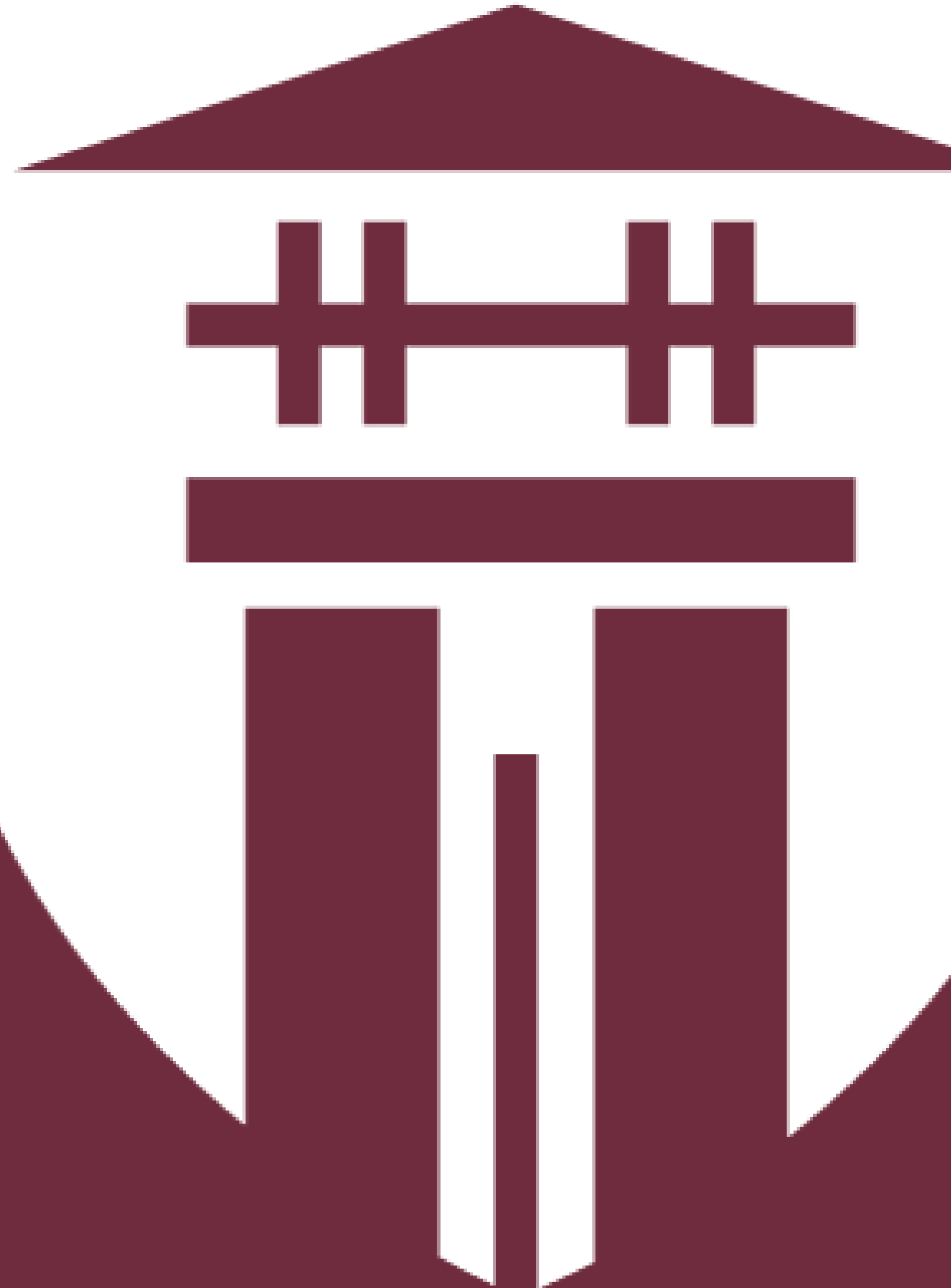


The Walker School

Using Crisis to Catalyze Innovation

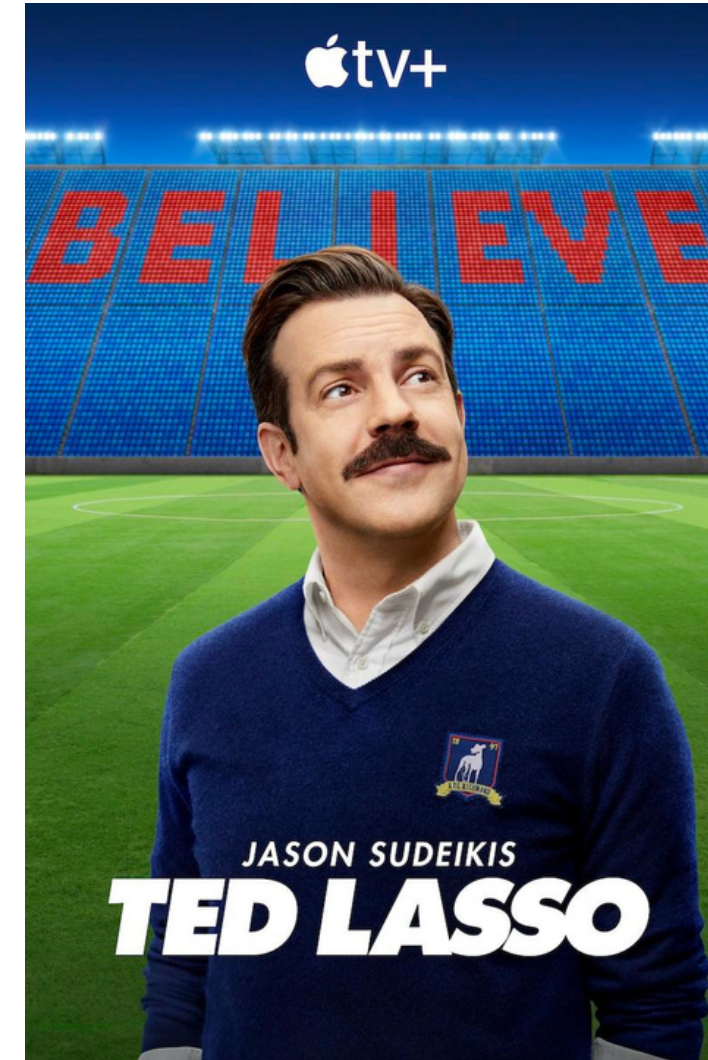
Greg Chalfin, Head of Middle School

6.27.23



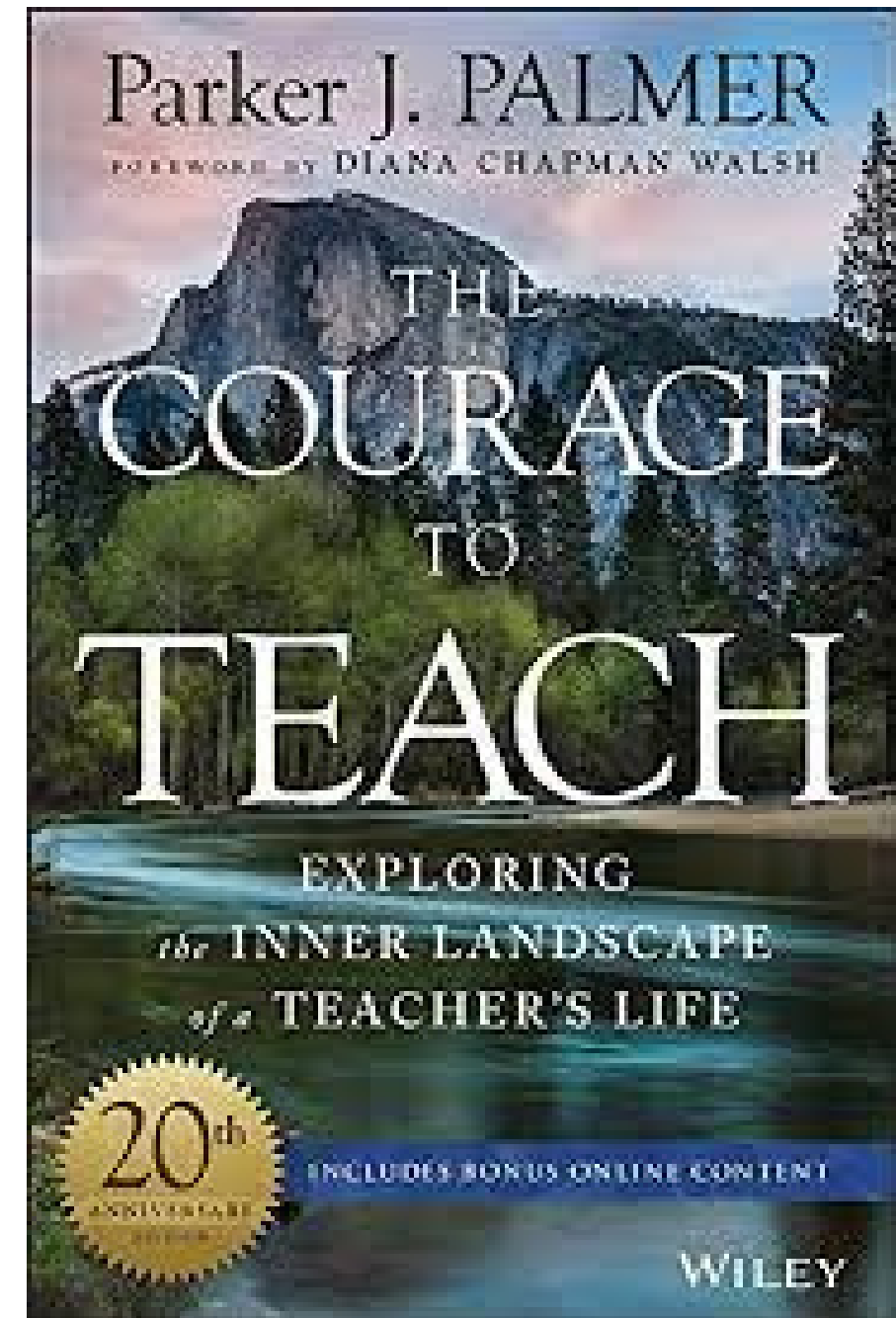
Ted Lasso introductions

- *First concert? Best concert?*
- *Animal - Lion or panda?*
- *Quote - What is your favorite quote?*
- What was your introduction to independent schools?
- What was your introduction to crisis?



Parker Palmer - The Courage to Teach

- *"In the community of truth, knowing and teaching and learning look less like General Motors and more like a town meeting, less like a bureaucracy and more like bedlam."*
- Parker Palmer, *The Courage to Teach*
- Journal:
 - What at your school operates like General Motors?
 - What at your school operates like a town meeting?



Agenda

- Crisis Thinking / Dream Innovation exercise
