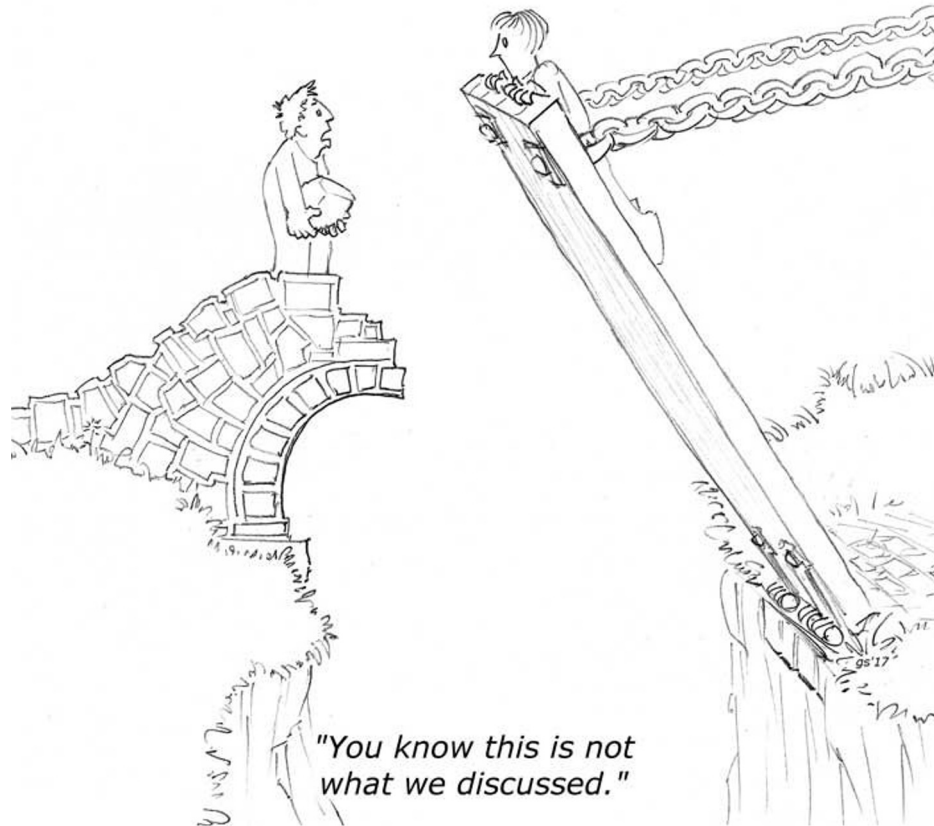


SAIS Fundamentals Conference

April 16-18, 2023 | Charleston, SC

**Governance:
Building Shared Vision**

Georgy Ann Peluchiwski



Key Questions for Today:

- What is adaptive leadership? Why does it matter?
- How can we foster a healthy partnership with our board?
- Why are strategy and shared vision essential to effective leadership?



Exercise: Taking Stock

Reflect and Write:

- How are you feeling today about your partnership/relationship with your board?
- How would you describe the vision of the future for your school that guides your work together?

Hold onto your reflections for later today!



Cultivating the School-Board Partnership



The most important condition for success is effective leadership grounded in a high impact, powerful partnership between school leadership and the board.



*Why do we
have boards?*

*“Provocative and pragmatic...filled with wise counsel
even for those already a CEO or member of a board.”*

—PAUL VOLCKER, former chairman of the Federal Reserve

WILLIAM G. BOWEN

THE
BOARD
BOOK

An Insider's Guide for Directors and Trustees



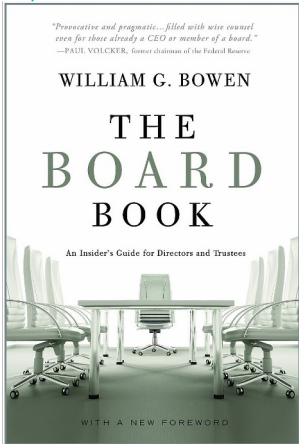
WITH A NEW FOREWORD



“

...the existence of a board encourages the development of a shared sense of institutional purpose and an awareness of the broader social, political and economic context in which decisions are made.

