

Navigating A More Complex and Fast Changing Future



Craig Murphy, Ph.D., NCSP

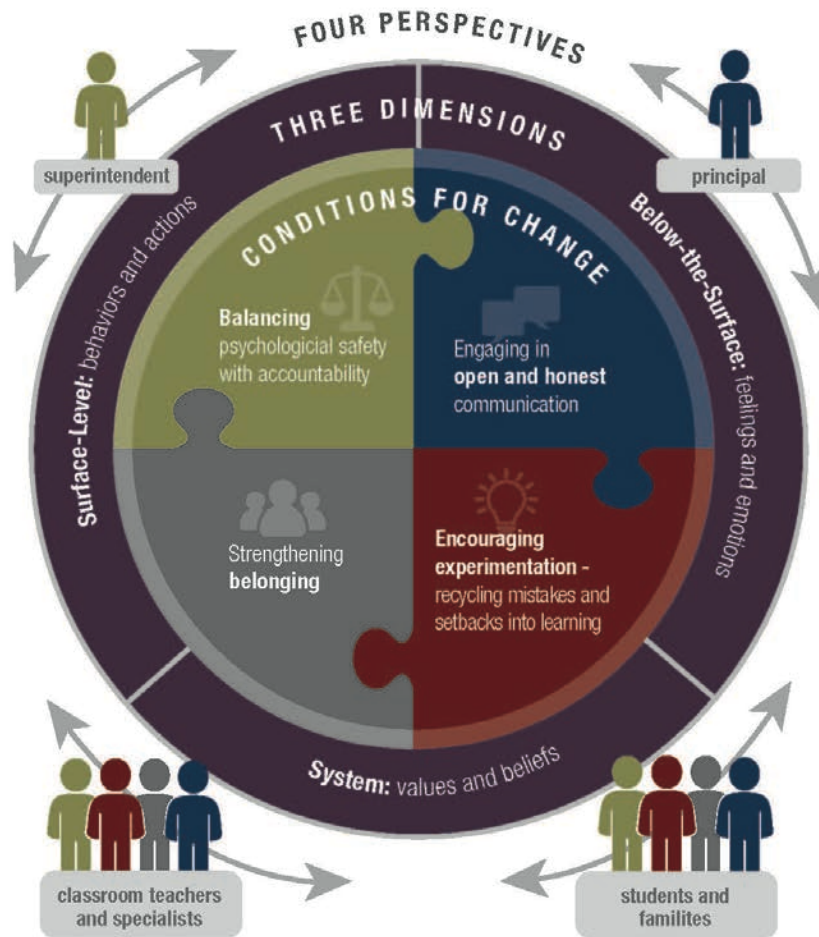
John D'Auria, Ed.D

New circumstances and unpredictable challenges



....will require a more nimble and adaptive approach to school leadership

THE INFLUENTIAL SCHOOL LEADER



Distribution of Effort (Poll)