- Crisis mindsets by Adam Grant
- The pandemic crisis: A Case Study
- Case Study exercise
- *Think Again* by Adam Grant
- Recommendations, wonders, and discussion



Crisis Thinking / Dream Innovation exercise

- Think of a crisis that came up at your school this past year.
 - What was your first step?
 - What went well? What are you proud of in managing the crisis?
 - What do you wish you did differently?
 - Did you approach this crisis in a similar manner to how you've approached crises in the past? How so?



Crisis Thinking / Dream Innovation exercise

- Think of a Dream Innovation that you'd like to implement at your school.
 - What is your first step?
 - Why will this benefit your school?
 - What roadblocks do you anticipate lie ahead?
 - How might the crisis aid in moving this innovation forward?



Crisis mindsets by Adam Grant

- How was the crisis framed?
- Before crisis hits, are you an optimist or a defensive pessimist?
- What do you or your school do to plan for crisis situations currently?



The pandemic crisis: A Case Study

- The pandemic crisis: A Case Study
- Levers to pull toward change
 - Elliot Eisner's Ecology of Schools
- History of Stanley British Primary School
- Experience for our school at the beginning of the pandemic
 - Crisis framed through optimism -
What might we need to creatively do to ensure we are back in person?



The pandemic crisis: A Case Study

- Bulldog Block Model
 - If you had to reduce your class down to one month of what's most essential in the trimester, what would you do?
- Professional Development
 - Colorado College professors
- Feedback
 - Student, Faculty, Parent
 - Evolution to Bulldog Block 2.0
 - Takeaways



