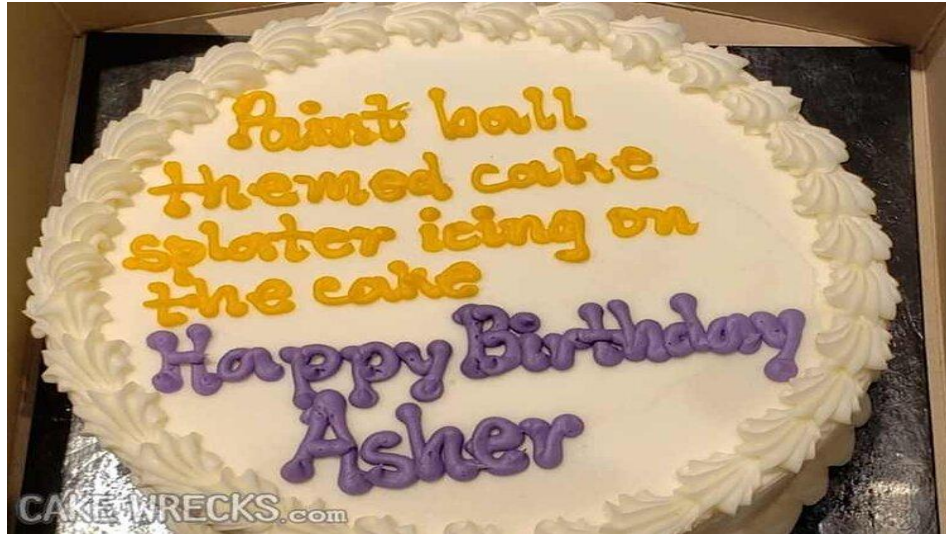
Reflection on trying the habit + future iterations

SPARK: Cake Wrecks



SPARK: Cake Wrecks

Lack of Clarity



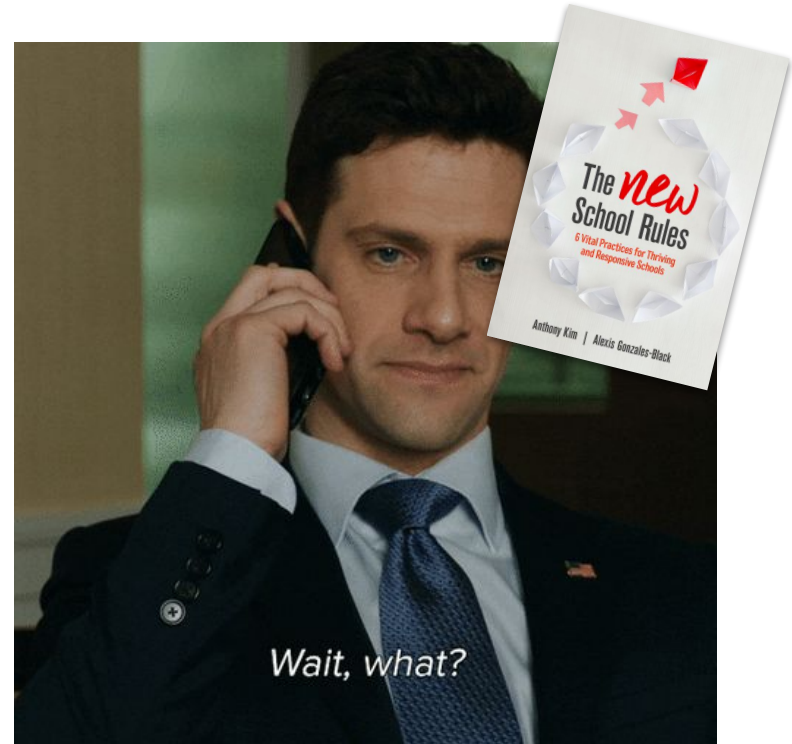
Lack of Skills/Ability



“When information isn’t landing, it hasn’t really been shared.”

