

LEADERSHIP BELIEFS

LB1 We believe all decisions should be consistent with our mission and goals, should be data based, should be anchored in sound theory and practice, and should be focused on what is best for the short and long-term interests of all students.

LB2 We believe all decisions should be made at the most appropriate level and should be as close to the point of implementation as possible. The competency and commitment levels of those involved will help determine the appropriate level.

LB3 We believe our behavior should promote and encourage empowerment throughout our organization. Empowerment should be highly individualized and be a function of their development on the dependent-independent-interdependent continuum within the context of Leadership Belief 1.

LB4 We believe we have an obligation to establish and maintain cohesive interdependent teams that have a high commitment to the organization's mission and goals.

LB5 We believe our behavior should promote and encourage professional autonomy and independence for individuals and teams throughout the school and within the parameters of Leadership Belief 1. We believe that autonomy should be highly individualized and should be a function of their maturity levels.

LB6 We believe that we have an obligation to build in quality control and quality assurance strategies throughout the organization. Building feedback loops into the system will assist leaders in aligning mission, structures, systems, and strategies to ensure quality control and assurance throughout the organization.

1 FINDING TRUE NORTH

"Mission and goals provide purpose and 'true north' direction."

LB1 Dimensions: GF & ADA



2

CHOOSING TO BE GREAT

"Choices not circumstances control outcomes."

LB2 Dimensions: COM & PSA



6 Principles of



Organizational Health

6

BUILDING CAPACITY

"Quality production requires continual development of human resources and the alignment of associated support systems."

LB6 Dimensions: All 10 (see legend)



5

TAKING OWNERSHIP

"Effective relationships require mutual benefit."

LB5 Dimensions: AUT & INN



4

BECOMING WHOLLY INTERDEPENDENT

"The whole is greater than the sum of the parts."

LB4 Dimensions: RES & COH



3 BEING TRUSTWORTHY, TRUSTING OTHERS

"Trust empowers others."

LB3 Dimensions: OPE & MOR

10 DIMENSIONS OF ORGANIZATIONAL HEALTH

GF * Goal Focus | COM * Communication Adequacy | OPE * Optimal Power Equalization | RES * Resource Utilization | COH * Cohesiveness | MOR * Morale | INN * Innovativeness | AUT * Autonomy | ADA * Adaptation | PSA * Problem-Solving Adequacy

THE BIG 3

Goal Focus
Cohesiveness
Adaptation

WWW.ORGANIZATIONALHEALTH.COM
Organizational Health Diagnostic & Development Corporation

**COM – Communication
Adequacy**

**PSA – Problem Solving
Adequacy**

2

CHOOSING TO BE GREAT

“Choices not circumstances
control outcomes.”

LB2 Dimensions: COM & PSA



How do we determine who should make what decision?

PROBLEM-SOLVING ADEQUACY

Problem-solving Adequacy is an organization's ability to perceive problems and solve them with minimal energy. The problems stay solved and the problem-solving mechanism of the organization is maintained and/or strengthened.