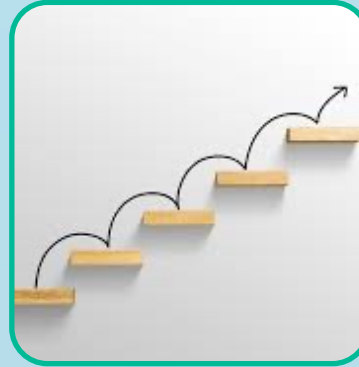
Putting Out
Fires

%



Maintenance
Work

%



Improvement
Goals

%



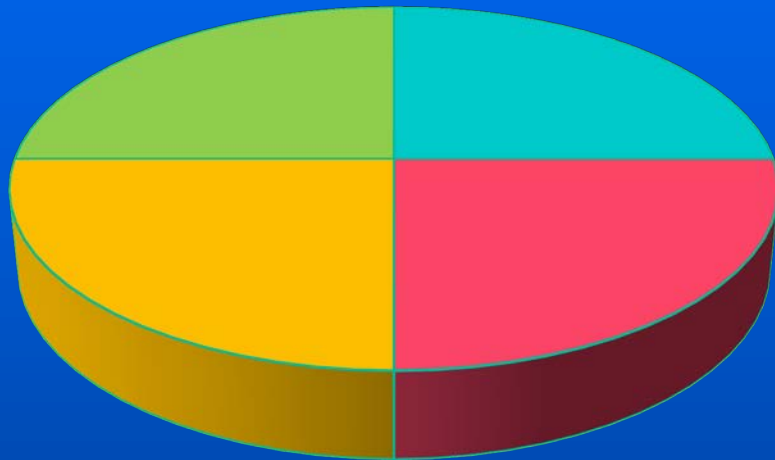
Self-Care

%

Distribution of Effort

Ideal Vision

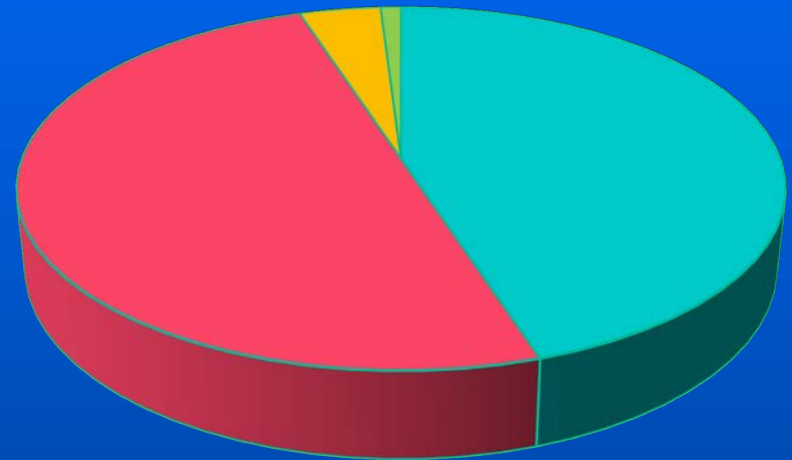
How leaders would like to spend their time...



■ Maintenance ■ Putting Out Fires
■ Strategic Improvement ■ Personal Well-Being

Reality

How leaders actually spend their time...



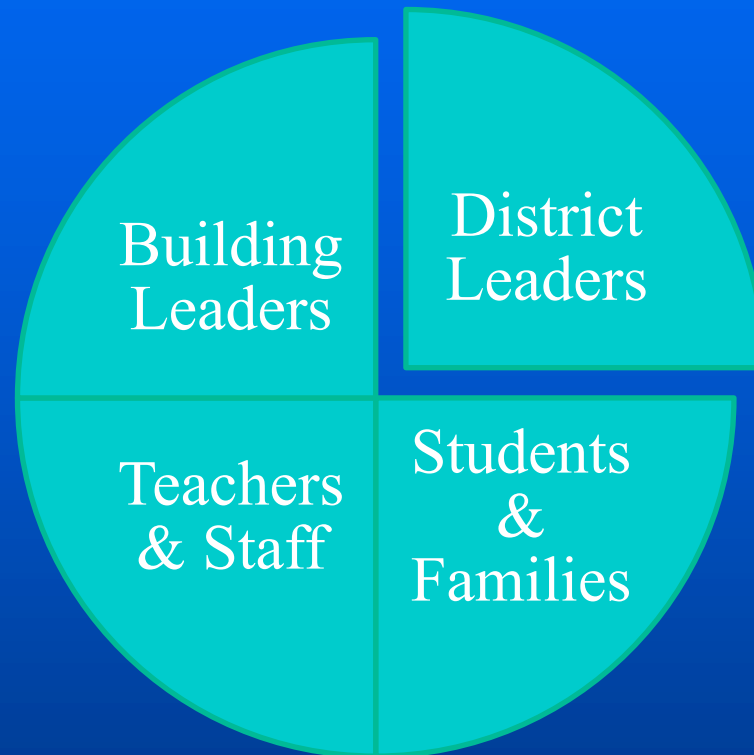
■ Maintenance ■ Putting Out Fires
■ Strategic Improvement ■ Personal Well-Being

Spatial Blindness



We see what is happening with us but not what is happening elsewhere

Antidote to Spatial Blindness: Understanding the Problem/Challenge From Four Key Perspectives



Seeing The System



Break Out Room

Perspective Seeking

In your breakout room, please quickly introduce yourselves

1. Share one of the primary challenges you foresee in having an effective opening in the fall
2. Share a primary concern that you think someone from a different perspective (district leadership, building leadership, teachers & staff, students & families) would identify as challenge in having an effective opening in the fall