”

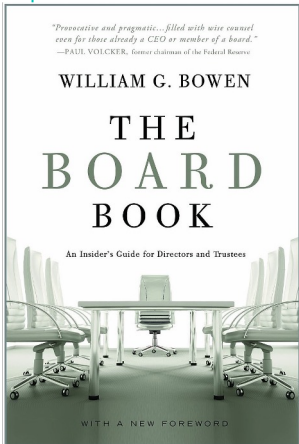




“

...all boards can be said to share a single overarching responsibility: to build an effective organization. Everything else is derivative.

”



**Sounds great,
but...**



Volatility, uncertainty, complexity and ambiguity



A balcony-dance floor dialogue!



The ability to maintain perspective in the midst of action is critical to lowering resistance... Great athletes must simultaneously play the game and observe it as a whole. We call this skill “getting off the dance floor and going to the balcony,” an image that captures the mental activity of stepping back from the action and asking, “What’s really going on here?”



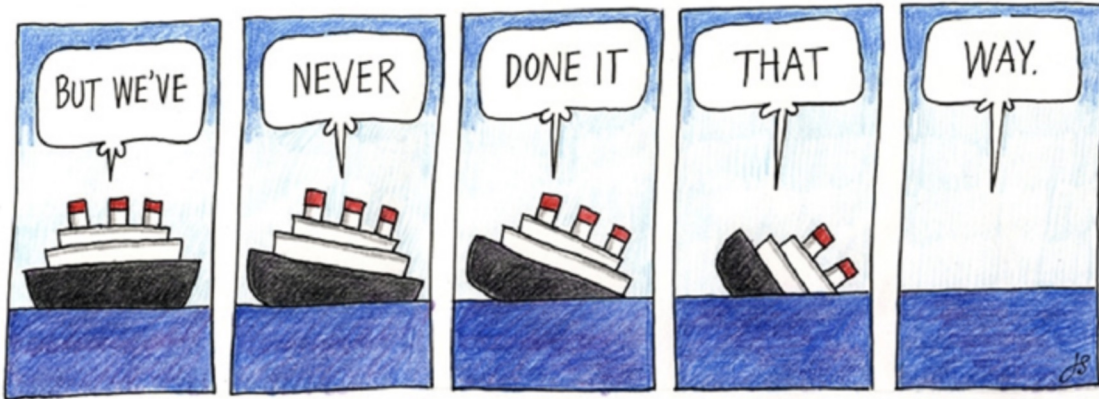
– Ron Heifetz, A Survival Guide for Leaders, HBR

The Evolving Role of the Board



- **Align to Core Values**
- **Bring the Outside World to the School**
- **Force Future Focus**
- **Nurture the Vision**
- **Create Conditions for Success**
- **Adapt and Innovate**

Adaptive Leadership requires new Mindsets, Abilities and Behaviors for Trustees too!



Volunteers or Unpaid Professionals?

Group, Team, or Club?

Representatives or Guardians?

Pattern Detectors or Investigators?

Preservationists or Futurists?

Adaptive Leaders

Do what
matters
most,
most of
the time





Embrace
a
Learning
Mindset

1



Do
Meaningful
Work
Together

2



Update
Practices
and
Structures

3

1

Embrace a
Learning
Mindset





Embrace a Learning Mindset

- ❑ Move from: “I don’t know enough” to **“what questions can I ask?”**
- ❑ Assume that your questions, experience and expertise can **produce new insights**
- ❑ **Talk about the world** beyond your organization

“The least questioned assumptions are often the most questionable.”

