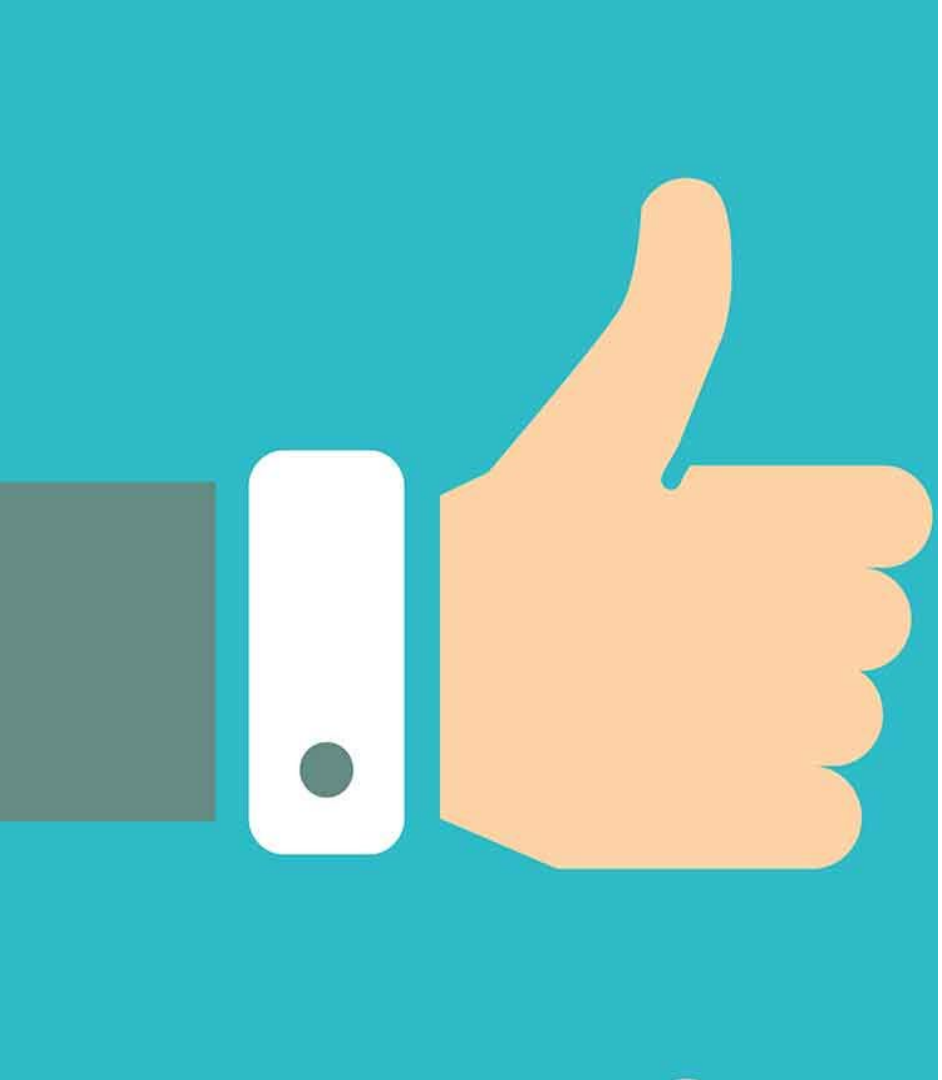
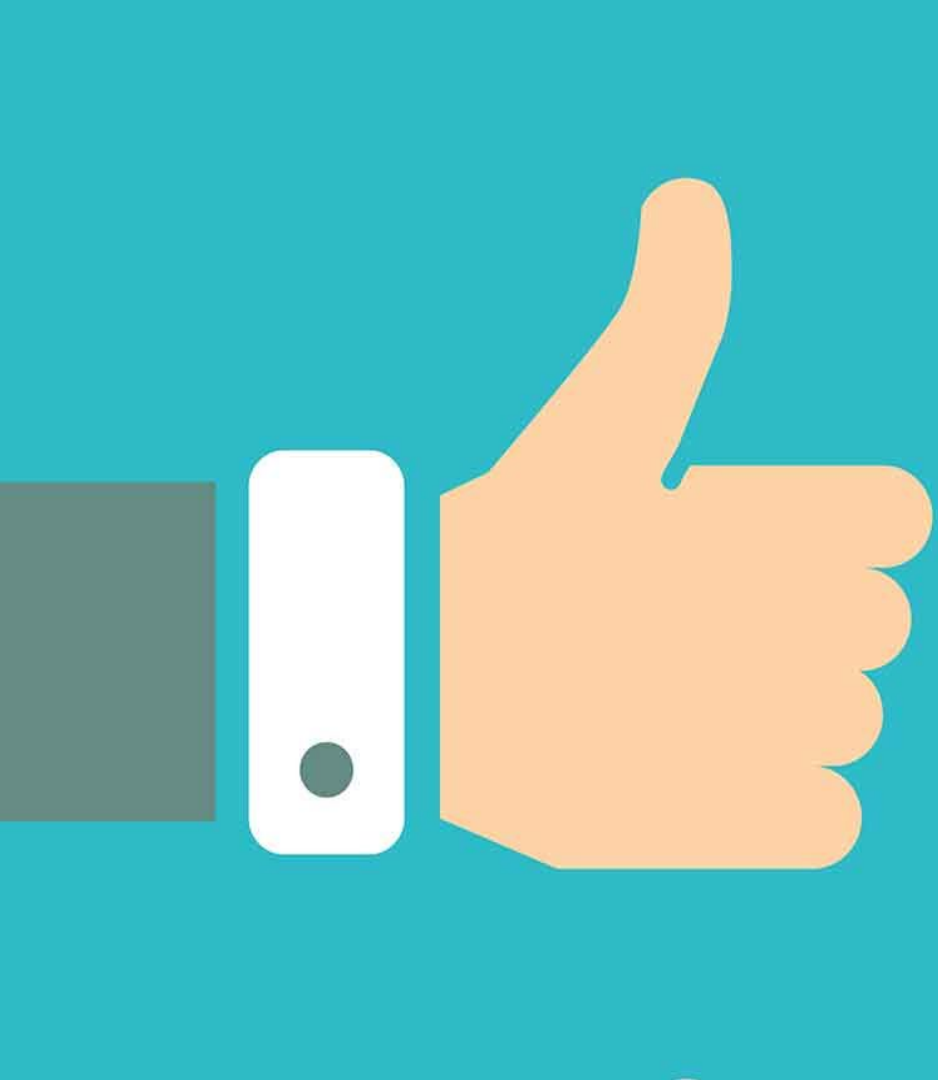
Designing School Culture Capable of Innovating

A Leader's Guide

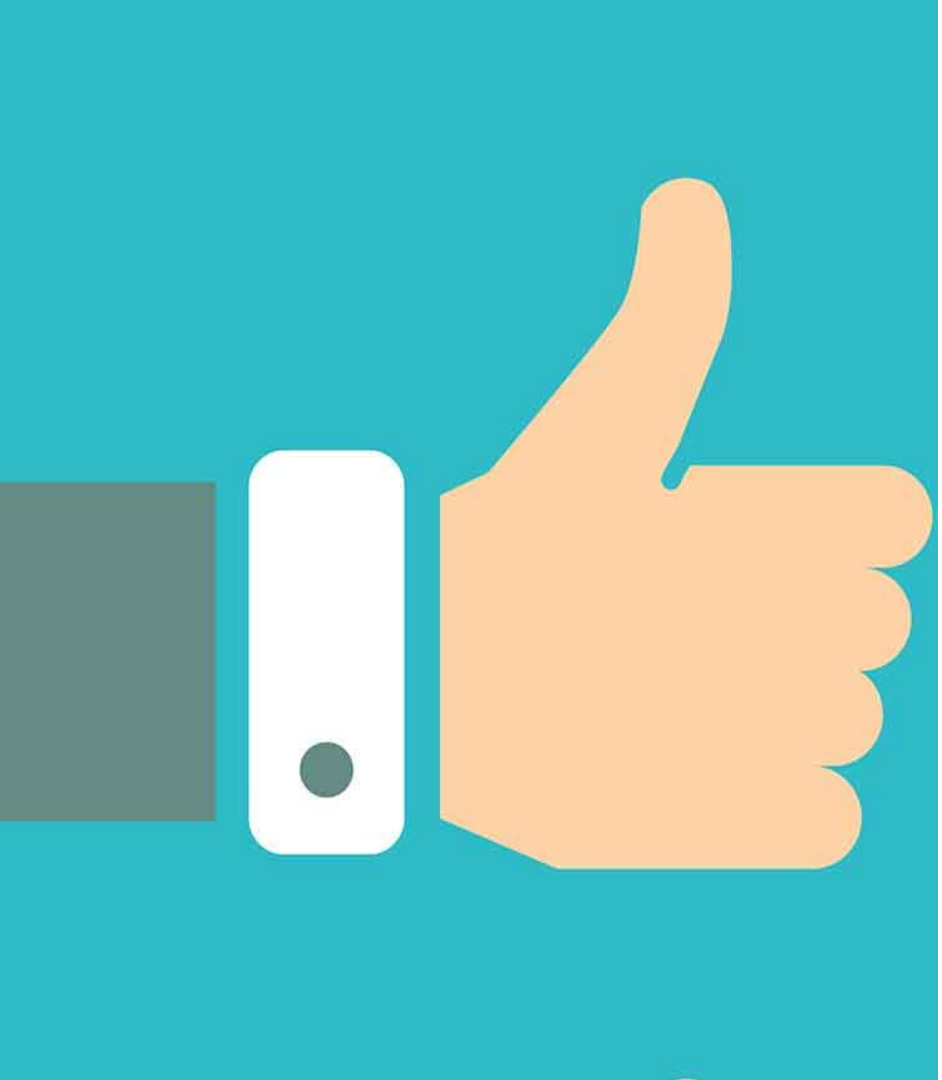
Jamie Feild Baker, Pomfret School
Chief Academic Officer, Director of Grauer Institute