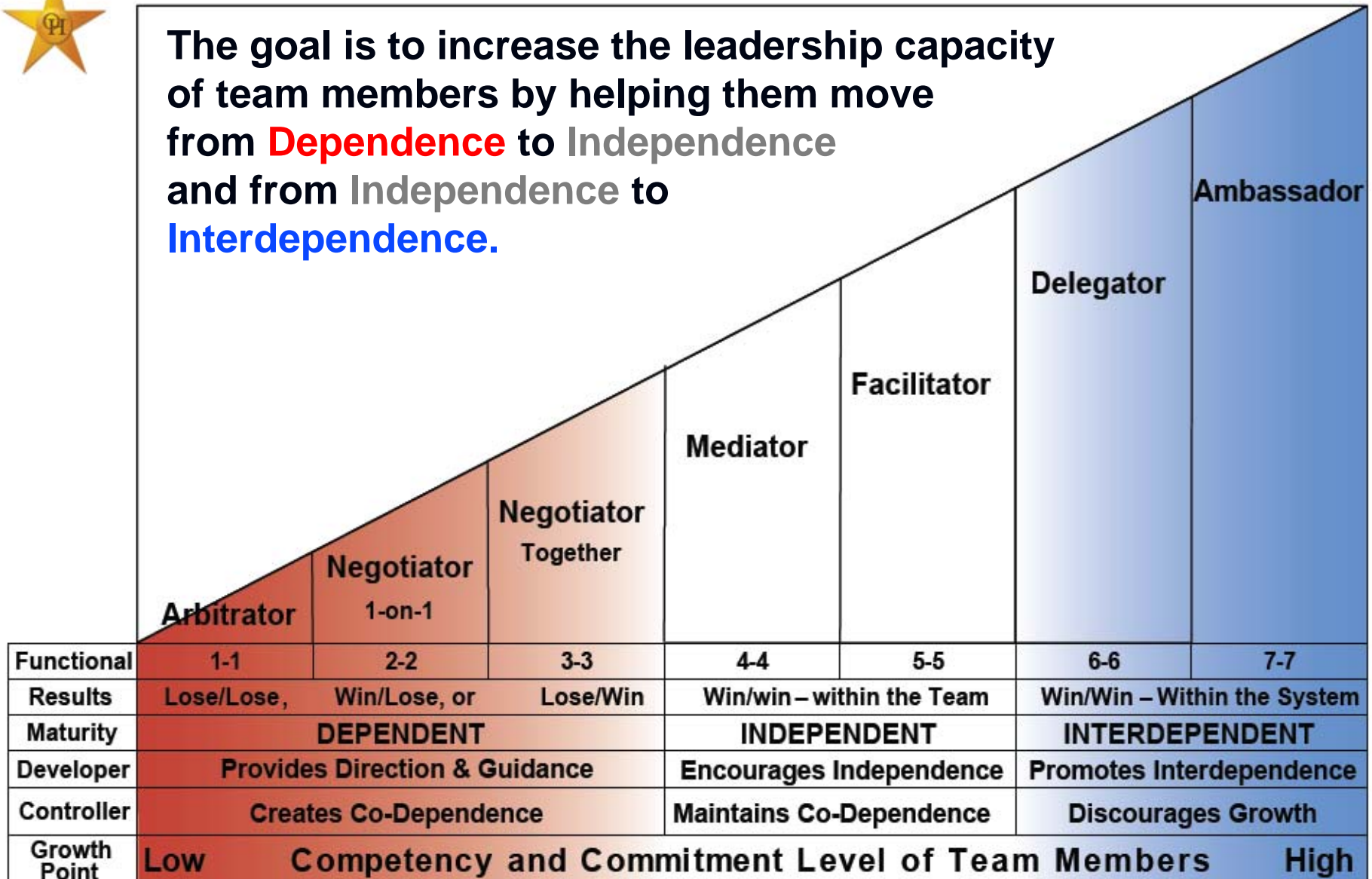
LEADERSHIP BELIEF

We believe all decisions should be made at the most appropriate level in the organization and should be as close to the point of implementation as possible. The competence and commitment levels will help determine the appropriate level.





The goal is to increase the leadership capacity of team members by helping them move from **Dependence** to Independence and from Independence to **Interdependence**.