– **Pierre Paul Broca**, 1824-1880 physician, anatomist, and anthropologist

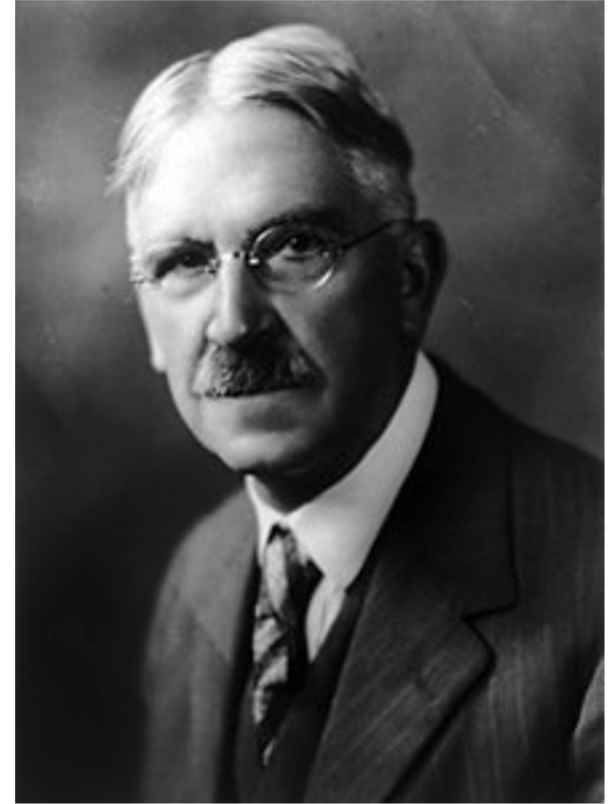


Learn by Reflecting

- ❑ *Ask, Explore, Research*
- ❑ *Refine* via dialogue
- ❑ *Reflect* via assessment

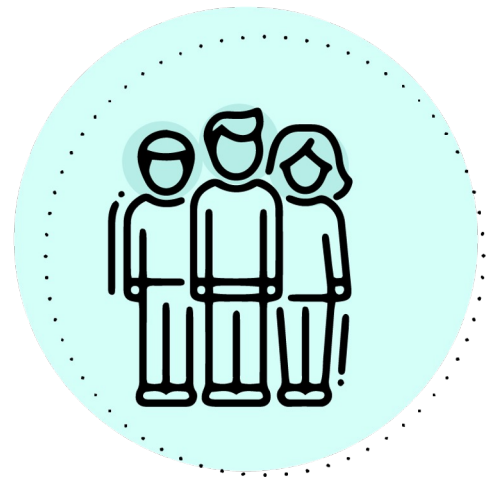
**“...we do not learn from
experience...
we learn from reflecting on
experience..”**

John Dewey



2

Do
Meaningful
Work
Together



**"If you want
to go fast, go
alone. If you
want to go
far, go
together."**

–African Proverb

**Building a shared
agenda for
“meaningful
work”**

The Powerful Intersection of Governance, Leadership, and Strategy

Support School Leadership

Build an effective organization

Build and Maintain Board Capacity

Evolve Practice

Develop Shared for the Future Vision

Define your Theory of Change

Ask Good Questions, Test Ideas, Support with Data

Invest in R&D

Consider **Strategy** as your **Leadership Roadmap!**

Effective organizations have a strong sense of shared purpose, including a relevant and valuable Mission, shared Values, and a compelling Vision for the future



Reorient From Technical to Adaptive Work

Technical Focus: Means/Levers

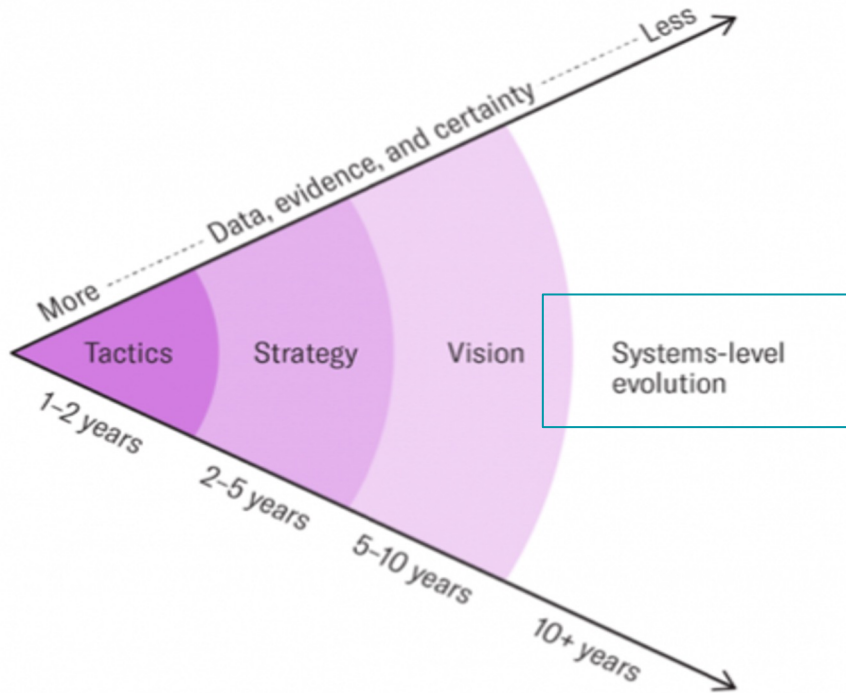
Program Revenue
Fundraising/Grants
Facilities
Endowment