J. Timothy Richards, Pomfret School
Head of School

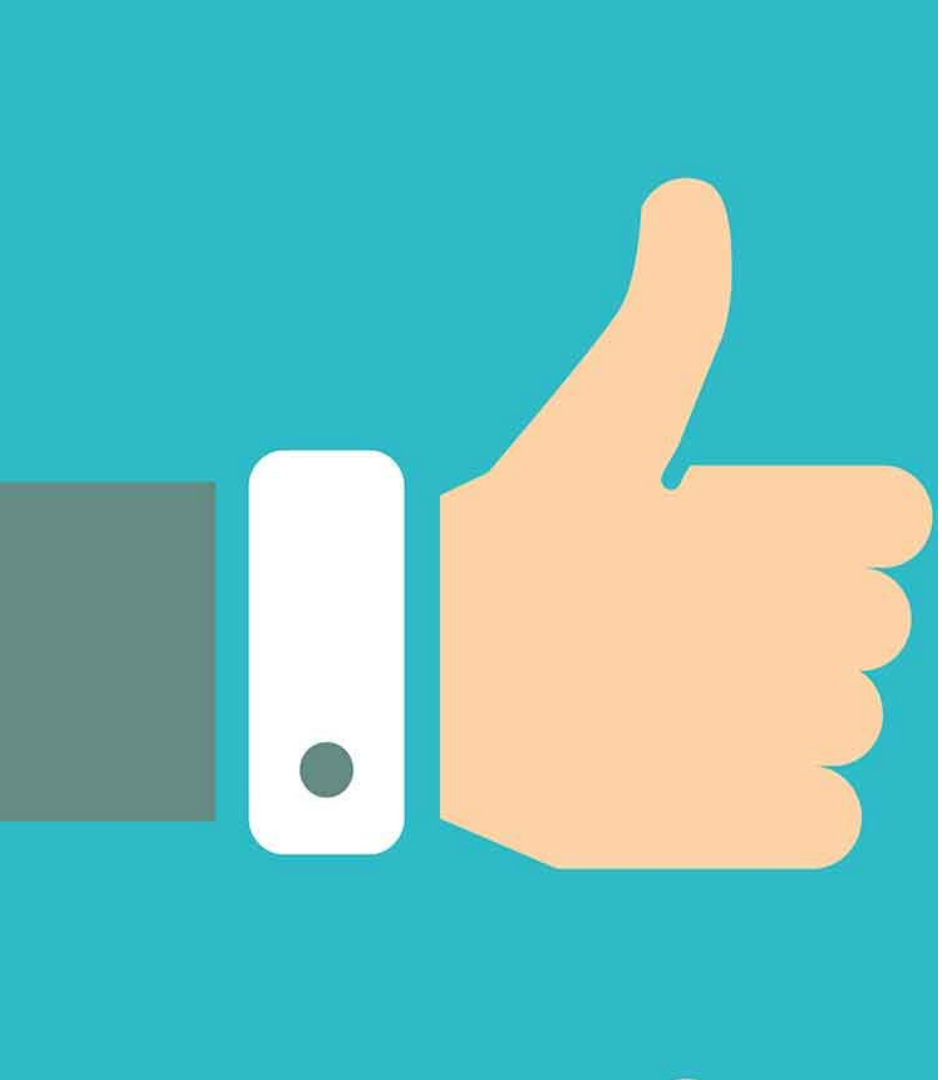




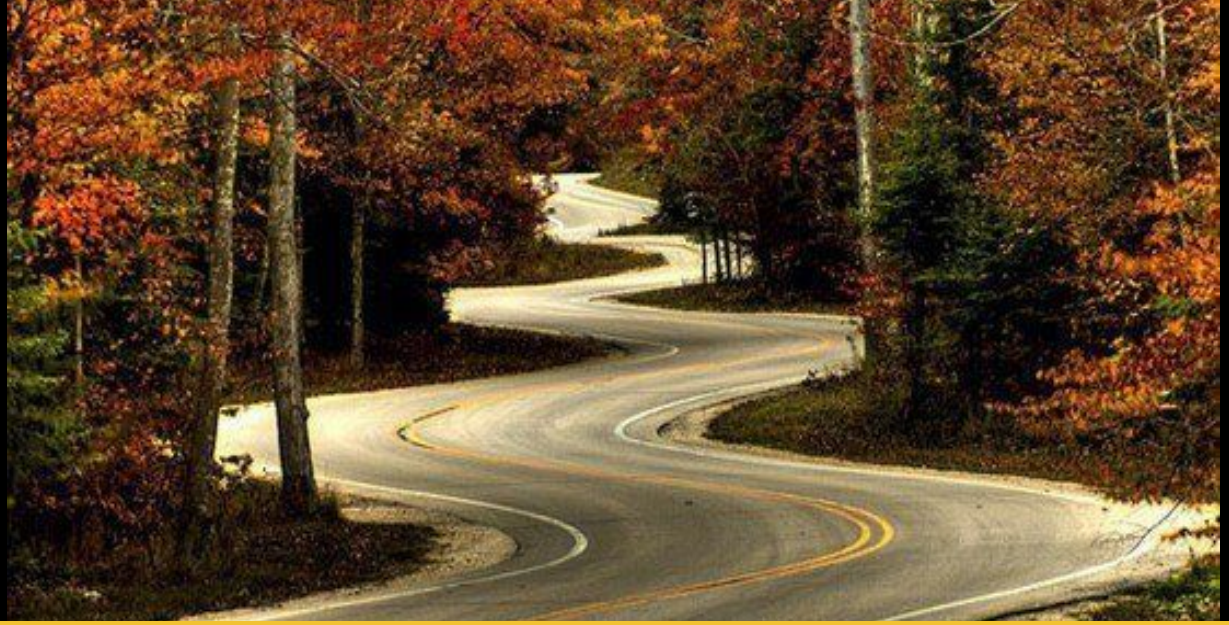
- You want to innovate



- You want to innovate
- Align to mission, vision, values



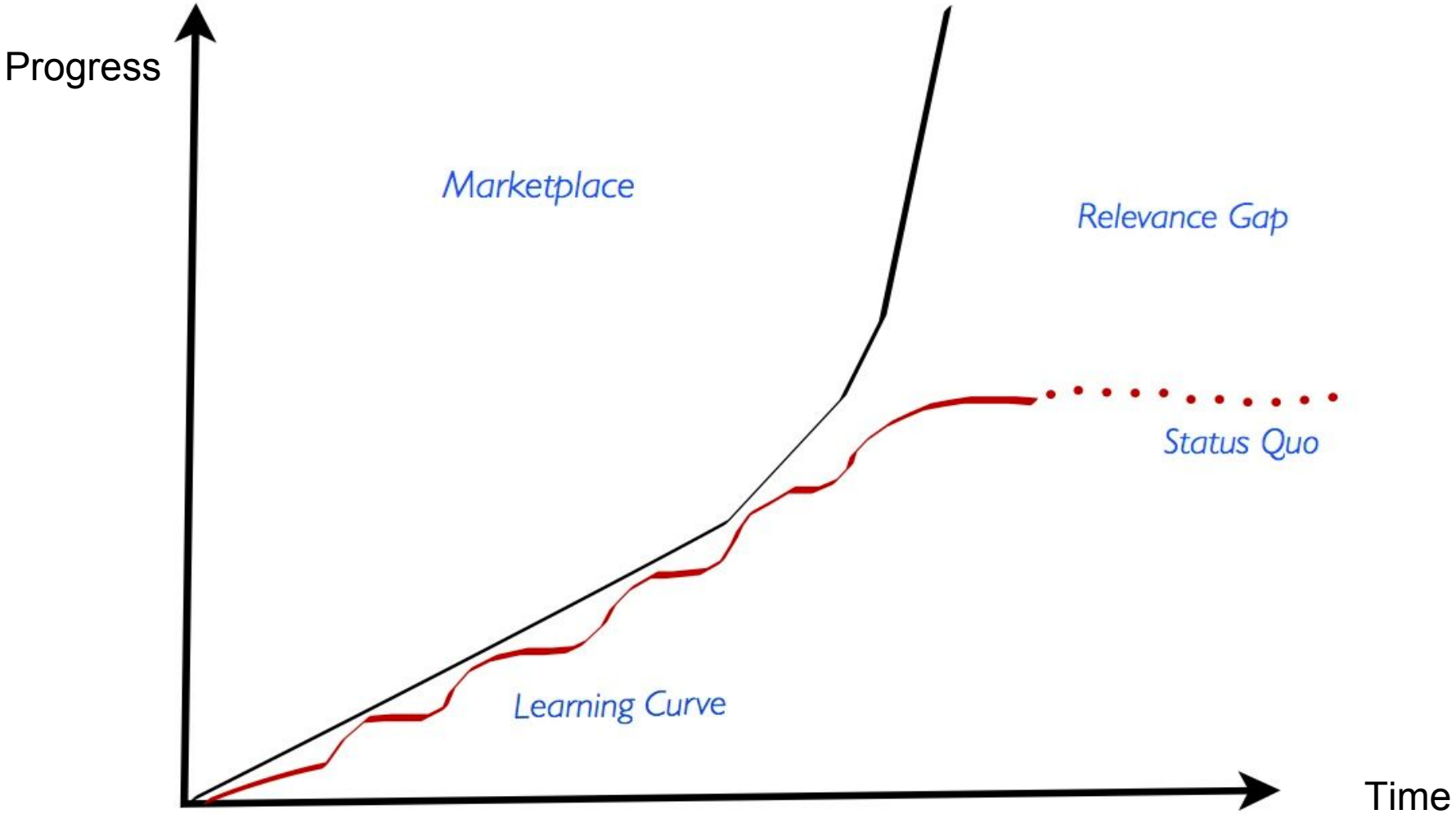