Time required to monitor the decision



Increasing leadership capacity

Figure 2.1 : Decision-Making Model™



As reflected by this model, it is a good investment in time for leaders to help individuals move to higher levels of competency and commitment **because it reduces the amount of time required to monitor decisions.**

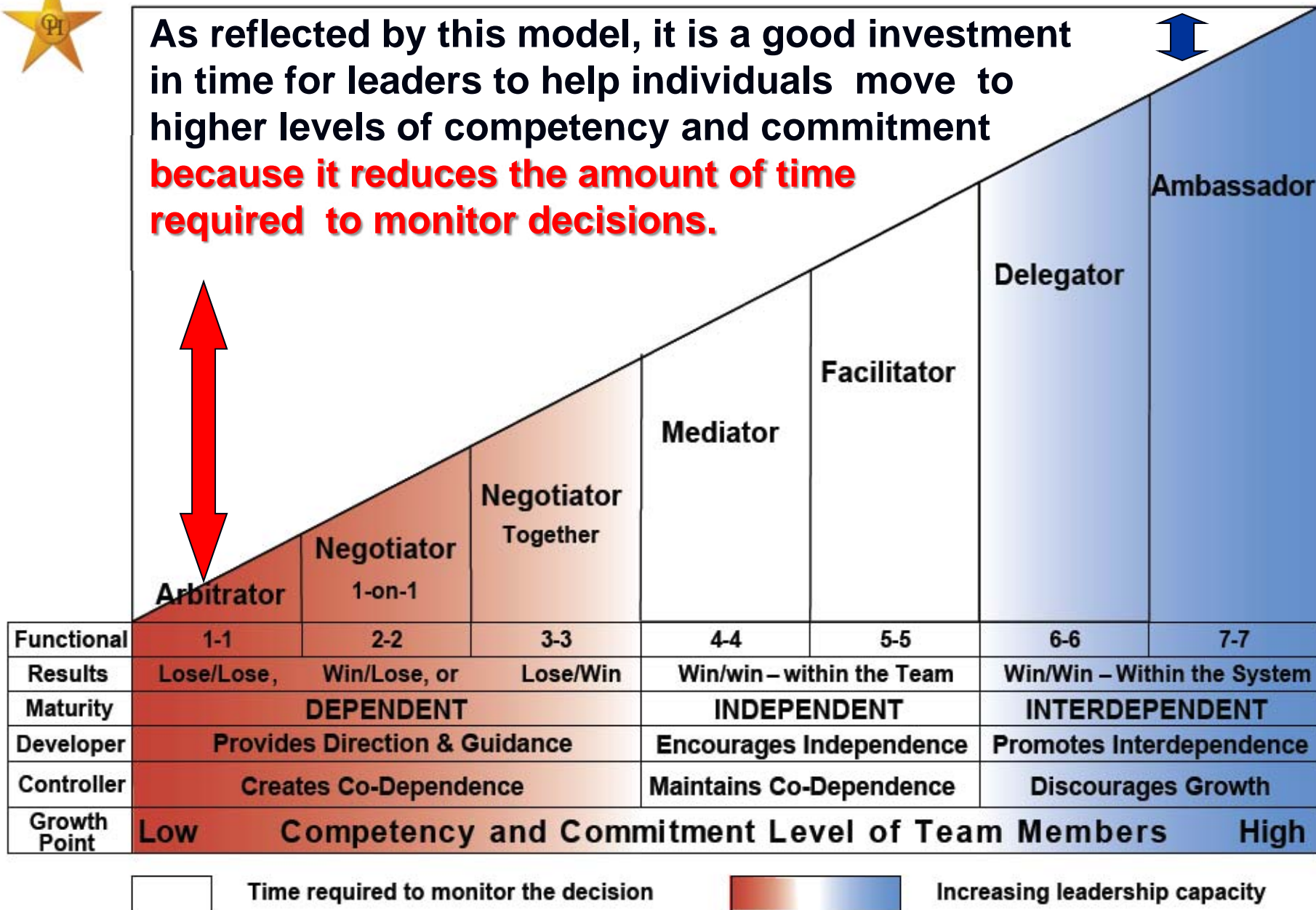


Figure 2.1 : Decision-Making Model™

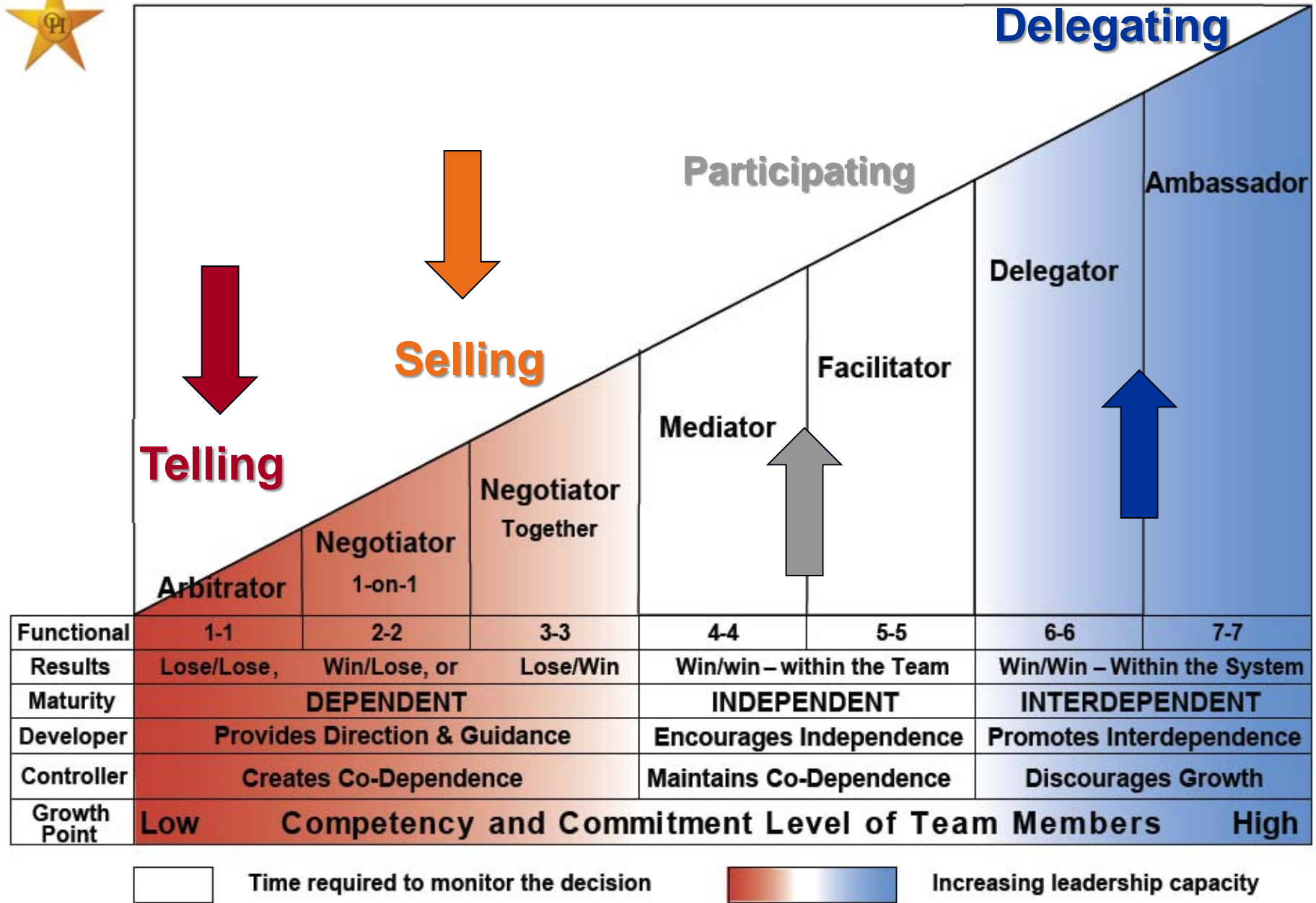


Figure 2.1 : Decision-Making Model™



Leaders have a choice to make regarding which of these seven decision-making strategies will be the most effective in addressing a given situation.