Three Dimensions

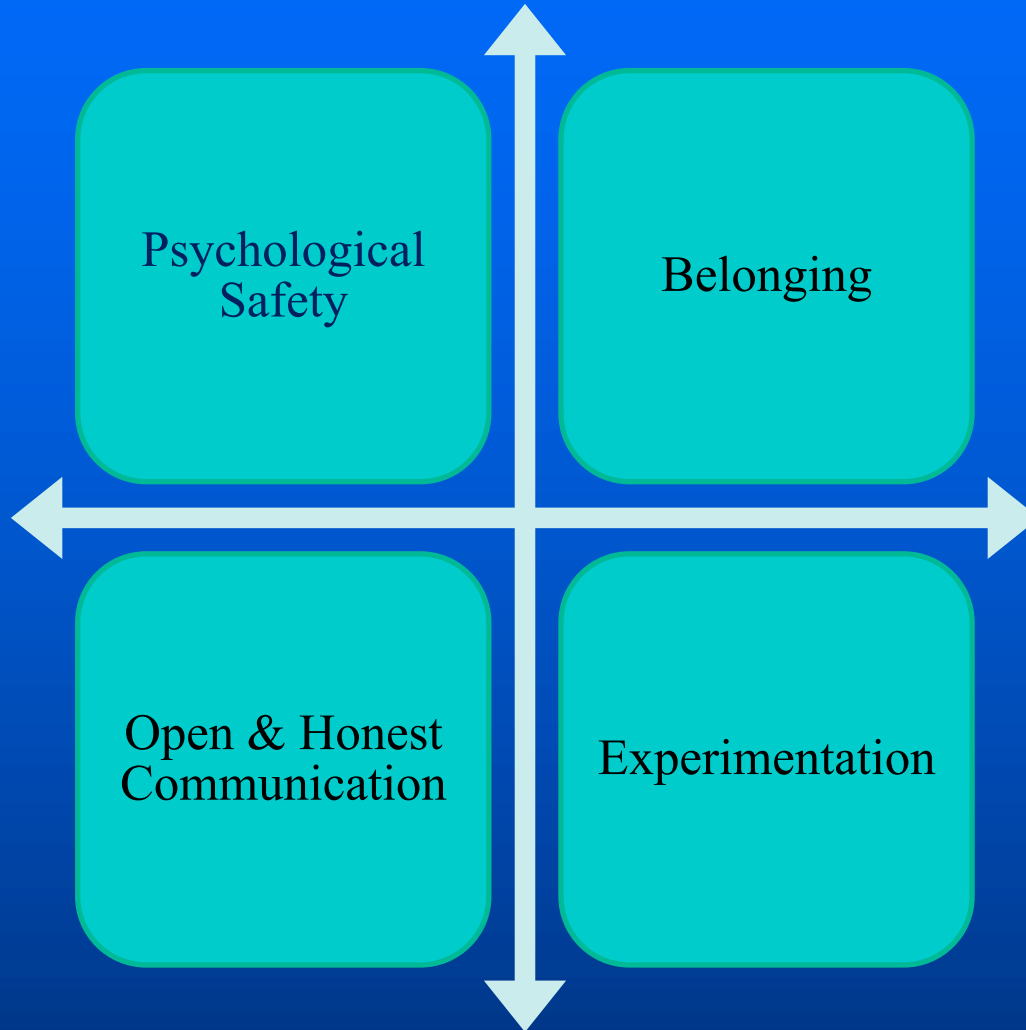
Getting Below the Surface

We must not only hear what people are saying, but also understand what they are feeling

- Emotions are data
- Emotions come from *thoughts*—not your situation but how you *interpret* your situation (Angela Duckworth)
- Unexpressed emotions come out in behavior



Key Conditions



A photograph showing the lower legs and feet of a person walking on a large, weathered log in a forest. The person is wearing blue shorts and red sandals. The background is filled with green foliage and thin tree branches.

One Key Condition
That Supports
Nimble Learning

BALANCING

PSYCHOLOGICAL SAFETY WITH ACCOUNTABILITY

In organizations that learn...

People must become comfortable

- Not knowing
- Not being right
- Asking for help
- Reporting mistakes
- Re-strategizing quickly after failing
- Disagreeing openly & respectfully with colleagues and those with more authority.

- Amy Edmondson, *Teaming*

Signs of Psychological Safety

The most important condition

Educators can

- disagree with peers and authority figures
- ask naïve questions
- own up to mistakes
- learn from error
- present a minority view without fear of ridicule or marginalization (Communication that Crosses Hierarchic Boundaries)



Break Out Room 2

Psychological Safety \neq Comfort

When a charged topic emerges at a meeting, participants can often feel tension. When there is sufficient psychological safety, people *lean into discomfort and are able to address nondiscussables*. Insufficient safety leads to avoidance. When you think about meetings you have experienced, how well does this resonate with you?

How to Create Sufficient Safety

- What leaders can do
- What teams can do

**Key Leadership Skills that
Strengthen Belonging and
Encourage Open and Honest
Conversations**



Listening in stereo



Being curious in the
face of criticism &
wrong-sounding ideas



Managing the
discomfort of
disagreement

The work for teams

Establish Key Assumptions

These form the groundwork for safety, belonging, and honesty



From the work of Roger Schwarz

I Have Information



So Do Other People

Each Of Us Sees Things Others Don't



People May Disagree With Me



And Still Have Pure Motives

Differences Are Opportunities For Learning



A hand with red-painted nails holds a pair of teal sunglasses against a bright blue sky with scattered white clouds. The sunglasses' lenses reflect a person holding a camera, capturing a self-portrait. The scene is brightly lit, with a lens flare visible on the left lens.

How Might I Be Contributing to the Problem?
This helps to see the system

Incredibly Important

- To regularly assess the norms

Encouraging Mini Experiments



Not all experiments are successful

Finding out that something we tried
did not work well can impact our
confidence

Can you share a time when a failed initiative during Covid led to improvement?

Feedback

The importance of check-outs

- Please take 2 minutes to provide feedback about today's session-it will help me learn how this "experiment" went for you.
- <https://www.formstack.com/forms/?3806412-UQFaAfDV6h>