- You want to innovate
- Align to mission, vision, values
- Innovation = strategic advantage

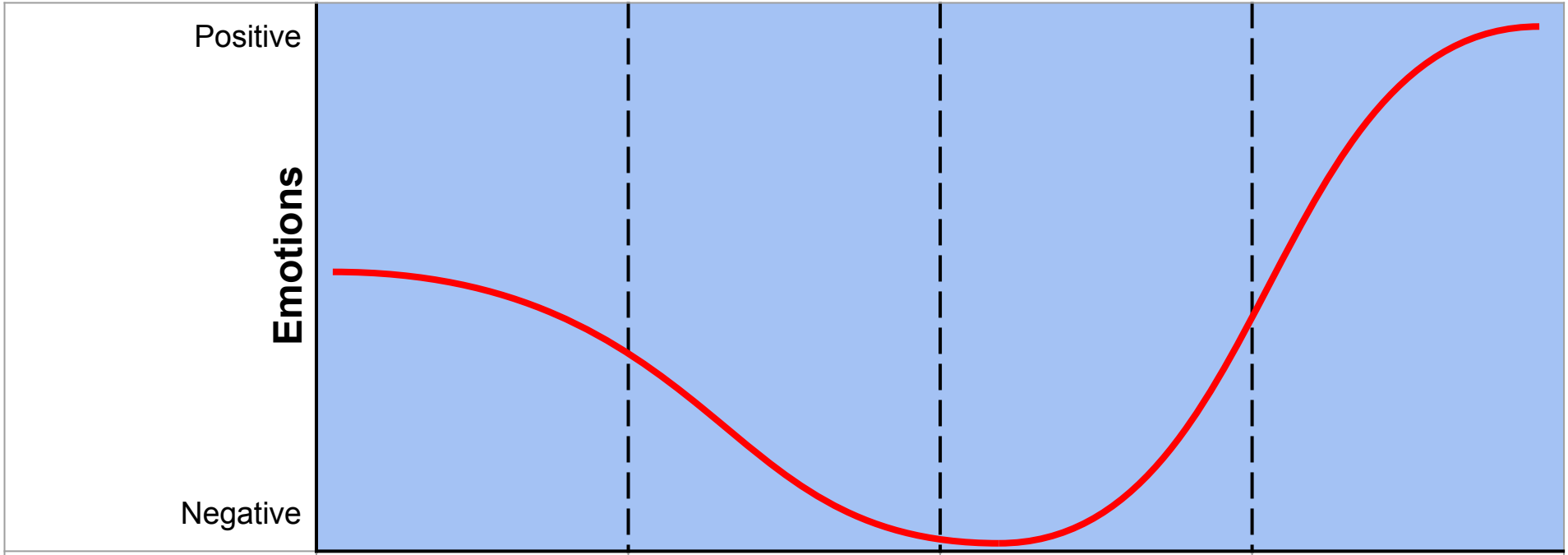


Movement from point A to point B

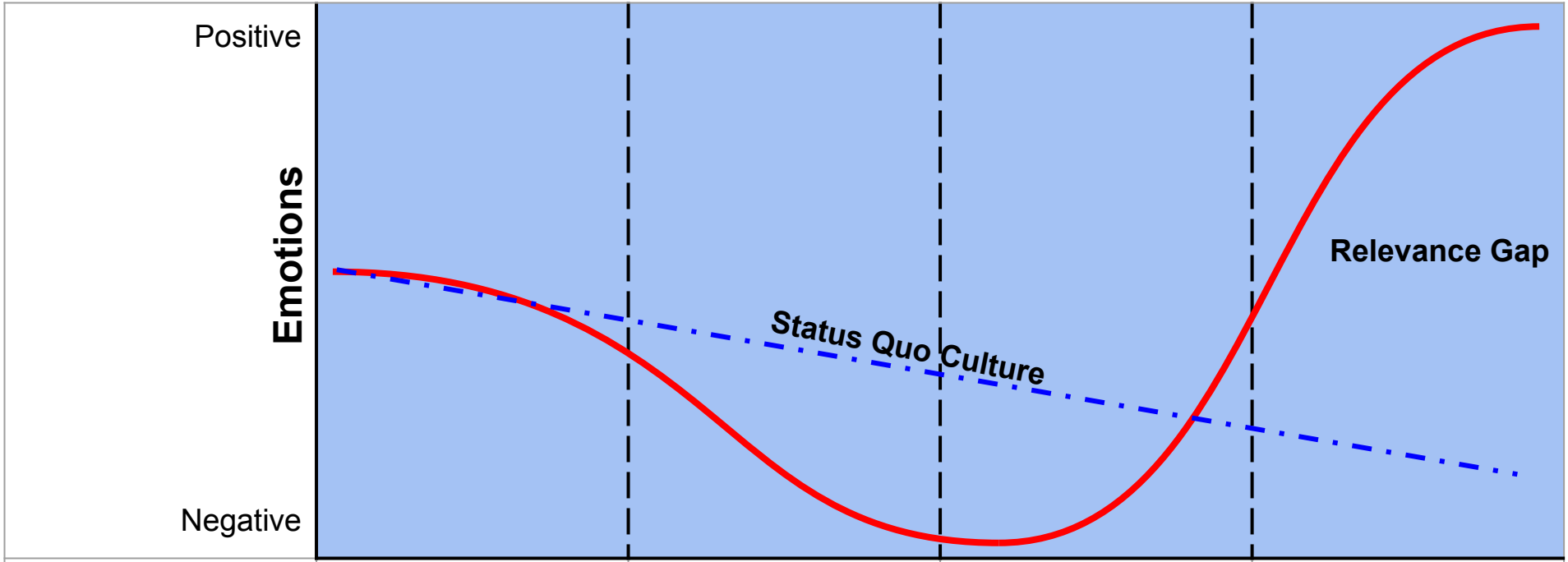
Varying speeds - both too fast and too slow are perilous

