Why are Schools so Complicated?

Unique Context & Structure

School Growth Design Framework™

SCHOOL GROWTH

Schools are complex organizations with inter-dependencies across the Four Domains of School Design. Understanding how each component and decision is connected enables greater clarity, accountability, and growth.

SCHOOL CONTEXT

Internal: Mission, Purpose, History, Value Proposition, Target Market, Values, Beliefs, Vision: Ideal Future, Story

External: Key Partners, Accreditation(s), Community, Campus Design

Within each Domain are 7 Key Drivers: Goals, People, Data, Rules, Processes, Systems, & Metrics

Governance
Fiduciary Trusteeship

Operations
Non-Curricular Leadership

Administration
Faculty & Culture Leadership

Learning
Curricular & Experience Leadership

Governance	Operations	Administration	Learning
School board, corporate structure, bylaws, mission, vision, strategic planning & execution, culture, executive leadership, …	Financial strategy, economies of scale, asset allocation & management, human resources, facilities, culture, enrollment, fundraising, …	Teacher selection, development, support, evaluation, organizational learning discipline, culture, communications, safety & security, …	Experience design, data assessment, student development, family relationship cultivation, discipline, culture, learning delivery, communications, …

Why are Schools so Complicated?

Emotionally Engaged Relationships

SCHOOL GROWTH

4

Why are Schools so Complicated?

Product Confusion

Student Quality

Student Results

Faculty Quality

Experience Quality

SCHOOL GROWTH

Why are Schools so Complicated?

Unique Time Cycles

| STEP - 1 | STEP - 2 | STEP - 3 | STEP - 4 |

Q1
Jul-Sep

Q2
Oct-Dec

Q3
Jan-Mar

Q4
Apr-Jun
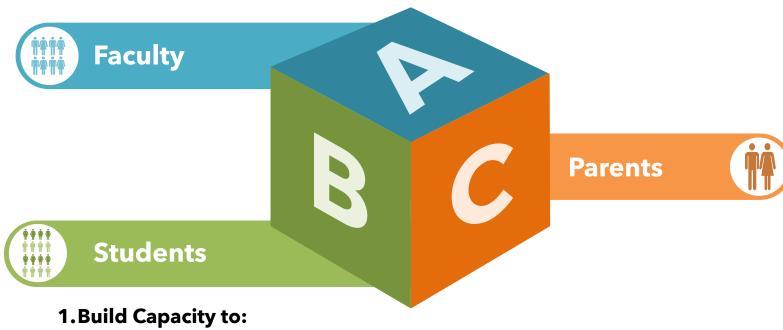
Unique Enrollment Season for Revenue Generation
Unique Employment Contract & Feedback Timeline
Unique Time Constraint in the Master Schedule

SCHOOL GROWTH

Why are Schools so Complicated?

Social Emotional Development

Faculty

Parents

Students

A

B

C

1. **Build Capacity to:**
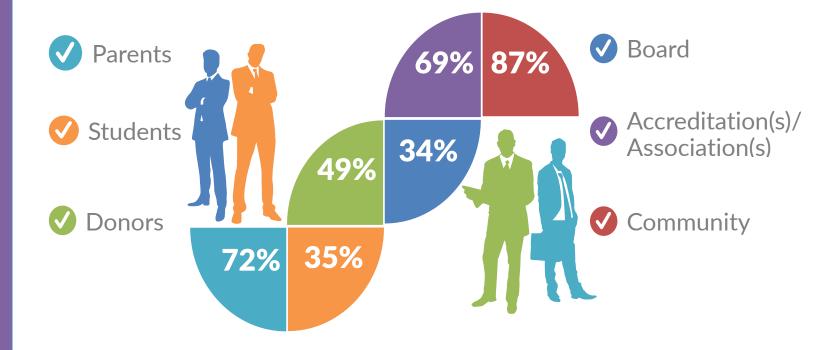- Understand,
- Experience,
- Express, and
- Manage Emotions.

2. **Build Capacity to**
   develop and sustain meaningful relationships.