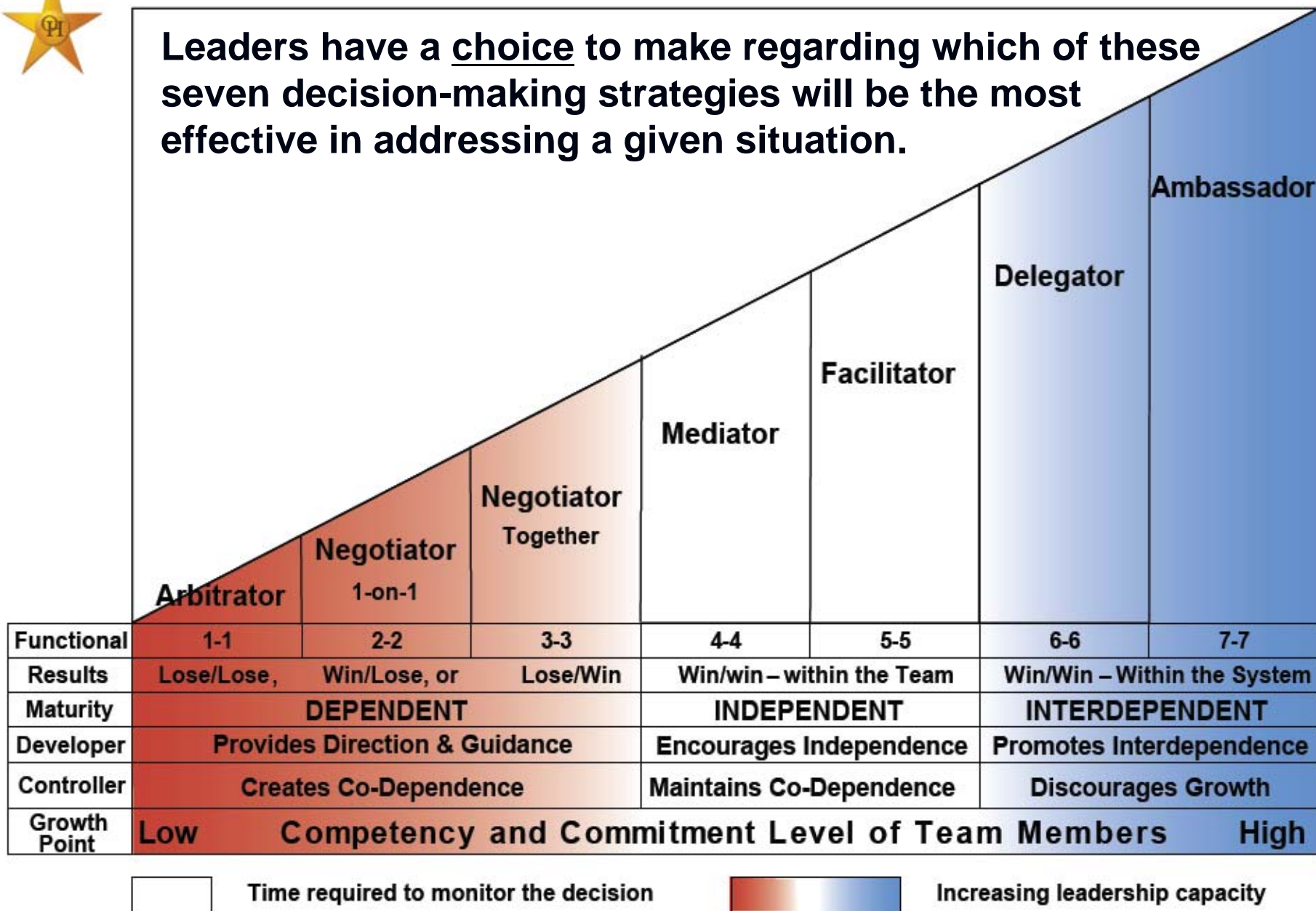


Figure 2.1 : Decision-Making Model™



Where are we functioning and how can we move to at least one level higher?