Curves, bumpers, boulders


Progress
Marketplace
Relevance Gap
Status Quo
Learning Curve
Time



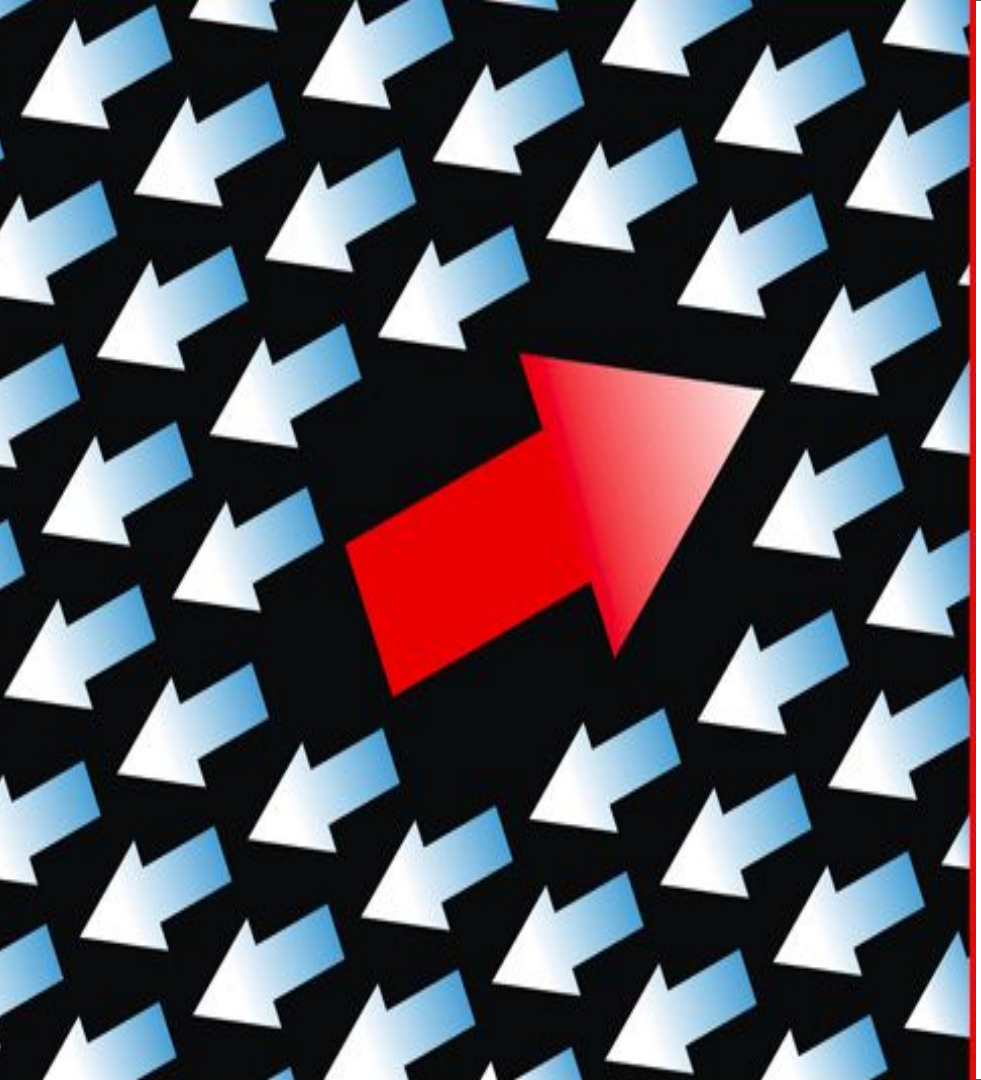
Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	New Way
Reaction	Denial	Anger, Fear	Maybe, Blips	Commitment



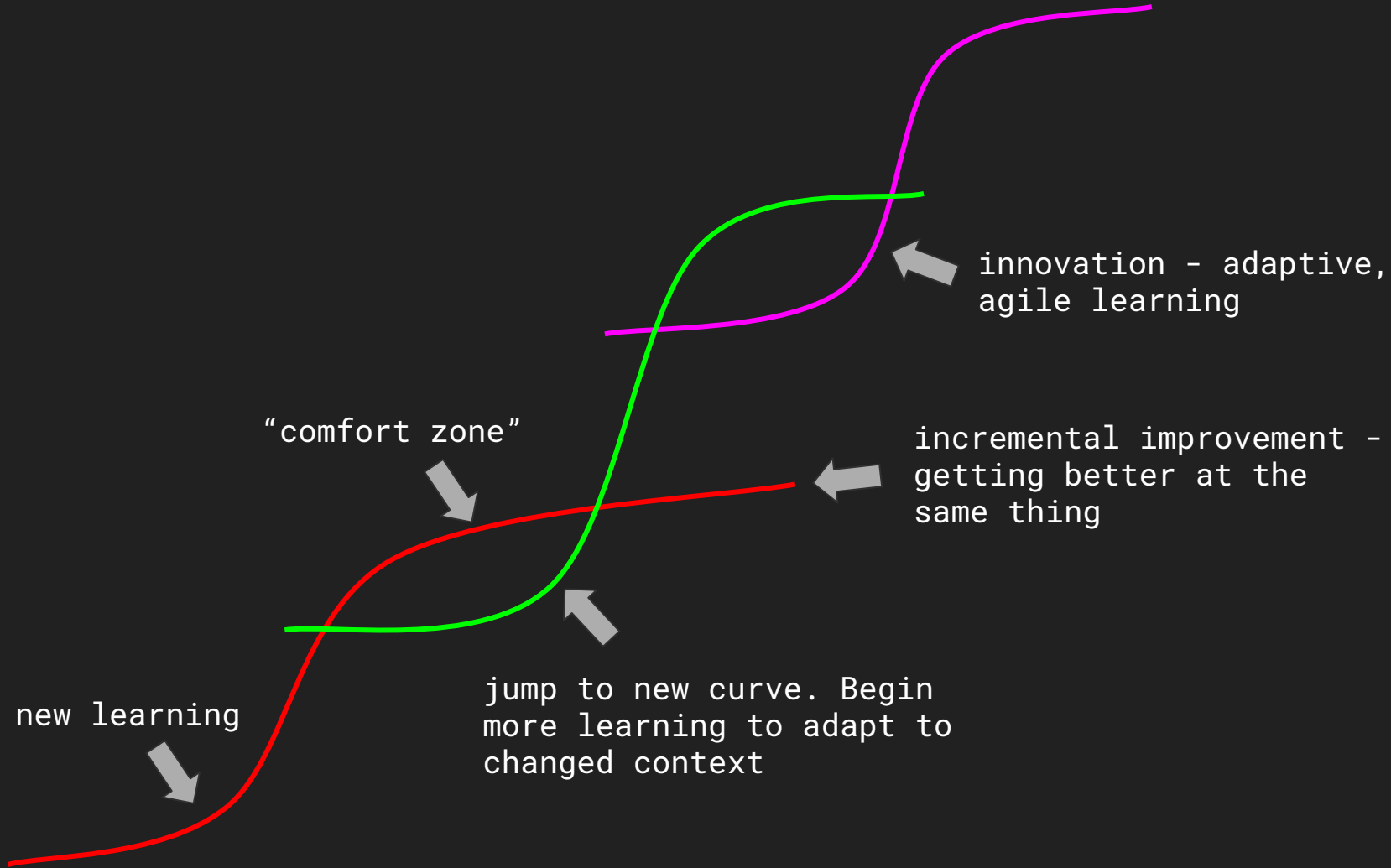
Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	New Way
Reaction	Denial	Anger, Fear	Maybe, Blips	Commitment

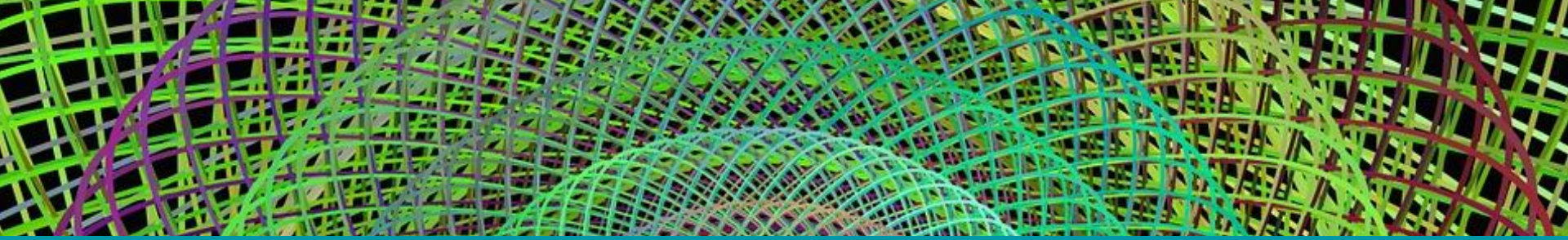
“Obstacles are those frightful things you see when you take your eyes off your goal.”