SCHOOL GROWTH

Why are Schools so Complicated?
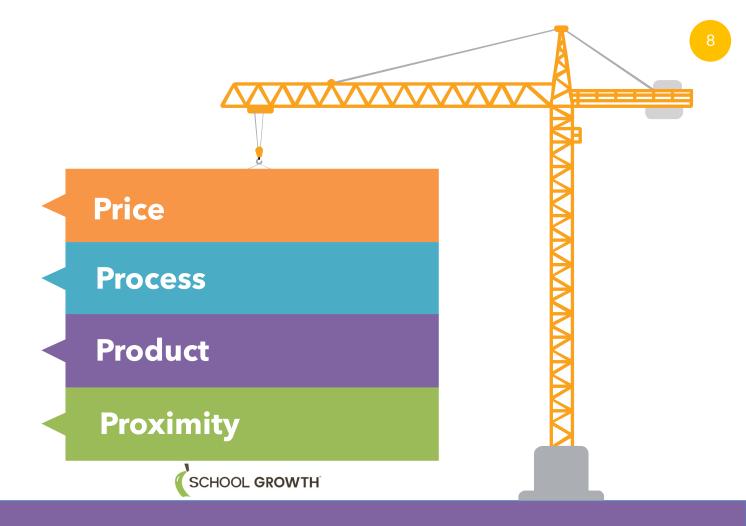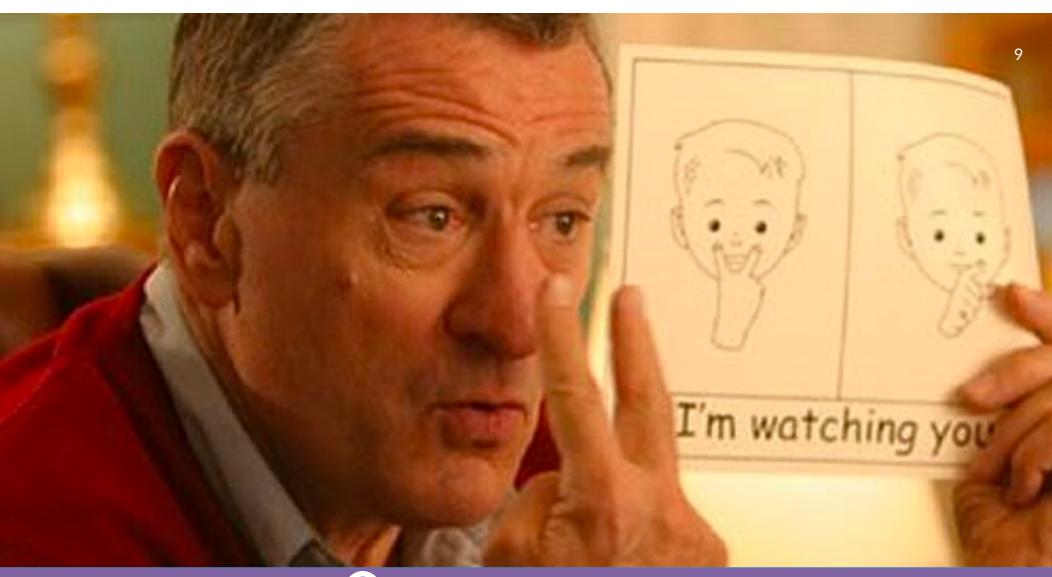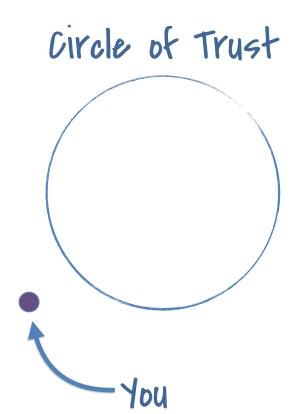
Varying Measurements of Success

✅ Parents

✅ Students

✅ Donors

69% 87%

49% 34%

72% 35%

✅ Board

✅ Accreditation(s)/ Association(s)

✅ Community

SCHOOL GROWTH

School Leadership
2020

The tools of school leadership and growth have to be adapted to the realities of the new education economy.