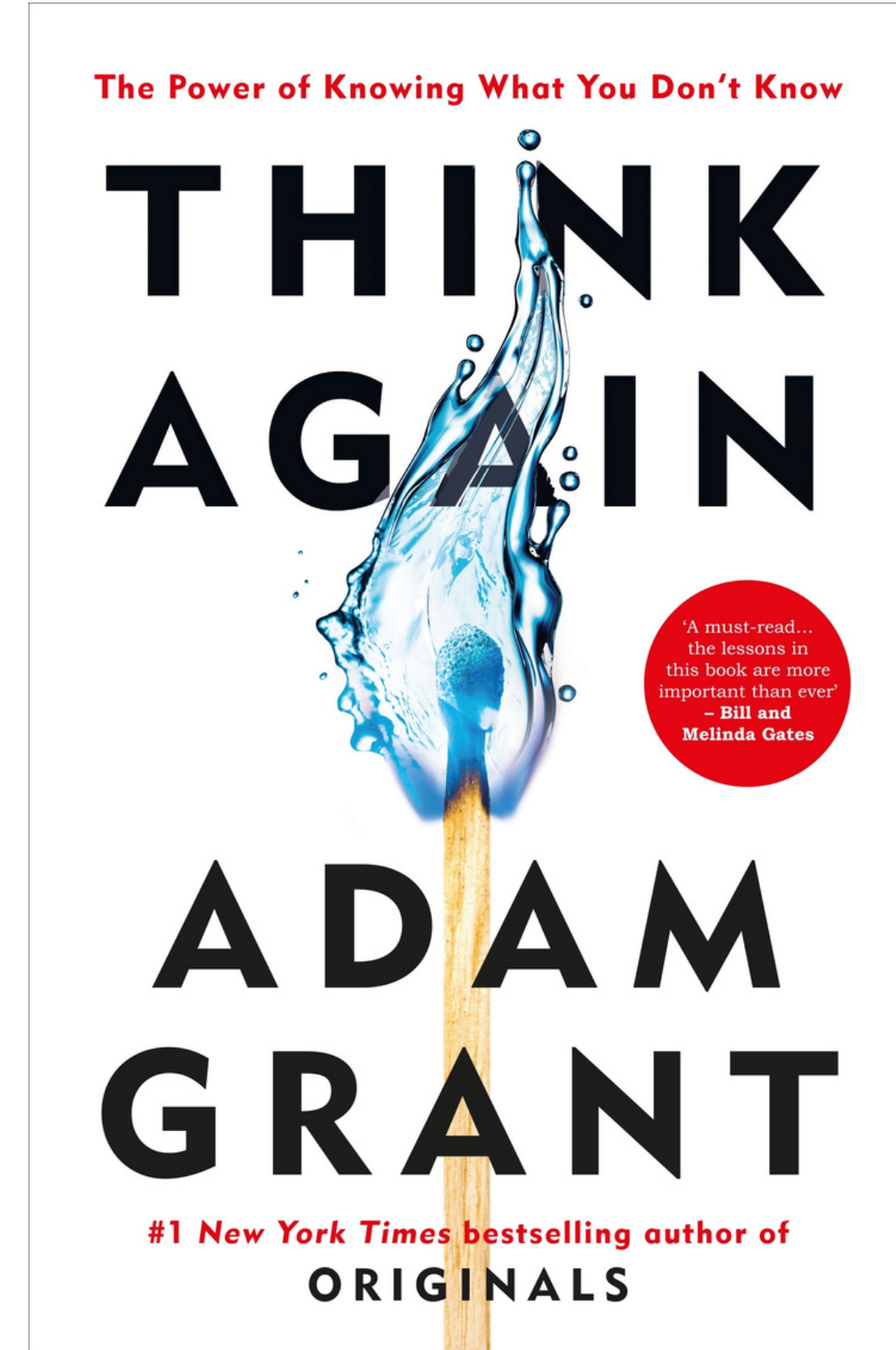
The pandemic crisis: A Case Study

- Discussion
 - What was your experience with the pandemic crisis at your school?
 - Did it catalyze innovation? If so, why do you think? If not, why not?

