

# Building Innovative Networks Around Ohio

# Ohio Network Districts

## **NE Ohio Cohort One:**

North Olmsted City Schools

Olmsted Falls City Schools

Alliance City Schools

Kenston Local Schools

Maple Heights City Schools

## **NE Ohio Cohort Two:**

Cleveland Metropolitan School District

Warrensville Heights City Schools

Midview Schools

East Cleveland City Schools

Elyria City Schools

## **Central Ohio Cohort One:**

Benjamin Logan Local

Delaware Area Career Center

Kenton City Schools

Ohio-Hi Point Career Center

Ridgemont Local

Tolles Career & Technical Center

# Reform

1909 Ford Model T



2017 Ford Raptor





*Schlechtly*

# Understanding Systems to Support Leadership

Innovation and transformation require leaders to understand of how systems work inside of organizations.

Deming - 85% of all of the issues an organization faces are systems issues, not people issues.

# 6 Critical Social Systems: Tolles & PLCC

## Bureaucracy

- **Power & Authority System**
- Evaluation System
- Boundary System
- Recruitment & Induction System
- Knowledge Development & Transmission System
- Directional System

## Learning Organization

- **Directional System**
- Knowledge Development & Transmission System
- Recruitment & Induction System
- Boundary System
- Evaluation System
- Power & Authority System

# Strategic Change Agenda

Transforming strategic planning into an **active, actionable** nimble process that maps a path for **positive** change.

Moving beyond strategic planning....

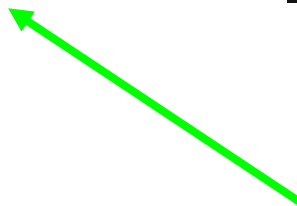
Defining Moments



# Taking Stock



Images of School



Capacity Assessment



# Images of School

<b>Core Business</b>	<b>Student as:</b>	<b>Parent as:</b>	<b>Teacher as:</b>	<b>Principal as:</b>	<b>Supt. &amp; CO as:</b>	<b>School Board as:</b>	<b>Likely Classroom Profiles</b>	<b>Level of Student Learning</b> Bloom's Taxonomy	<b>Guiding Metaphor</b>
Designing Engaging Academic Work for Students & Leading Them to Success in That Work	Volunteer & Knowledge Worker	Partner & Member of the School Community	Leader, Designer, & Guide to Instruction	Leader of Leaders	Moral and Intellectual Leader & Capacity Builders	Community Builders & Advocates for Schools	Highly Engaged	Create, Evaluate, Analyze, Apply, Understand, Remember	Learning Organization
Diagnosis, Prescription, & Treatment	Client	Guarantor & Questionable Ally	Professional Performer & Presenter, or Clinician & Diagnostician	Chief of Staff	CEO & Technicians and Support Staff	Board of Directors	Well Managed	Analyze, Apply, Understand, & Sometimes Remember Long Term	Professional Service Delivery Organization
Testing, Remediation, & Reporting	Raw Material & Product	Supply Source & Determinant of Product Quality	Skilled Worker	Shop Foreman	Plant Manager & Inspectors and Supervisors	Owners & Advocates	Passive Congenial	Understand, but Unlikely to Remember Long Term	Factory
Labeling, Categorizing, Placement, & Recording	Excess Inventory	Primary Shipper & Receiver	Clerk & Keeper of Records	Midlevel Bureaucrat & Keeper of the Keys	Property Manager & Directors of Maintenance, Shipping, and Personnel	Safety Inspectors & Fire Marshals	Threatened	Learn Little	Warehouse
Containment, Monitoring, Corrective Action, & Punishment	Inmate	Distrusted Visitor	Guard	Warden	Bureau Chief & Department Directors, Hearing Officers, and Parole Officers	Hearing Officers & Parole Board	Conflict Habituated	Students Develop Negative Attitudes Toward Disciplined Learning	Prison

# Assessing District Capacity

The Capacity to:

## Focus on the Future

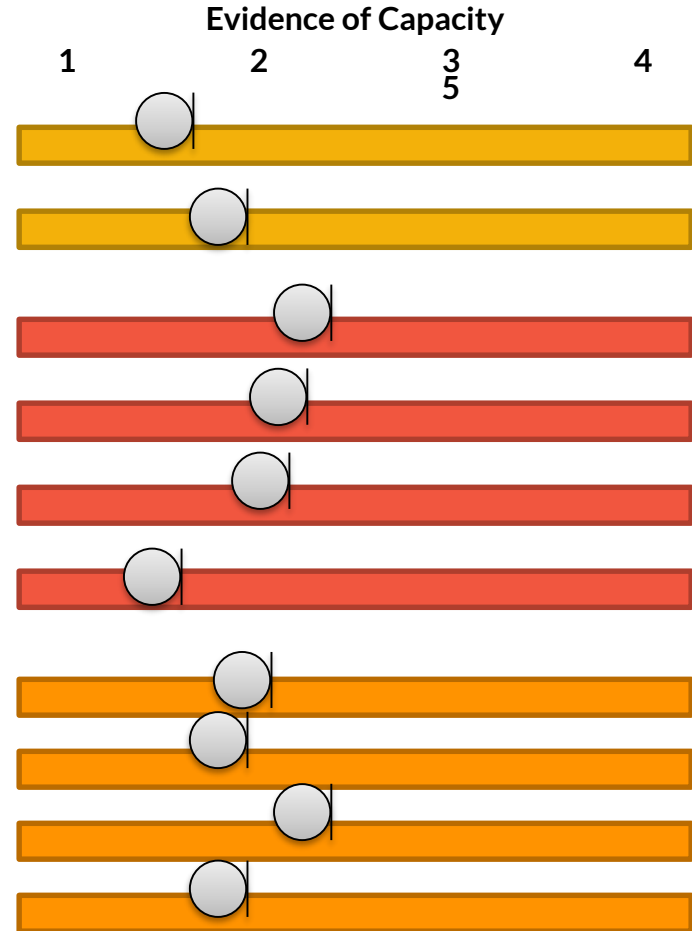
1. Developing a Shared Understanding of the Need for Change - 1.8
2. Developing Shared Beliefs and Vision - 2.2

## Maintain Direction

3. Developing a Focus on Students and on the Quality of the Work Provided to Students - 2.8
4. Developing Structures for Participatory Leadership - 2.7
5. Developing Structures for Results-Oriented Decision Making - 2.6
6. Developing Structures for Continuity - 1.7

## Act Strategically

7. Providing Ongoing Support - 2.4
8. Fostering Innovation and Flexibility - 2.2
9. Employing Technology - 2.7



# Transformation Created by a Network of Districts



# Focus on Leadership for Transformation: Tolles

**Network creates the backdrop to envision a different future**

Frameworks

Protocols

**District leadership uses these tools to build capacity**

A shared understanding for the need for change

Developing shared vision and beliefs

A focus on students and the quality of work provided to them

**WE ARE NOT WORKING  
IN ISOLATION**

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