EXPAND: Harness the Flow and Let the Information Go

- Spread of misinformation comes from:
 - Limited access to information
 - Overreaching misinterpretation
- We are both providers and receivers of information:
 - As providers, figure out the best way to engage receivers
 - As receivers, pay attention to the information according to its purpose, ask for more information, and seek clarity



“Known Unknowns” + Accepting Ambiguity

1. Known-Knowns

- Active knowledge bank
- Grown from other quadrants

2. Known Unknowns

- Addressed by search and formal learning



AMBIGUITY

3. Unknown-Knowns

- Stored, dormant knowledge
- Accessed through recall

4. Unknown-Unknowns

- Vast
- Addressed by serendipity (inefficient) or recommendations

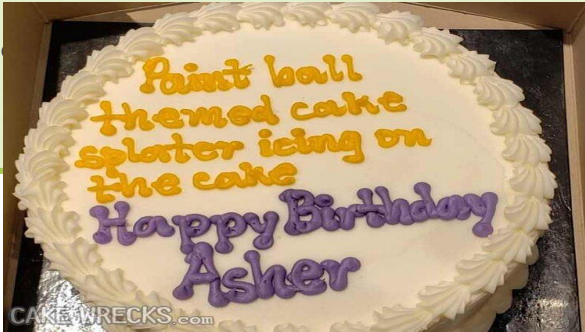
- No matter how clear we are, ambiguity is going to happen
- Alleviate ambiguity with a heightened focus on purpose and processes to guide us through the fog
- Use agreed-upon process for major decisions so everyone has a shared language

What's one of your known unknowns?
Put your response in the chat box.

EXPAND: Transactional vs. Relational Transparency

Transactional Transparency

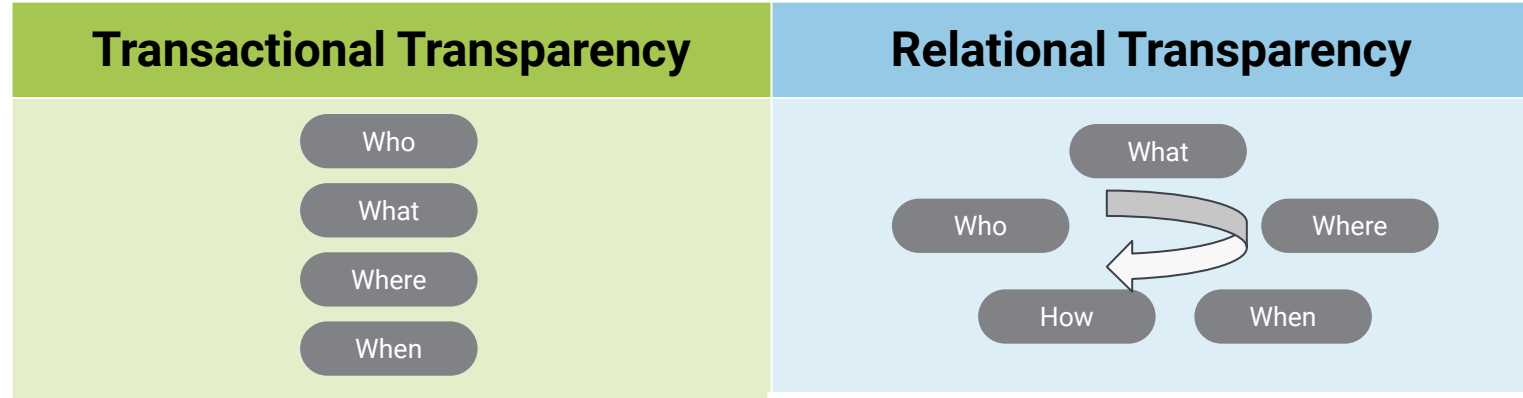
- Information may be false, delayed, or distorted
- People don't know where to go or who to ask for the right information



Relational Transparency

- People can access or ask for info they need
- Established, shared practices around who, what, when, where, and how to share info
- Willingness to share info
- Habits and routines for sharing info are highly communicated and regularly improved upon
- Information sharing respects and recognizes the audience of the information

EXPAND: Transactional vs. Relational Transparency



Attributes of Relational Transparency:

- Feedback loop in place
- Protocol for accessing information
- Frequent doses of information based on need (small, medium, large bits of information)

EXPAND: How this might look in schools and districts?