Price

Process

Product

Proximity

SCHOOL GROWTH

8

The Circle of Trust

Circle of Trust

You

School Assets Portfolio

Maximum ROI

Facilities & Property

Cash

Personnel

Relationships

Data

Curriculum

Brand/Image

Relational Assets KPIs

People don't improve without feedback and followup

NPS

3DR

NPS

PoP

Net Promoter Score

3 Deep Relationships

Net Promoter Score

% of Participation

SCHOOL GROWTH

Circle of Trust

School Relational Assets

Faculty
(All Employees of the School)

Board & Administration

Donors & Key Partners

Target Market

Families

SCHOOL GROWTH

Empathy Map

BOARD & ADMINISTRATION

TARGET GROUP CHARACTERISTICS	THINK/FEEL	WHAT IS THEIR GOAL(S)?
WHAT DO THEY HEAR	WHAT DO THEY SEE?	WHAT ARE BARRIERS TO SUCCESS?
WHO/WHAT INFLUENCES THEM?	WHAT ARE THEY AFRAID OF?	HOW DO/CAN YOU ENABLE SUCCESS?

SCHOOL GROWTH

Empathy Map

TARGET GROUP CHARACTERISTICS

THINK/FEEL

WHAT IS THEIR GOAL(S)?

WHAT DO THEY HEAR

WHAT DO THEY SEE?

WHAT ARE BARRIERS TO SUCCESS?

WHO/WHAT INFLUENCES THEM?

WHAT ARE THEY AFRAID OF?

HOW DO/CAN YOU ENABLE SUCCESS?

Empathy Map

FACULTY

TARGET GROUP CHARACTERISTICS	THINK/FEEL	WHAT IS THEIR GOAL(S)?
WHAT DO THEY HEAR	WHAT DO THEY SEE?	WHAT ARE BARRIERS TO SUCCESS?
WHO/WHAT INFLUENCES THEM?	WHAT ARE THEY AFRAID OF?	HOW DO/CAN YOU ENABLE SUCCESS?

SCHOOL GROWTH

Empathy Map

FAMILIES

TARGET GROUP CHARACTERISTICS	THINK/FEEL	WHAT IS THEIR GOAL(S)?
WHAT DO THEY HEAR	WHAT DO THEY SEE?	WHAT ARE BARRIERS TO SUCCESS?
WHO/WHAT INFLUENCES THEM?	WHAT ARE THEY AFRAID OF?	HOW DO/CAN YOU ENABLE SUCCESS?

SCHOOL GROWTH

Empathy Map

TARGET MARKET

TARGET GROUP CHARACTERISTICS	THINK/FEEL	WHAT IS THEIR GOAL(S)?
WHAT DO THEY HEAR	WHAT DO THEY SEE?	WHAT ARE BARRIERS TO SUCCESS?
WHO/WHAT INFLUENCES THEM?	WHAT ARE THEY AFRAID OF?	HOW DO/CAN YOU ENABLE SUCCESS?

SCHOOL GROWTH

www.SchoolGrowth.com

Servant Leadership

Putting Others First

- Focuses first on the growth and well-being of others and the organization
- Helps people develop and perform to their full potential
- Achieved through specific habits

SCHOOL GROWTH
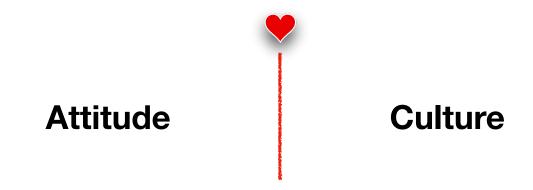
Think of two people in your organization or network who model servant leadership?

What adjectives best describe them?