Adaptive Focus: Aims/Ends

Learning Culture
Talent & Leadership
Theory of Change

Think in Time Frames



Source: Amy Webb, Future Today Institute



Vision evolves the institution;

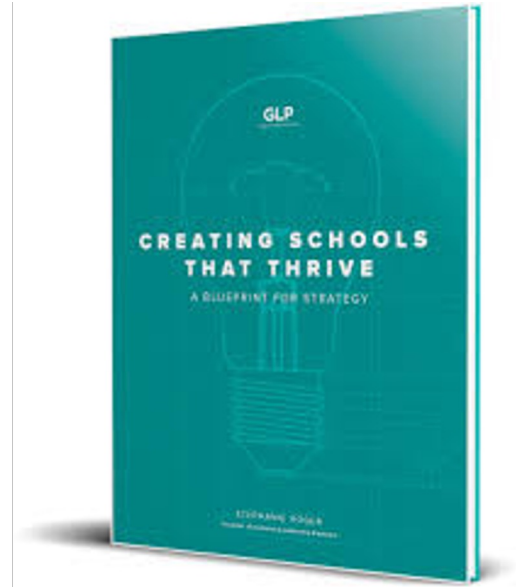
Mission can be tested and adapt for relevance and value

Values are not compromised, practices change (“preserve the core”)

Choices dictate organizational focus, drive strategy and are revisited as needed; tactics and actions adapt and iterate as you progress

Strategic Design Principles

- Engage, include, and involve all stakeholders
- Spark (and inform with data) dialogue about the future
- Design *for* students
- Design *with* board, leadership, faculty, and staff



So that...





strategy and execution are evident in the daily life of the school and the student experience.

Strategic Thinking: What must we anticipate? What can we learn?



Top 10 skills of 2025

-  Analytical thinking and innovation
-  Active learning and learning strategies
-  Complex problem-solving
-  Critical thinking and analysis
-  Creativity, originality and initiative
-  Leadership and social influence
-  Technology use, monitoring and control
-  Technology design and programming
-  Resilience, stress tolerance and flexibility
-  Reasoning, problem-solving and ideation

- Type of skill
-  Problem-solving
 -  Self-management
 -  Working with people
 -  Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum.





Strategic Design: On One Page!

Mission

“Reason for being”

+

Strategic Choices

Key Decisions that IN
COMBINATION Achieve Your
Vision
(Theory of Action)



Vision

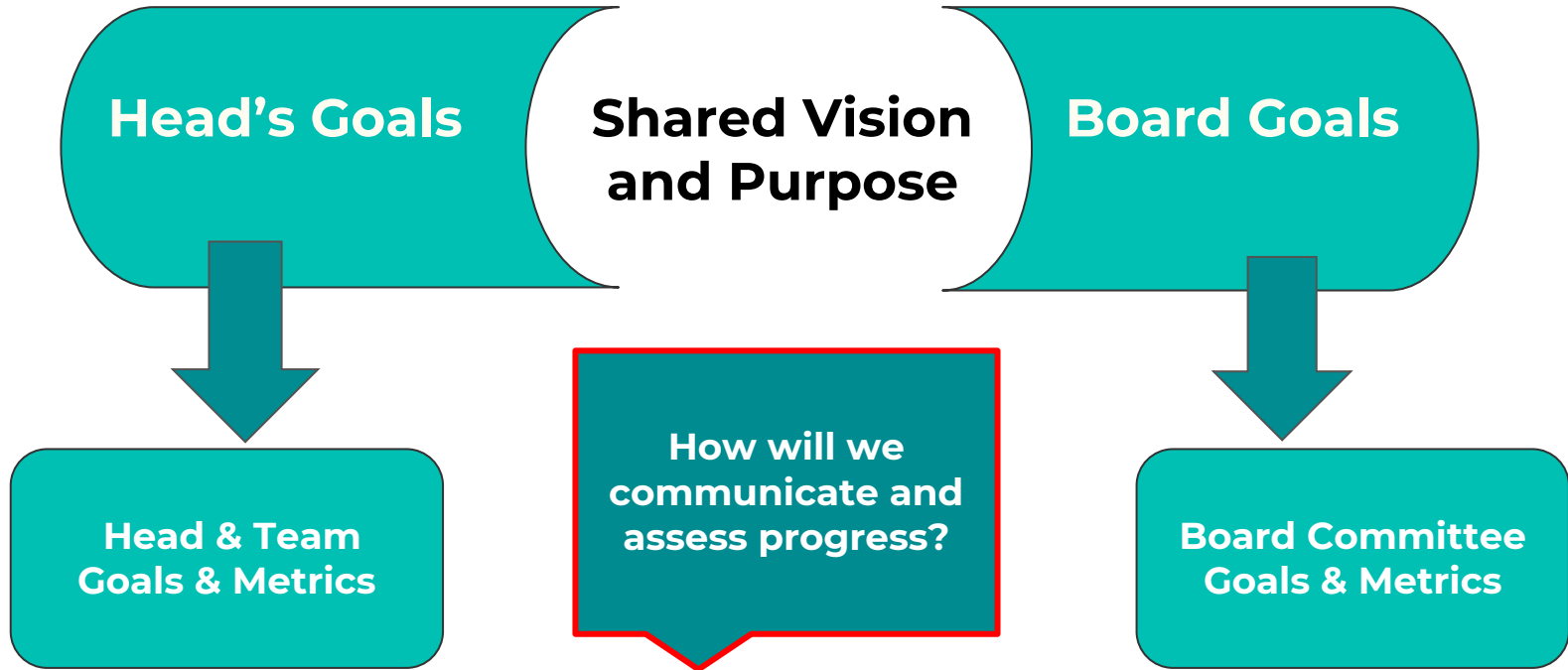
Your Definition of Success, and
How You Assess
(Theory of Change)