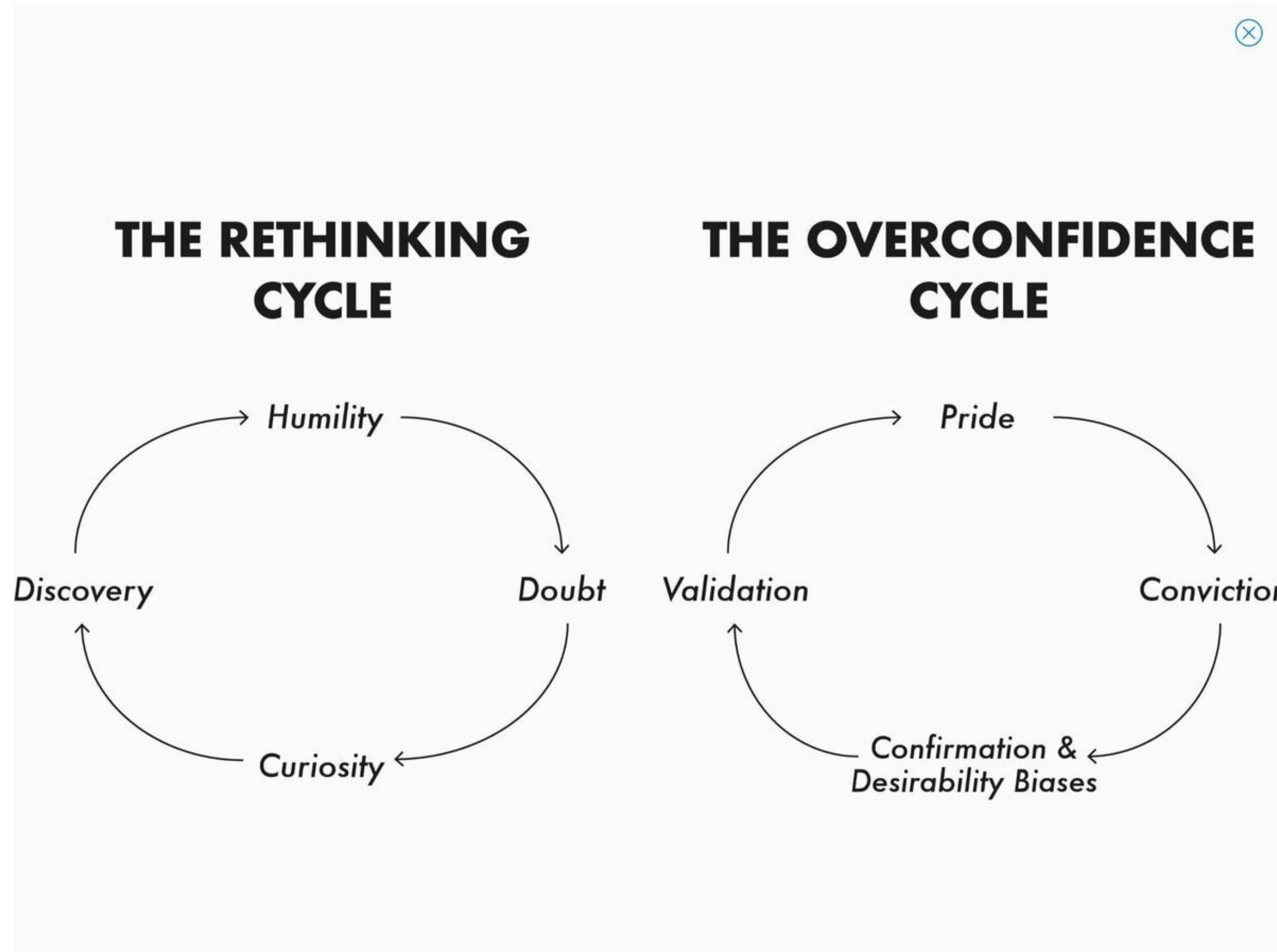


Think Again by Adam Grant

- *Think Again* by Adam Grant
 - Smokejumper story (p. 5)
 - Blackberry story (p. 16)
- How do we change our thinking in a crisis?



The Rethinking Cycle (p. 28)



Rethinking Cultures

- "That's not the way we've always done it" (Chapter 10)
 - ***"Rethinking is not just an individual skill. It's a collective capability, and it depends heavily on an organization's culture." (p. 207)***
 - NASA and the Gates Foundation
 - Lacked cultures of psychological safety

Tradition
(n.)

Peer pressure from
dead people.



Rethinking Cultures - Success

Psychological Safety (p. 210)

When You Have It

When You Don't

See mistakes as opportunities to learn	See mistakes as threats to career
Willing to take risks and fail	Unwilling to rock the boat
Speaking your mind in meetings	Keeping your ideas to yourself
Openly sharing your struggles	Only touting your strengths
Trust in teammates and supervisors	Fear of teammates and supervisors