Servant Leadership

Attitude   **Culture**

SCHOOL GROWTH

Servant Leadership

Attitude

- Humility
- Genuine Belief in Others
- Genuine Interest in Others
- Generosity
- Ecosystem Mindset

Servant Leadership

Culture | Result of Organizational Habits

Servant Leadership

Culture

Organizational
Habits

- Remember Names
- Listen
- Respond vs. React
- Balance
- Follow Up
- Follow Through
- Communication Protocol:
  Up • Out • Down • Around

SCHOOL GROWTH

A Culture of Servant Leadership

1. Engagement is maximized through a culture of servant leadership
2. Servant Leadership is the result of personal habits and organizational habits

Relational Ecosystem Plan

DONORS
Goals/KPIs

Contributions

Active Question

BOARD
Goals/KPIs

Contributions

Active Question

ADMINISTRATION
Goals/KPIs

Contributions

Active Question

FACULTY
Goals/KPIs

Contributions

Active Question

ME
Role

KPIs

Contributions

PARENTS
Goals/KPIs

Contributions

Active Question

KEY PARTNERS
Goals/KPIs

Contributions

Active Question

TARGET MARKET
Goals/KPIs

Contributions

Active Question

COMMUNITY
Goals/KPIs

Contributions

Active Question

SCHOOL GROWTH

SCHOOL GROWTH®

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The Laws of the GRAPEVINE

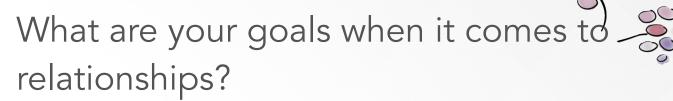## Communication Habits that Build Trust & Relationships

By Scott E. Barron

LawsoftheGrapevine.com

1

MY PATH

Truths
Relationships matter most
Reset is available
Resiliency is core

Scott E. Barron

What are your goals when it comes to relationships?
Personal life?
Professional life?

Communication _____ a good goal.

It's a tool to _____ _____.
Great _____ have Great _____.
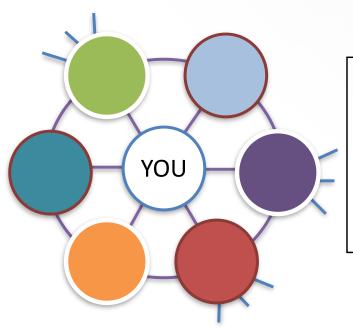
You live in
Relationships

YOU

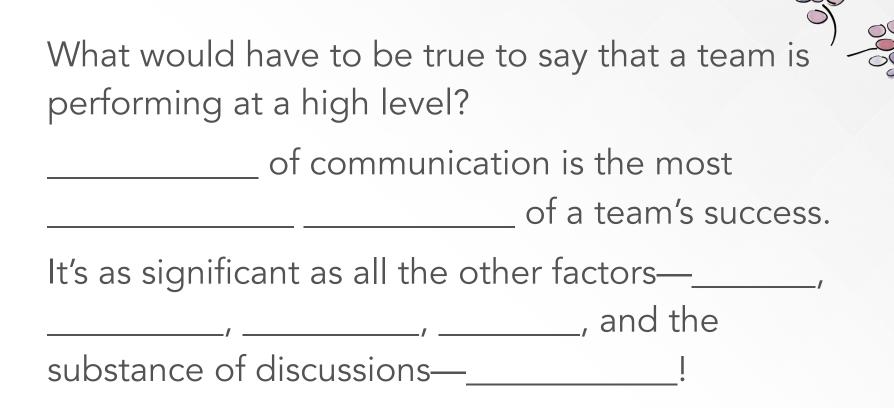The Value of ^Engaged Relationships

- Trust
- Commitment
- Investment
- Collaboration

- Health
- Influence
- Career
- Productivity

What would have to be true to say that a team is performing at a high level?

_____ of communication is the most _____ _____ of a team's success.

It's as significant as all the other factors—_____, _____, _____, _____, and the substance of discussions—_____!