Values

Essential, Timeless Values for All

Strategy as your Roadmap

**What is your shared vision of success?
How will you align goals and priorities?**



DECADES OF EDUCATION
RESEARCH SUPPORT THE
IDEA THAT BY **TEACHING
LESS AND PROVIDING
MORE FEEDBACK**, WE CAN
PRODUCE GREATER
LEARNING. - Grant Wiggins

edutopia

Agree on what
matters,
determine what
evidence you will
seek, and talk
about it!

3

Update Practices and Structures





How High Performing Teams do Adaptive and Strategic Work

- Aligned Goals and Priorities
- Strategic Team Composition
- Focus on Learning and Development
- Effective and Inclusive Dialogue and Decision Making
- Strategic Agendas





The Agenda

TEN MINUTES LEFT -
LET'S DO THE STRATEGY





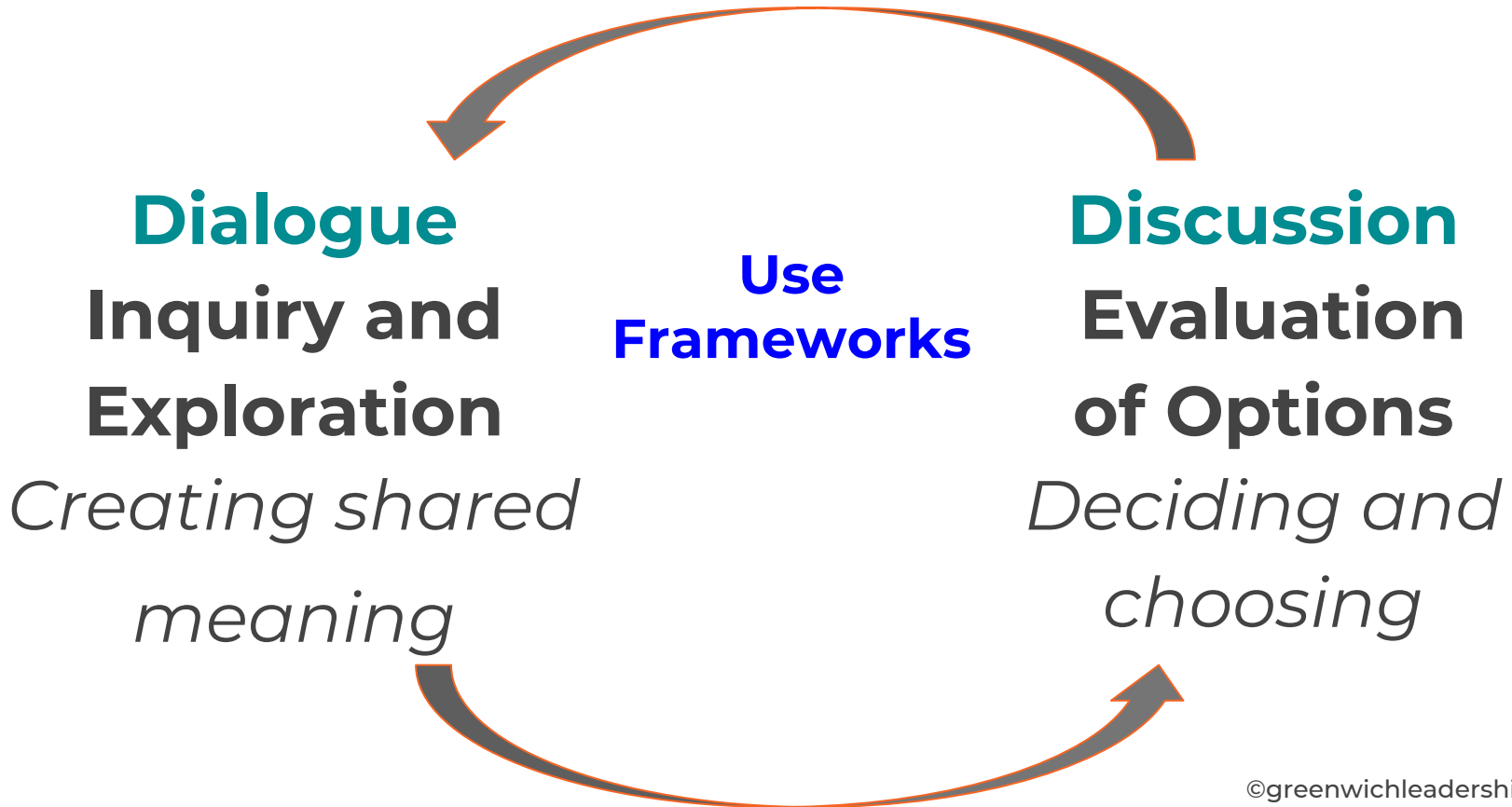
The Conversation



- *Know your norms; make them real*
- *Expect and require engagement and preparation*
- *Distinguish between dialogue, debate, and decision-making - and do all three*
- *Use frameworks with clear criteria for how you decide*
- *Aim for inclusion and use a variety of practices to hear everyone*



