Leading in Tough Times

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Your plan
Your plan

Reality
Agenda

1. Welcome to the World Today!
2. Leading in a VUCA-H World
3. Strategies
4. Closing Point
1. Welcome to the World Today!
Would you agree with me, that the pace of change is amazingly fast?

Well, the pace of change today will be the slowest it will be for the rest of your life!
POLARITY CHALLENGE

CONTINUITY

CHANGE
Stabilizing the System

Sustaining Equilibrium

Future-Focusing
We can’t build the future by perfecting the past!

As “leaders” of learning, we all need to be…

“FUTURE FOCUSED”
Do you have meetings and discussions about ....

What is the future of early learning?
What will the future look like for our children?
What kind of changes are you curious about?
Why is the future important?
What is no longer a fit for our systems?
What in our system should we keep and/or improve?
In our formal training we learned very little about being future focused leaders.
The hardest part of change is not accepting the new....

It’s in letting go of the old!
Our biggest challenge is..

The “Status Quo”
So, in today’s world, is there a choice for leaders?
The Jetsons - more accurate than expected

HOME OFFICE  ONLINE CLASSES

TELEMEDICINE  VIDEOCALL

1962
EITHER/OR
Unless you learn something new, you keep analyzing challenges the same way.
Most statements about the future seem ridiculous...at first
What are your thoughts about this?
Agenda

1. Welcome to the World Today!
2. Leading in a VUCA-H World
We Live in a VUCA-H World!
It’s a VUCA-H world

- Volatility
  - Increasing rate of change; fluctuation
- Uncertainty
  - Growing instability and unpredictability
- Complexity
  - The environment is dynamic, with many interdependent relationships
- Ambiguity
  - Difficult to understand events and their meaning; high risk of misinterpretation

HYPER-CONNECTED
It’s a VUCA-H world

- **Volatility**
  - Increasing rate of change; fluctuation
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**HYPER-CONNECTED**
Success

what people think it looks like

what it really looks like
There are two types of performances we must be concerned with in a VUCA world.

- Tactical Performance
- Adaptive Performance
Operating Excellence
Tactical Performance

Do what we “Already” do even better?

Best Practice

Innovation
Adaptive Performance

How to invent a different future for the learner?

Next Practice

80

20
Operating Excellence
Tactical Performance

Innovation
Adaptive Performance

Do what we “Already” do even better?

How to invent a different future for the learner?

Best Practice

Next Practice
Leaders are clear about where the organization is going and what it’s about.
Best Leadership Advice

Be very clear about where you are going, but very flexible about how you get there. Avoid certainty but seek clarity.
With vision you know your organization’s strengths and capabilities, and design strategies to maximize strengths.
Leaders need courage more than ever to take bold action now. With vision and understanding in hand you reduce risk and understand bold moves are necessary.
Leaders need to be flexible and move fast. They need what is called “Learning Agility.” Does your organization have an innovation policy, take risks, collaborate, reflect and listen to all the differing opinions?
Action by leaders matters more now than ever before. Just because the future is uncertain it doesn't mean you can’t influence it.
Best Practices and Next Practices
Next Practice

Sustaining Innovation
Disruptive Innovation
Agenda

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Leadership Factors

1. Always have a clear vision against which judgments can be made, with agility to respond to rapidly changing situations.
Leadership Factors

2. Build a culture of change. Learning organizations must always be ready to reflect and question the status quo.
Leadership Factors

3. Be curious and seize the chance to innovate. Uncertain times bring opportunities for bold moves.
Leadership Factors

Leadership Factors

5. Get used to being uncomfortable. Resist the temptation to cling to outdated systems and ideas.
Leadership Factors

6. Hierarchies often cripple decision-making. Success depends on distributed leadership.
We all work hard in education to efficiently deliver the next thing that should be done to help our children.

The skill set for doing this is called…
Delivery Skills

- Analyzing
- Planning
- Detailed Implementation
- Disciplined Execution
The transformative person incorporates skills from a far different dimension.

- Why accept the status quo?
- Look for new and better ways!
**Discovery Skills:**

❖ Analyzing
❖ Planning
❖ Detailed Oriented Implementing
❖ Disciplined Executing

**Delivery Skills:**

❖ Questioning
❖ Observing
❖ Networking
❖ Experimenting
❖ Associational Thinking
IMPLEMENTATION PROCESS

Early Adopters/Assemblers:
PROCESS > MINDSETS > CONTENT/RESULTS

Early adopters look for a process to engage content, but that process shifts mindsets first.

Early and Late Majority:
CONTENT/RESULTS > PROCESS > MINDSETS

Early/Late majority look for content and recognizable results as their entryway.

Innovators:
MINDSETS > PROCESS > CONTENT/ RESULTS

Innovators come in with the mindsets, then work on their process to engage content meaningfully.

Innovators
2.5%

Early Adopters
13.5%

Early Majority
34%

Late Majority
34%

Trailers
16%
Some people like new ideas and some people like tradition.
The Future Focused Success Continuum™

- Stabilizing
- POLARITY STRATEGY
- Future Focused
Polarities = energy systems in which we live and work

• Two interdependent “right answers”
• Requires that we shift from

• A problem solving – “either/or” perspective

• To a “yes, and approach”
Seeing Polarities

All polarities contain two points of view, both of which are absolutely true.

AND they are a part of a pair of truths that need each other over time.
A few common Polarities Educators Live In

- student responsibility for learning and teacher responsibility for learning
- academic achievement and whole child development
Look behind resistance

What are people saying as they resist a new initiative, policy or program? What are they concerned about losing? What do they value about the way things are now?
Look behind difficulties and dreams

What is the difficult, chronic problem you are trying to solve? What are the most exciting possibilities? Why are some people strongly advocating, and others strongly resisting? What are the dreams that people have about how things could be?
Polarity Stereotyping

We tend to make individuals or groups who see things differently “containers” for the values we disfavor.

...and we positively stereotype our own values as if they have no downsides.

Continuity AND Change
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BOLD LEADERSHIP

+ PASSION → VOICE
+ INTUITION → INNOVATION
+ EXPERIENCE → JUDGEMENT
+ SYNTHESIS → KNOWLEDGE
+ DATA → INFORMATION
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