RESEARCHDATA

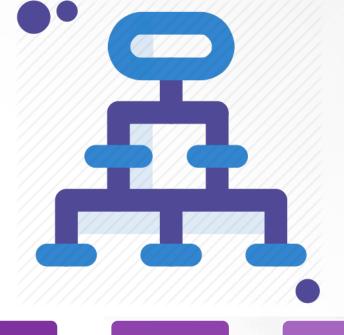| ENERGY	ENGAGEMENT	EXPLORATION
1	**2**	**3**
The **number** and the **nature** of exchanges among team members 1. Face-to-Face 2. Phone/Video Conf 3. Handwritten Note 4. Email/Texting	The distribution of **energy** among team members. Maximum engagement is achieved when team members have relatively equal and reasonably high energy.	The **energy** between a team and other **teams** with which it interacts. Higher-performing teams seek more "outside" connections to learn and innovate.

LawsoftheGrapevine.com

_____ the team communicates is exponentially more important than _____ they communicate.

What are your biggest challenges when it comes to your Team?

Goal: _____ and _____ the habits that produce a healthy and productive network.

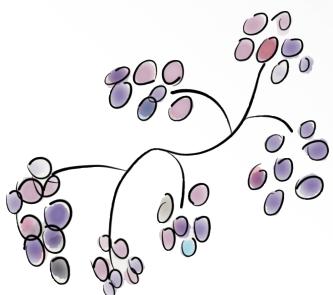# GRAPEVINEINTERNAL

- Family
- Work
- Church
- Social Group

Culture is someone's job and it's everyone's job

| TARGET MARKET | KEY INFLUENCERS | GENERAL PUBLIC |

REVIEWQUESTIONS

1. What is your Grapevine?

2. How important is your Grapevine to your success?

3. What is the most reliable predictor of the performance of a team?

4. What are the three communication factors that impact team performance?
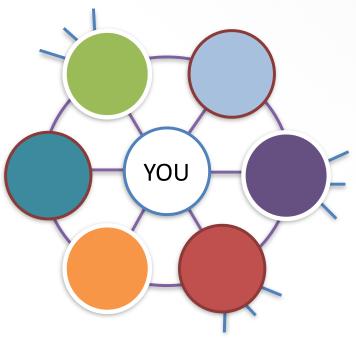
LawsoftheGrapevine.com

The LAWS of the GRAPEVINE

Chapter 1: Sequence

LAWS of the GRAPEVINE

Ultimately, what are the goals or desired outcomes from your communications?

Law #1: People derive the _____ of their _____ with you based on the _____ in which you share information.

GRAPEVINELAW #1

Sequence

YOU

- Status
- No Secrets
- No Surprises
- The Scoop
- Contribution

GRAPEVINELAW #1

Sequence

Up ▪ Out ▪ Down ▪ Around

GRAPEVINELAW #1

Sequence

What are some internal messages you communicated in the last year?
Internal messages?

GRAPEVINELAW #1

Sequence: Up

Vertical Engagement: The people TO whom you are responsible

What do they <u>need</u> to know	
What do they <u>want</u> to know	
Impediments	
Media	
Goals	

GRAPEVINELAW #1

Sequence: Out

Lateral Engagement: The people WITH whom you are responsibility

What do they <u>need</u> to know	
What do they <u>want</u> to know	
Impediments	
Media	
Goals	

GRAPEVINELAW #1

Sequence: Down

The people FOR whom you are responsible

What do they __need__ to know	
What do they __want__ to know	
Impediments	
Media	
Goals	

GRAPEVINELAW #1

Sequence: Around

Everyone else in the world
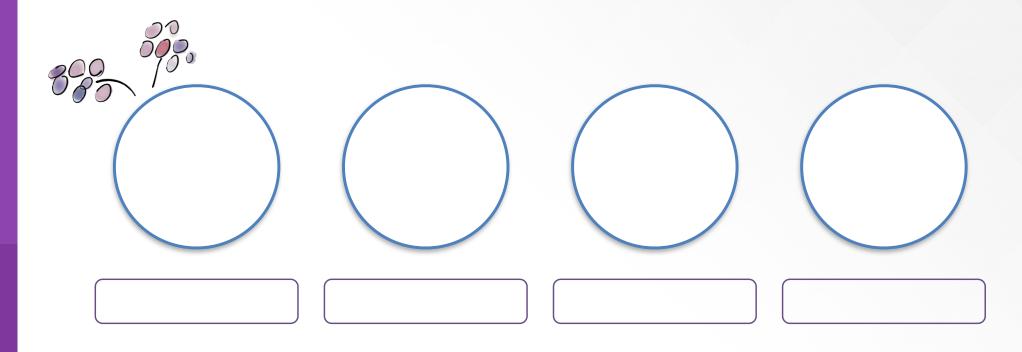
What do they <u>need</u> to know	
What do they <u>want</u> to know	
Impediments	
Media	
Goals	