- Henry Ford

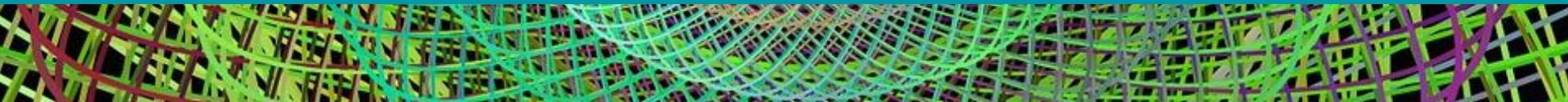


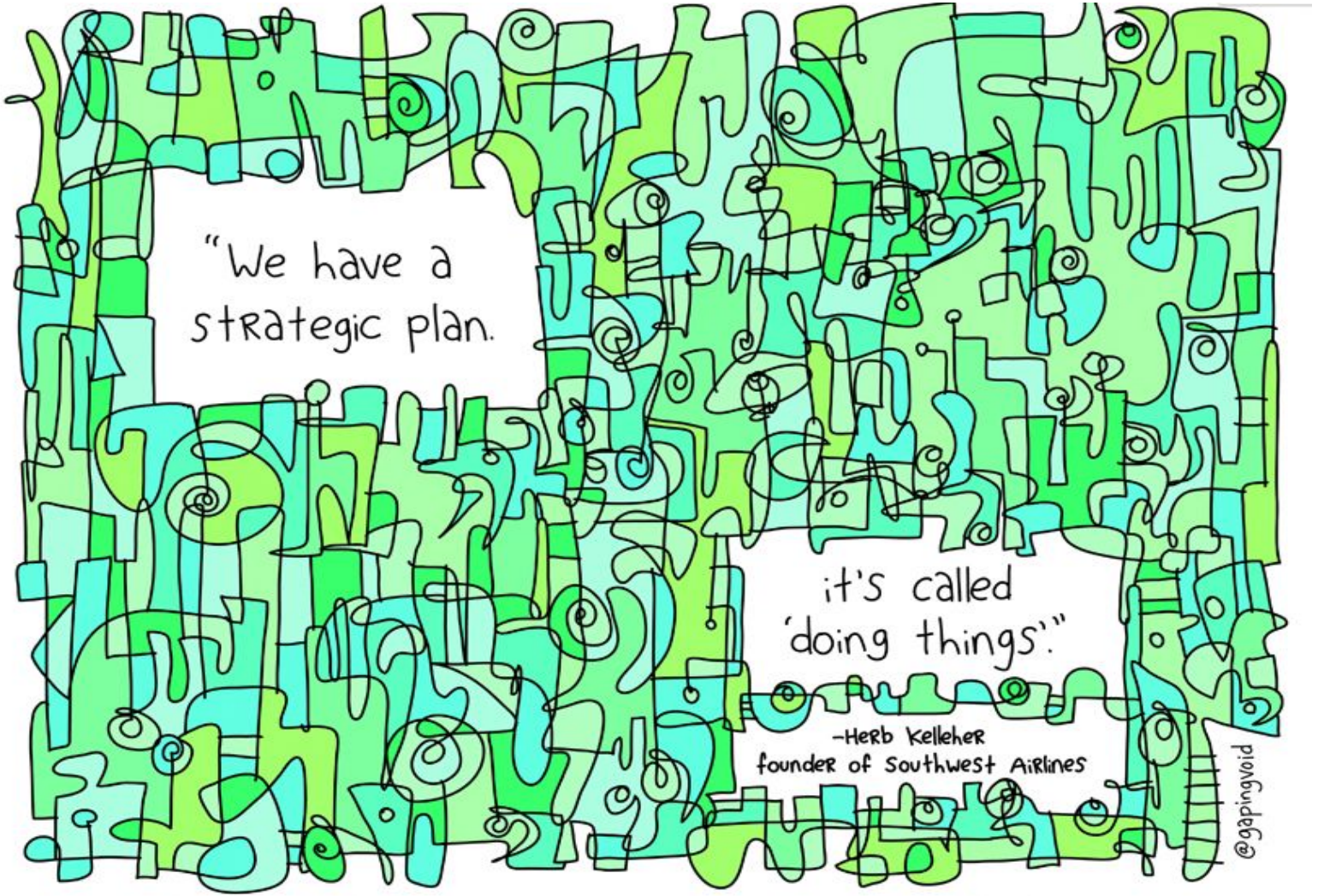
To jump curves
requires
decisive,
courageous, and
consistent
leadership
that drives action

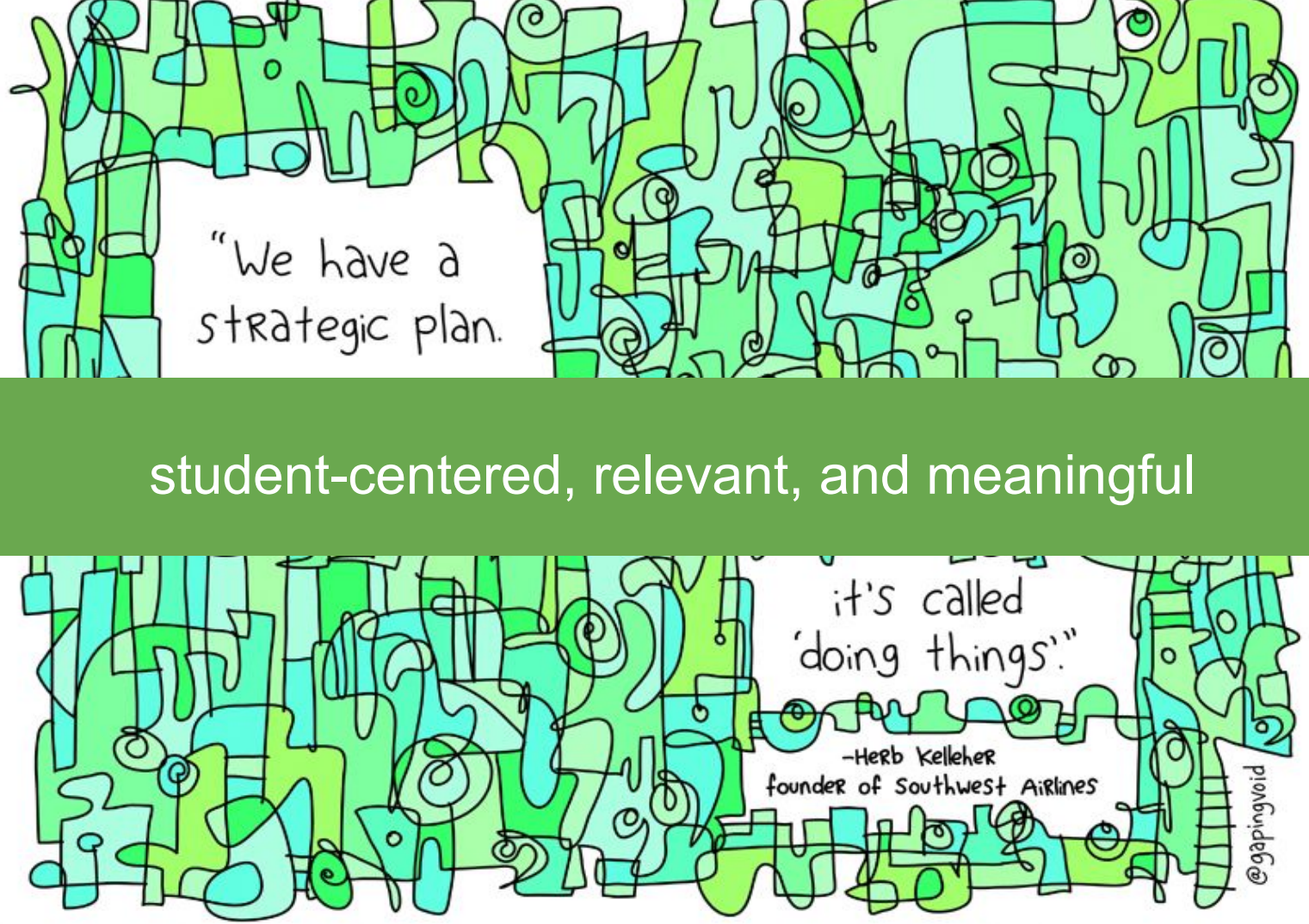

innovation - adaptive, agile learning
“comfort zone”
incremental improvement - getting better at the same thing
jump to new curve. Begin more learning to adapt to changed context
new learning