Transactional Transparency

Who

What

Where

When

Relational Transparency

What

Who

Where

How

When

PRACTICE: Communication as a Process vs. Event

DAY 1: What can we share now about how we continue learning?



DAY 3: What can we test?



DAY 10: How do we continue learning?



PRACTICE: Communication as a Process vs. Event

CURRICULUM ADOPTION

MONTH 1: What can we share now about how we are changing?

LISTEN

SHARE

REFLECT +
RESPOND

MONTH 2: What can we test?

LISTEN

SHARE

REFLECT +
RESPOND

MONTH 3: How do we continue learning?

LISTEN

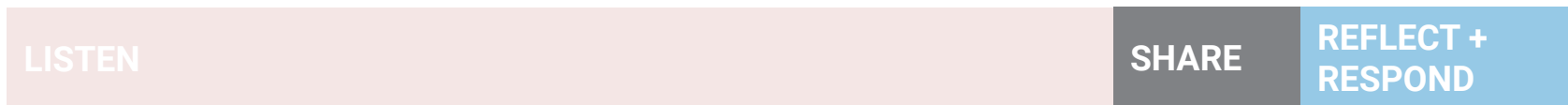
SHARE

REFLECT +
RESPOND

PRACTICE: Communication as a Process vs. Event

CURRICULUM ADOPTION

MONTH 1: What can we share now about how we are changing?



MONTH 2: What can we test?



MONTH 3: How do we continue learning?



APPLY: Reassuring and Motivating Your Team in Times of Change

1. Start with the brutal truth. (NSR: accept ambiguity) *make the implicit explicit

"This isn't business as usual, and it's a time of great stress and uncertainty. It's also a moment in time when the work we're doing is its most critical."

2. Set the stakes and express gratitude. (NSR: think of others)

"We're providing a vital service to people everywhere, especially to those, like the elderly, who are most vulnerable. People are depending on us."

3. Manage expectations. (NSR: plan communication as a process, not an event)

"I'm sad to tell you I predict things are going to get worse before they get better."

4. Address the obvious problem (NSR: ask for what you need)

"When our turn for masks comes, our first priority will be getting them in the hands of our employees and partners working to get essential products to people."

5. Promise a singular focus

"Wholly focused on COVID-19 and on how Amazon can best play its role."

APPLY: Curriculum Adoption Example

1. Start with the brutal truth. (NSR: accept ambiguity) *make the implicit explicit

"The current curriculum isn't meeting the needs of our teachers or students, and in order to make the right decision on a new curriculum, this change will not happen during the 2021 school year."

2. Set the stakes and express gratitude. (NSR: think of others)

"Our educators are invaluable. Student's rely on us to grow academically, socially, and for so much more. We appreciate what you do every day to improve the lives of kids."

3. Manage expectations. (NSR: plan communication as a process, not an event)

"We want to let you know the curriculum selection + adoption will be a long process, and you will be updated every step along the way."

4. Address the obvious problem (NSR: ask for what you need)

"The current curriculum is not working and we need your feedback on what you would change and what you want moving forward."

5. Promise a singular focus

"This team is dedicated to finding and selecting a more culturally responsive, and effective curriculum by 2022."

APPLY: Your Communication

1. **Start with the brutal truth. (NSR: accept ambiguity)**
*make the implicit explicit
2. **Set the stakes and express gratitude. (NSR: think of others)**
3. **Manage expectations. (NSR: plan communication as a process, not an event)**
4. **Address the obvious problem (NSR: ask for what you need)**
5. **Promise a singular focus**

Option 1: Identify an upcoming opportunity you have to communicate with your team. Take 5 minutes to draft your main points using this frame.

Option 2: Look at any communication you've sent in the past 2 weeks. What areas are you particularly strong in? What is an area of growth for you?

What's a brutal truth that you've had to share or need to share?
Put your response in the chat box.

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!

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