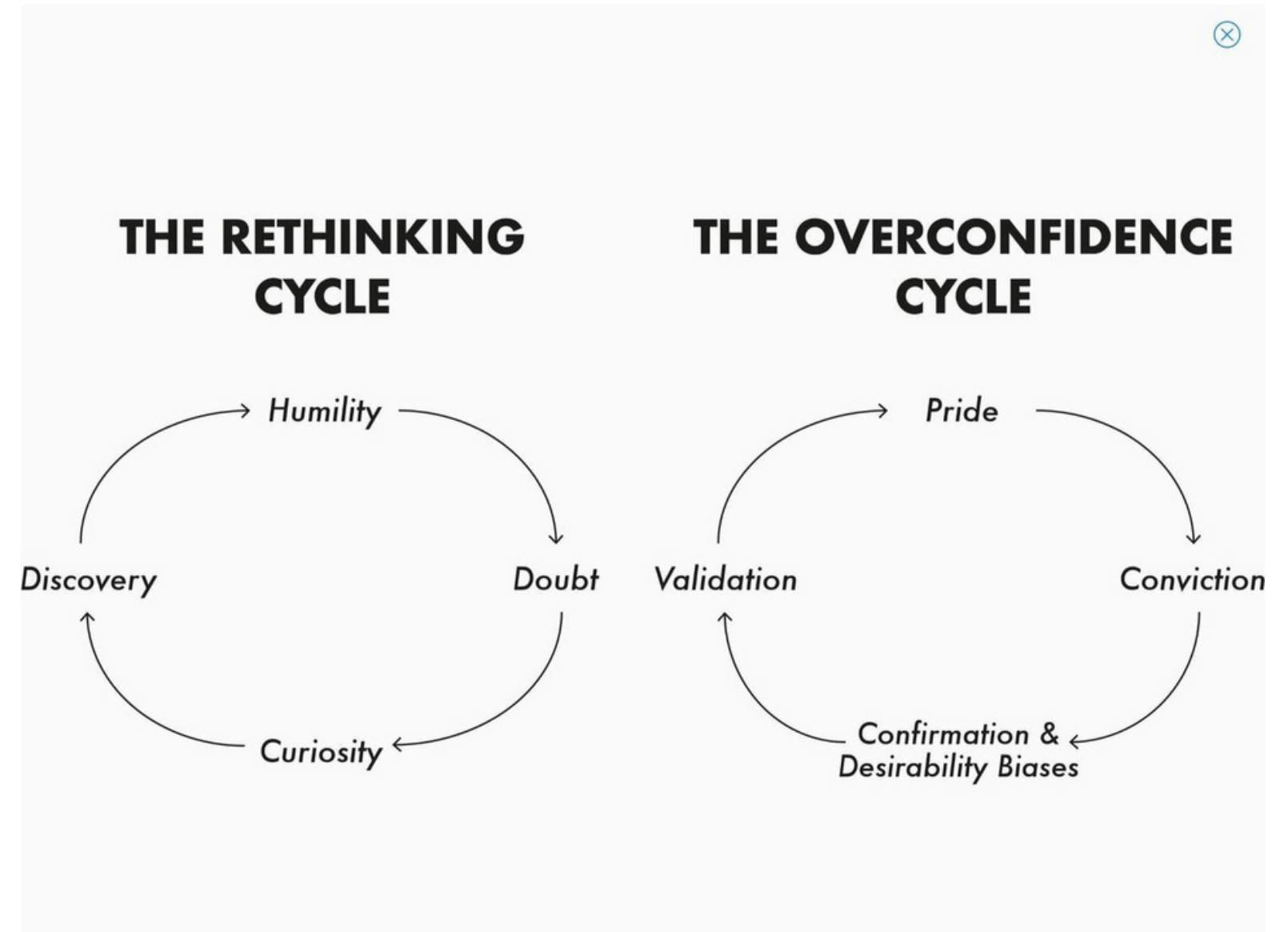
Case Study exercise

- Case Study exercise
- How would you have proceeded before?
- Using the Rethinking Process of Humility-Doubt-Curiosity- Discovery, how might you connect this crisis to a change you envision improving your school?



Case Study exercise

- Humility - What don't you know in this situation?
 - "If knowledge is power, knowing what we don't know is wisdom."
- Doubt - What assumptions does your previous experience give you? Why might those be wrong in this crisis?
- Curiosity - What information can you find out?
- Discovery - What did you learn?



Recommendations, Wonders, and Discussion

- Recommendations
 - Practice tabletop crises with your teams
 - HGSE resource
 - Think like a scientist
 - Motivate through interviewing
 - Build psychological safety with teams
 - Consider connecting crisis to innovation
- Wonders
 - How can crisis change have lasting impact?
How can the change not be associated with the crisis?
 - What best builds trust before the crisis?
- Discussion and Q & A



Thank you! So appreciate your support and partnership and good luck this year!

Contact info:

Greg Chalfin

Head of Middle School, The Walker School

greg.chalfin@thewalkerschool.org



Feedback form - QR Code