Dialogue, Discussion & Decision-Making



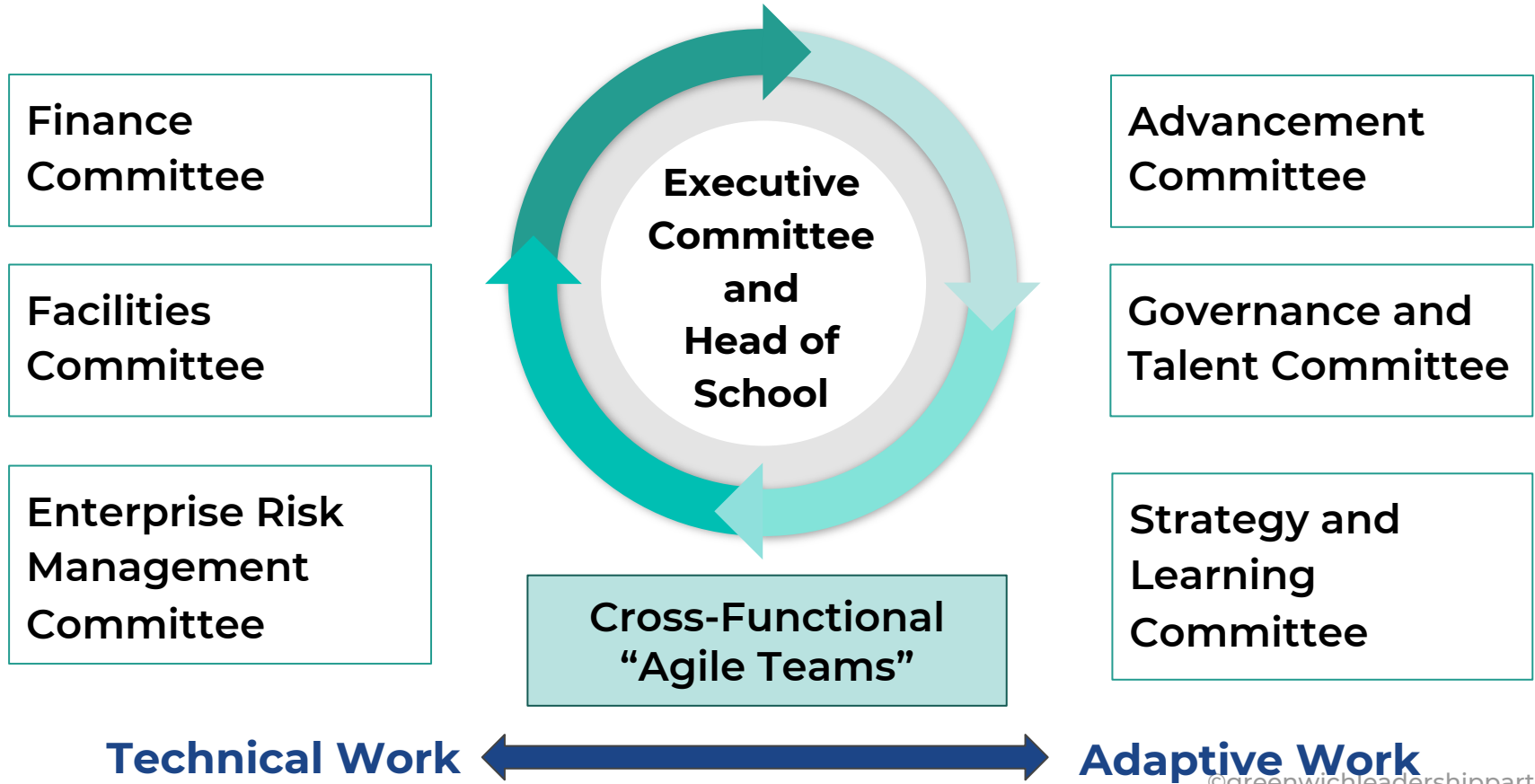


The Committees



"I'd like to stall this project into the ground—hand it over to one of our action committees."

One Example: Committees as Teams with School Leaders



Inform With Data

- Know what you want to measure and why; seek data that elevates your dialogue
- Know that anecdotes are not enough
- Explore what you think you know and identify what you don't know
- **Prepare to be surprised!**



“Some of the best theorizing comes after collecting data because then you become aware of another reality”

- *Robert J. Shiller, Winner of the Nobel Prize in Economics*



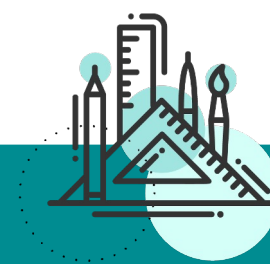
Embrace
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Learning
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1