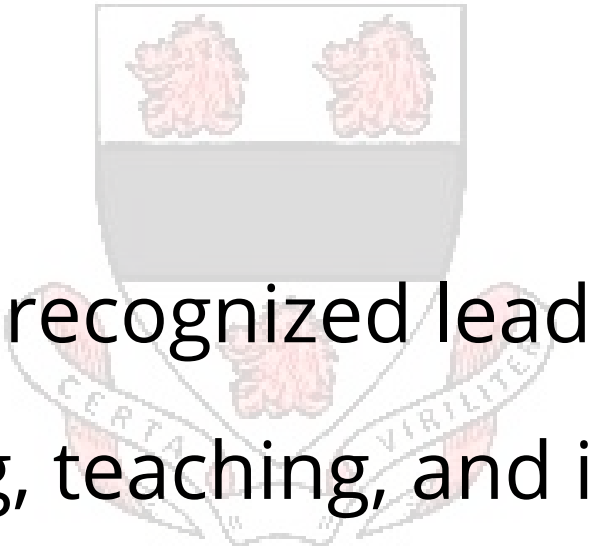
Develop an agile school culture that understands and embraces the need to consistently grow and adapt, and has the capacity (knowledge, skills, mindsets) to learn and implement ever-evolving learning, teaching, business, and customer service practices.




"We have a strategic plan.
it's called 'doing things'."
-Herb Kelleher
founder of Southwest Airlines
@gapingvoid



student-centered, relevant, and meaningful



A recognized leader

in learning, teaching, and innovative program design for independent boarding schools.

Who wants change?
VIA 9GAG.COM
Who wants to change?

While the shift is defined by strategic mission, vision and professional goals / objectives, the journey of change is highly individualized and personal.

an outsider willing to disrupt the culture

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot **learn**, **unlearn**, and **relearn**.”

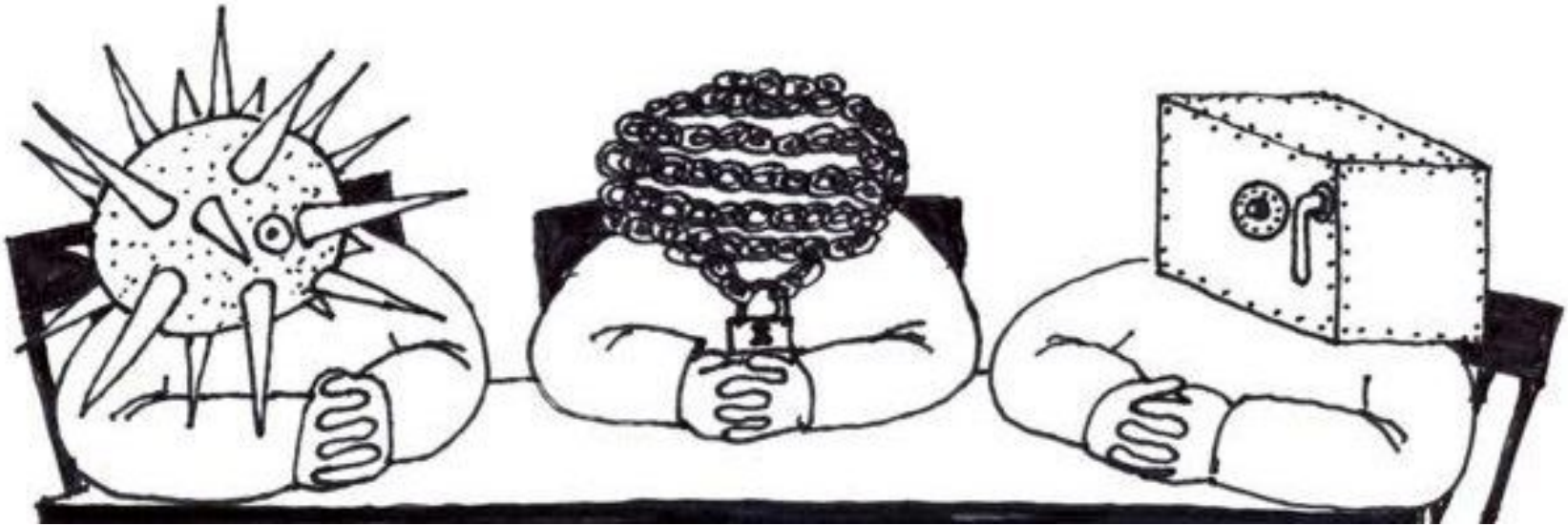
- Alvin Toffler

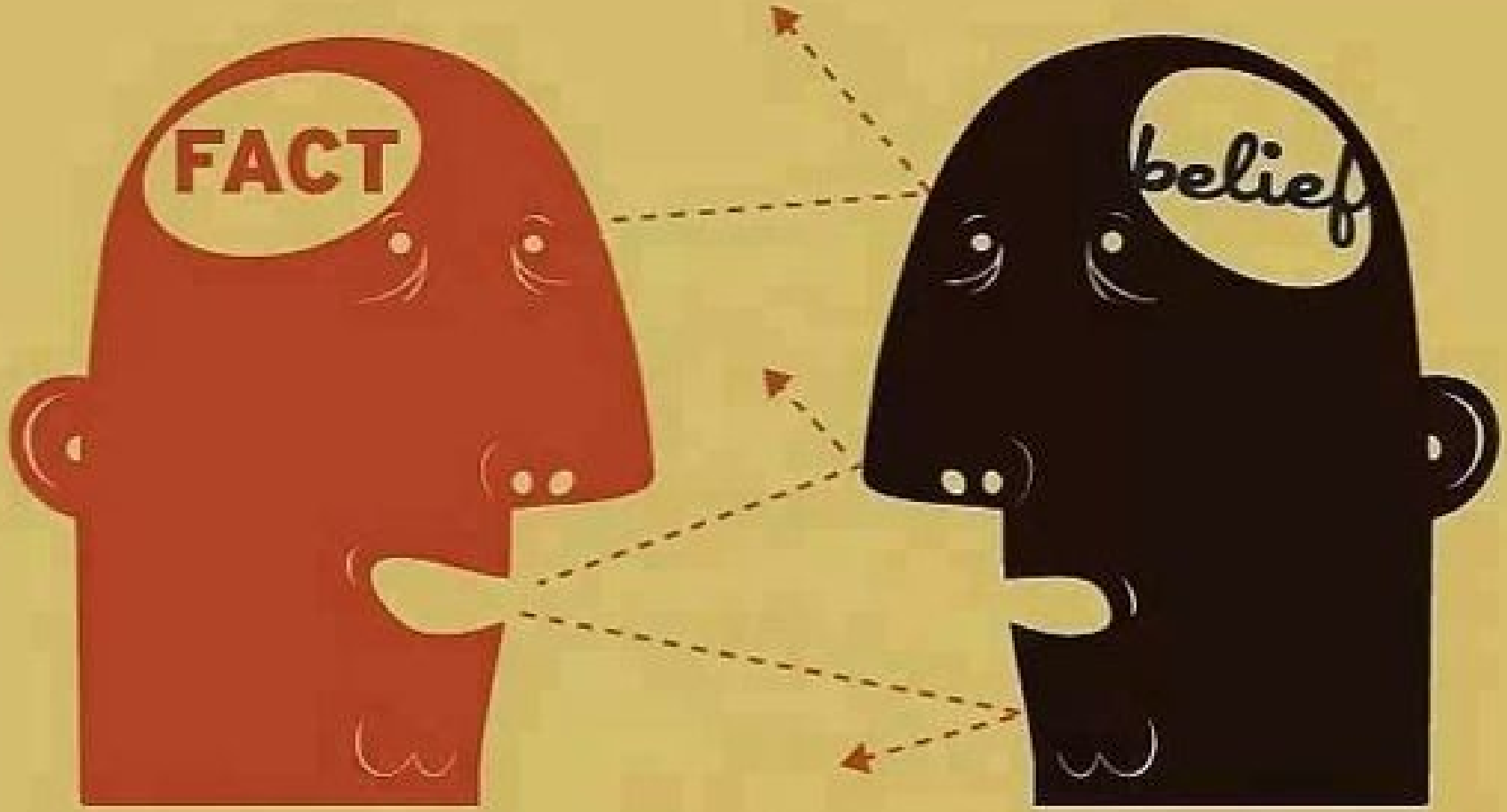
Unlearn	Connection to Changed World Understanding Value and Sustainability Leadership Sets Strategy and Agenda Align to Mission and Vision Communicate Continuously
Learn	Learn by Doing Reflect Iterate
Relearn	The New Way We Do Things Around Here