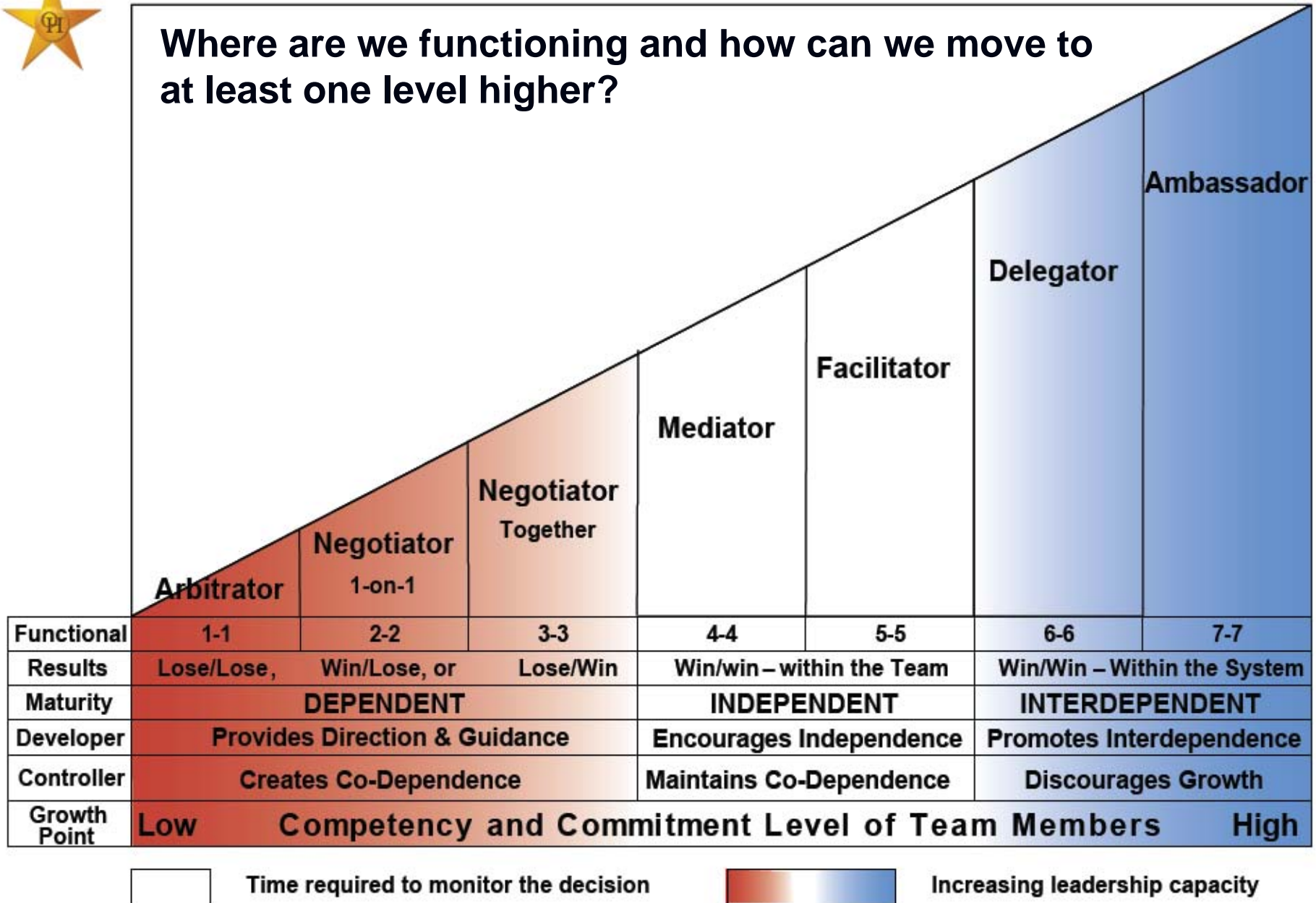


Figure 2.1 : Decision-Making Model™