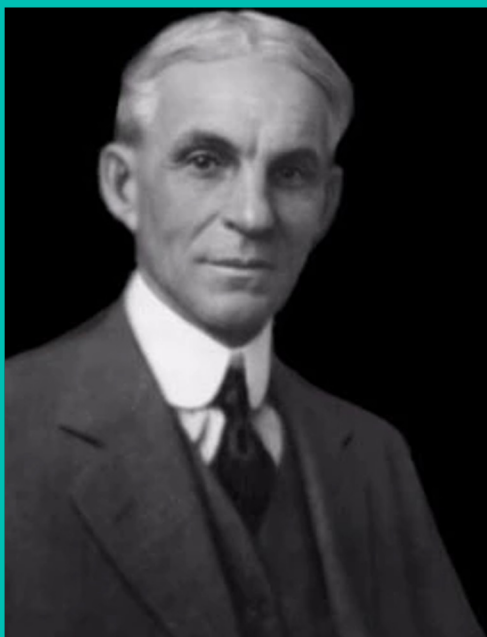
Do
Meaningful
Work
Together

2



Update
Practices
and
Structures

3



Coming together is a **beginning**,
staying together is **progress**,
and working together is **success**.

- *Henry Ford*

Exercise: Plan for Moving Forward

Reflection:

- What did you hear today that resonated with you?
- Write down 2-3 things might strengthen your partnership with your board.
- What conversation can you envision with your board leadership to advance your school and leadership?

Resources

- **Resource list**

- [Creating Schools That Thrive](#), by Stephanie Rogen
- [GLP Whitepapers](#) and [Blog](#)
- [The Board Book](#), by William Bowen
- [Playing to Win](#), by Roger Martin



- **Sign up** for GLP's [Blueprint](#) Leadership Newsletter! Greenwich Leadership Partners

**Thank you for your leadership.
Onward!**