Better is possible. It does not take genius. It takes moral clarity. It takes ingenuity. And above all, it takes a willingness to try.

Atul Gawande
1:00
Four Life Actions

Walk on solid ground
Be a multiplier
Have it together but be responsive
Take care of yourself
Walk on solid ground
People who do best in life have a well-defined identity on a number of fronts. They are secure in their boundaries, they know what they like and don’t like, what they believe in and value, and they love and hate the right things. They are not wishy-washy and what psychologists call identity diffused, wondering who they are or what they are about, or thinking that they are everything. You get a good definition of who they are just from being around them. (p. 144)

Henry Cloud, Integrity (2006)
Principles and Purpose
Principles
Partnership

1. Equality
2. Choice
3. Voice
4. Dialogue
5. Reflection
6. Praxis
7. Reciprocity
Purpose
What you do makes a difference, and you have to decide what kind of difference you want to make.

Jane Goodall

(Victoria Will/Invision/AP)
What kind of difference do you want to make?
Share your thoughts with your partner.
When is the best time to plant a tree?
It isn’t how much you know that matters. What matters is how much access you have to what other people know. It isn’t how intelligent your team members are: it is how much of that intelligence you can draw out and put to use.
Your questions

What does a multiplier do?
What does a diminisher do?
Your question

What can you do to be more of a multiplier?
Share your thoughts with your partner.
2:00
3
Have it Together and Be Responsive
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Why Some Companies
Make the Leap...
and Others Don’t

GOOD TO GREAT

http://freebooksss.com

JIM COLLINS
Coauthor of the bestselling
BUILT TO LAST
Larger-than-life, celebrity leaders who ride in from the outside are negatively correlated with going from good to great.
What is leadership?

1. Highly capable individual
2. Contributing team member
3. Competent manager
4. Effective leader
5. Level Five Leader
What is a Level 5 Leader?

Collins (2001) Good to great

- Level 5 leaders
  - ...embody a paradoxical mix of personal humility and professional will.
  - ... display a compelling modesty, are self-effacing, understated
  - ... display a workman like diligence, are more plow horse than show horse
  - ... attribute successes to factors other than themselves
  - ... look in the mirror and blame themselves when things go poorly
Having it together

• Use a list of teachers to plan your week.

• Develop a strategy, such as mapping, to plan your week.

• Set aside a specific time each week to plan your next week.

• Identify Most Important Tasks (MITs) at the start of each day
Having it together

- Develop a ritual for noting what you have learned each day.
- Use technology and rituals to help you be highly reliable.
- Under promise and over deliver.
hello@instructionalcoaching.com
What strategies do you, or do you plan to use, to help you have it together and be responsive?
Take Care of Yourself
CHANGE
[complex] change stimulates resistance because it challenges people’s habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures. Because adaptive change forces people to question and perhaps redefine aspects of their identity, it also challenges their sense of competence. Loss, disloyalty, and feeling incompetent: That’s a lot to ask. Now wonder people resist.

Heifetz & Linksy
EMOTIONAL STATE

PHASE I: Uninformed Optimism

Optimism

Pessimism

PHASE II: Informed Pessimism

PHASE III: Valley of Despair

PHASE IV: Informed Optimism

PHASE V: Success and Fulfillment

TIME

Quit and Repeat Phases I-III

Push through to Success
The valley of despair … is when most people give up. All of the pain of change is felt and the benefits seem far away or less important—and there is a fast, easy way to end the discomfort: Going back to the way you used to do things. After all, you rationalize that it wasn’t so bad before.

Moran and Lennington
The people who set out to make it through the Dip—the people who invest the time and the energy and the effort to power through the Dip—those are the ones who become the best in the world. They are breaking the system because, instead of moving on the next thing, instead of doing slightly above average and settling for what they’ve got, they embrace the challenge… and push through all the way to the next level.

Seth Godin
Find confidants
Find sanctuary
Distinguish your role from your self
Never forget the moral purpose behind what you do
Moral purpose, defined as *making a difference in the lives of students*, is a critical motivator for addressing the sustained task of complex reform. Passion and higher order purpose are required because the effort needed is gargantuan and must be morally worth doing. (p.18).
But to have moral purpose we have to have moral clarity.
But it’s not easy.
When you lead people, you often begin with a desire to contribute to an organization or community, to help people resolve important issues, to improve the quality of their lives. Your heart is not entirely innocent, but you begin with hope and concern for people. Along the way, however, it becomes difficult to sustain those feelings when many people reject your aspirations as too unrealistic, challenging or disruptive. Results arrive slowly. You become hardened to the discouraging reality. Your heart closes up.

# Losing Hope

Heifetz & Linsky (2003) *Leadership on the line*

<table>
<thead>
<tr>
<th>Quality of Heart</th>
<th>Becomes</th>
<th>Dressed Up As</th>
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<tbody>
<tr>
<td>Innocence</td>
<td>Cynicism</td>
<td>Realism</td>
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<td>Curiosity</td>
<td>Arrogance</td>
<td>Authoritative knowledge</td>
</tr>
<tr>
<td>Compassion</td>
<td>Callousness</td>
<td>The thick skin of experience</td>
</tr>
</tbody>
</table>
Your questions

Are you remembering your moral purpose?
What you do to take care of yourself?
Your questions

What are a few things you’d like to do to be a better leader?

How will you do that?
As we try to improve, we are drawn to the large, dramatic, and splashy programs for change, but we are impacted more by the small and simple changes in our daily routines. We don’t change the world through epiphanies, but by doing lots of little things that add up to sustained transformation. Simple things are not always easy to change, but by improving one thing at a time, we make progress toward great things.

—Dave Ulrich, writing to his great-great-grandfather

From Bill Jensen, What is your life’s work?