REVIEWQUESTIONS

1. What is the Law of Sequence?
2. What is the recommended Sequence?
3. How does Sequence support your goal of engaged relationships?
4. What are the risks of not following a disciplined Sequence?

What makes someone a "Master" communicator?

Who do you rate as a MASTER COMMUNICATOR and why?

In an age of information overload, how do you get and keep their attention?

If you don't have _____, you're _____.

Law #2: Your _____ with others is directly proportionate to the _____ of _____.

The _____ of an effective leader's day is determined by the _____ of _____ with co-workers

Ideal **Frequence** depends on the _____ type, natural _____, _____ style of the key people in your grapevine, along with your

_____ _____.

Energy

Methods of Communication
1. Face-to-Face
2. Phone/Video Conf
3. _____ _____
4. Email/Texting
5. _____ _____

Expert Conversationist

1. _____ First and Most Often
2. Knows How to Use _____ _____
3. Speaks in terms of _____ _____
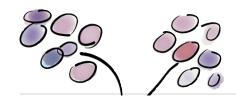4. Avoids _____
5. Stays _____
6. Asks _____ _____

GRAPEVINELAW #2

Frequence: Up, Out, Down & Around

With what frequence should you connect with your Grapevine?

Method	
Need	
Want	
Topics	

REVIEWQUESTIONS

1. What is the Law of Frequence?

2. How does Frequence support your goal of engaged relationships?

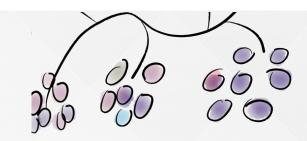3. What are the risks of not developing the habit of Frequence?

If people trust you, you have more _____ to make mistakes.
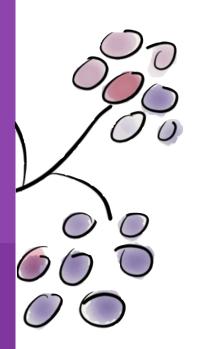
Different types of message:

1. _____

2. _____

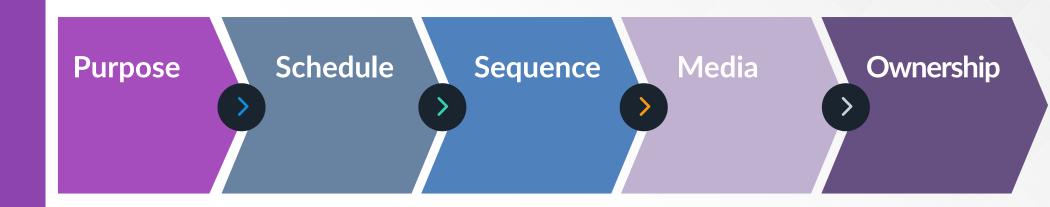3. _____

Unstructured Grapevine?

1. Lacks _____ & _____

2. High risk of _____

3. _____ of messages

4. Lower _____ in the message

5. Higher risk of _____, _____ and _____

Law #3: A steady flow helps the grapevine grow--
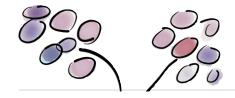A sudden flash gives the grapevine a rash

Goal: _____

FLOWPROCESS
ANNUAL SCHEDULE

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Board												
Employees												
Partners												
Clients												
Prospects												

REVIEW QUESTIONS

1. What is the Law of Flow?

2. What is the goal of Flow?

3. How does Flow support your goal of engaged relationships?

4. What are the risks of not developing the habit of Flow?

The Laws of the GRAPEVINE

Communication Habits that Build Trust & Relationships