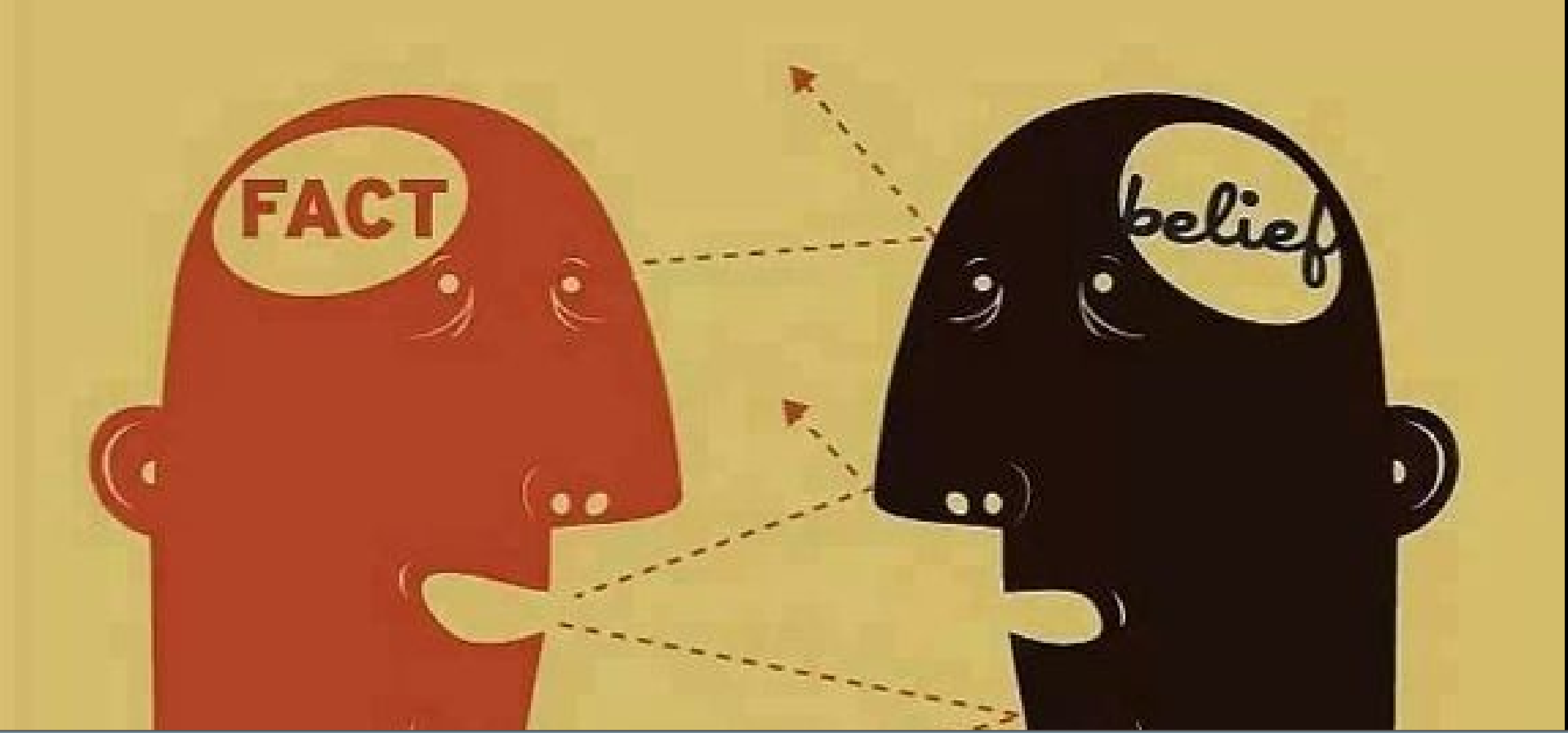
Culture

Innovation
Strategy

The Meeting of Minds

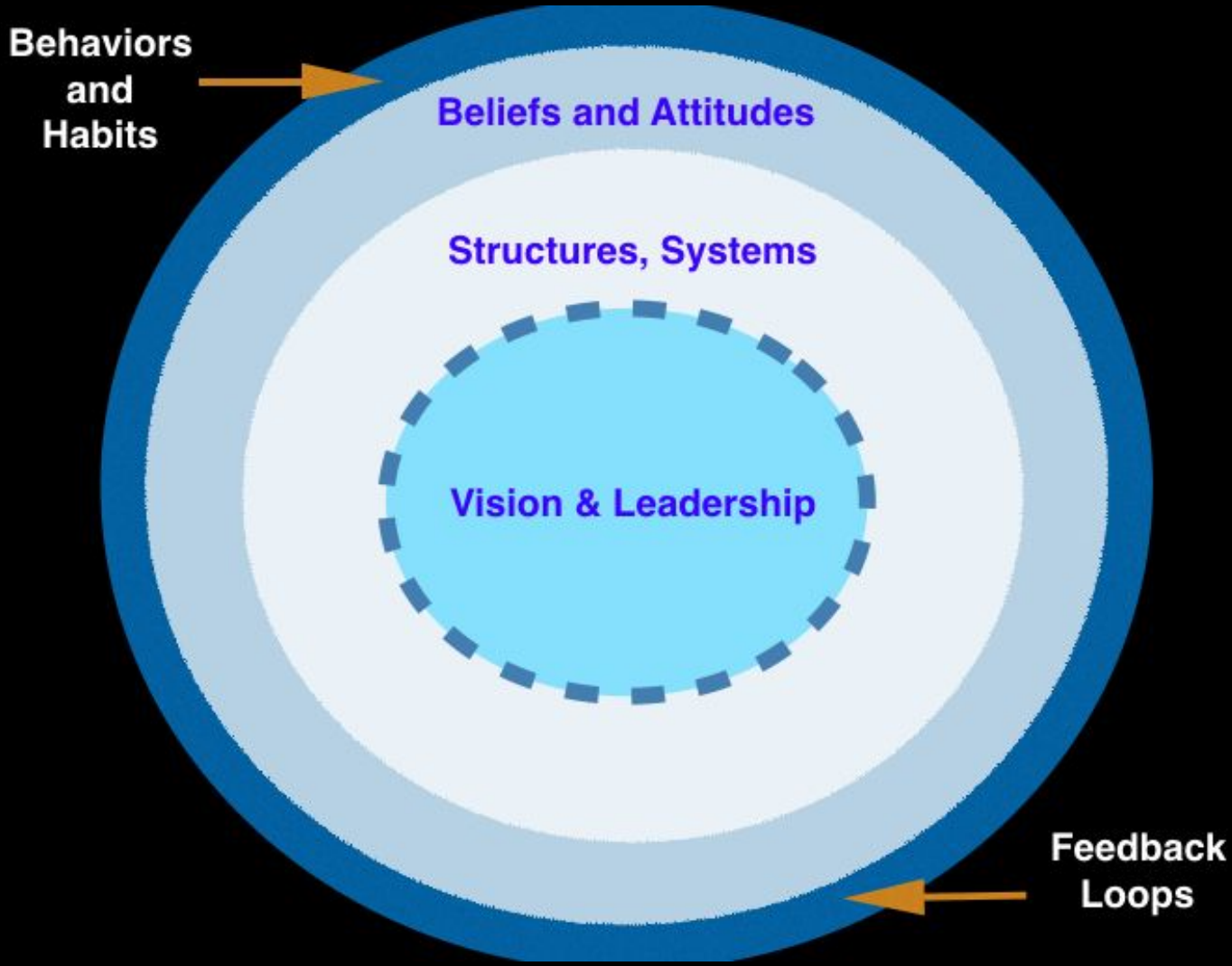


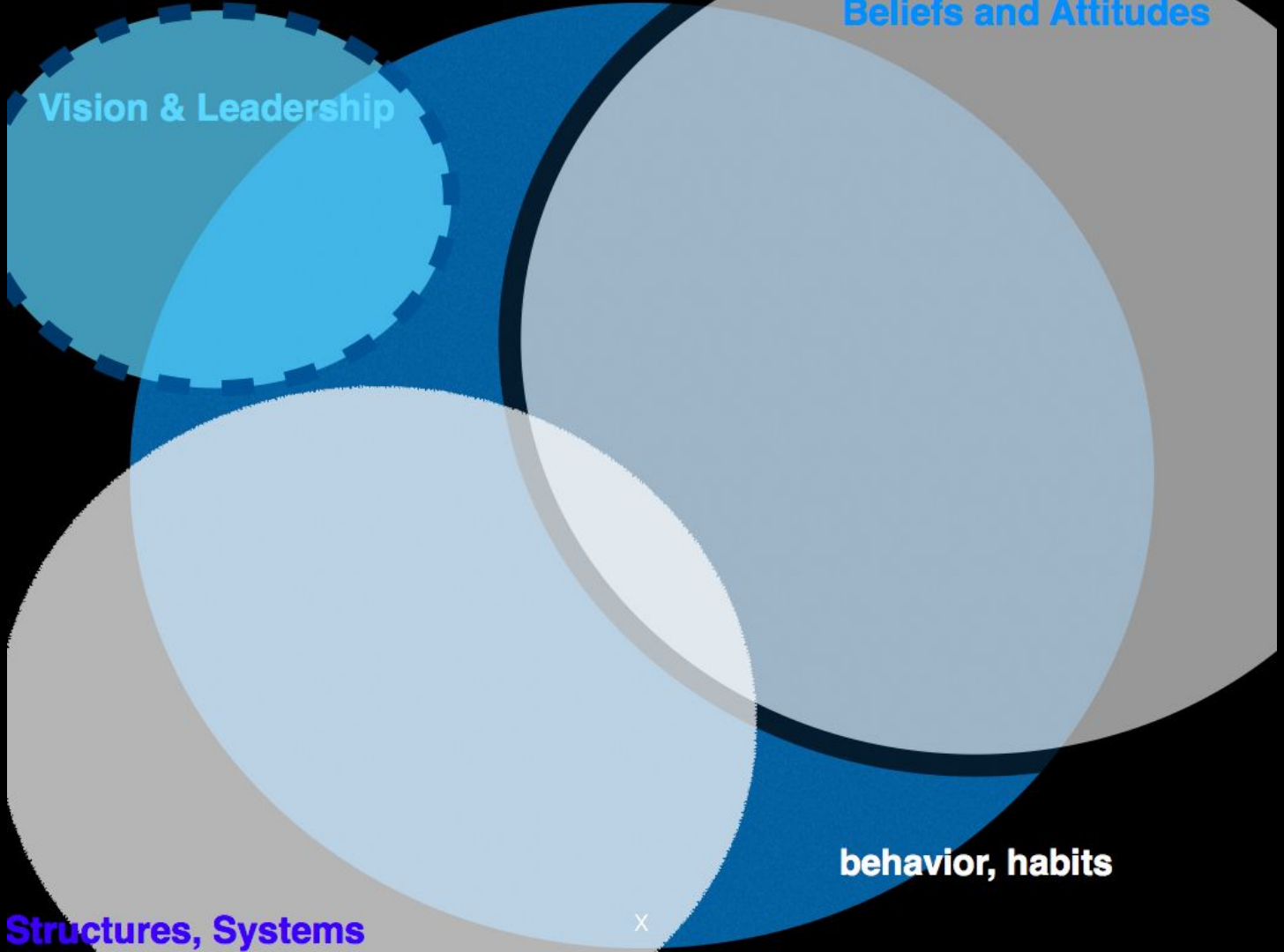

FACT
belief

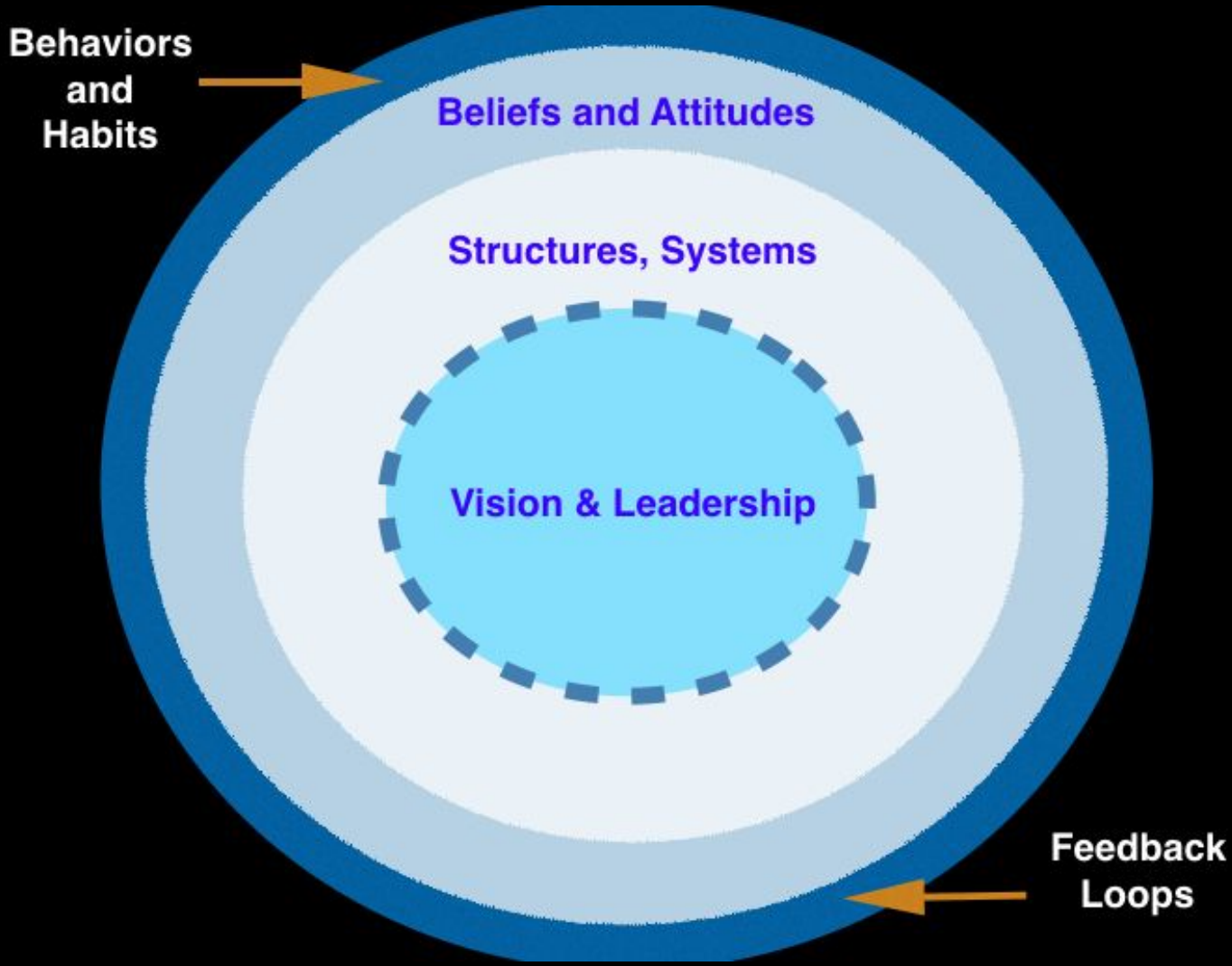


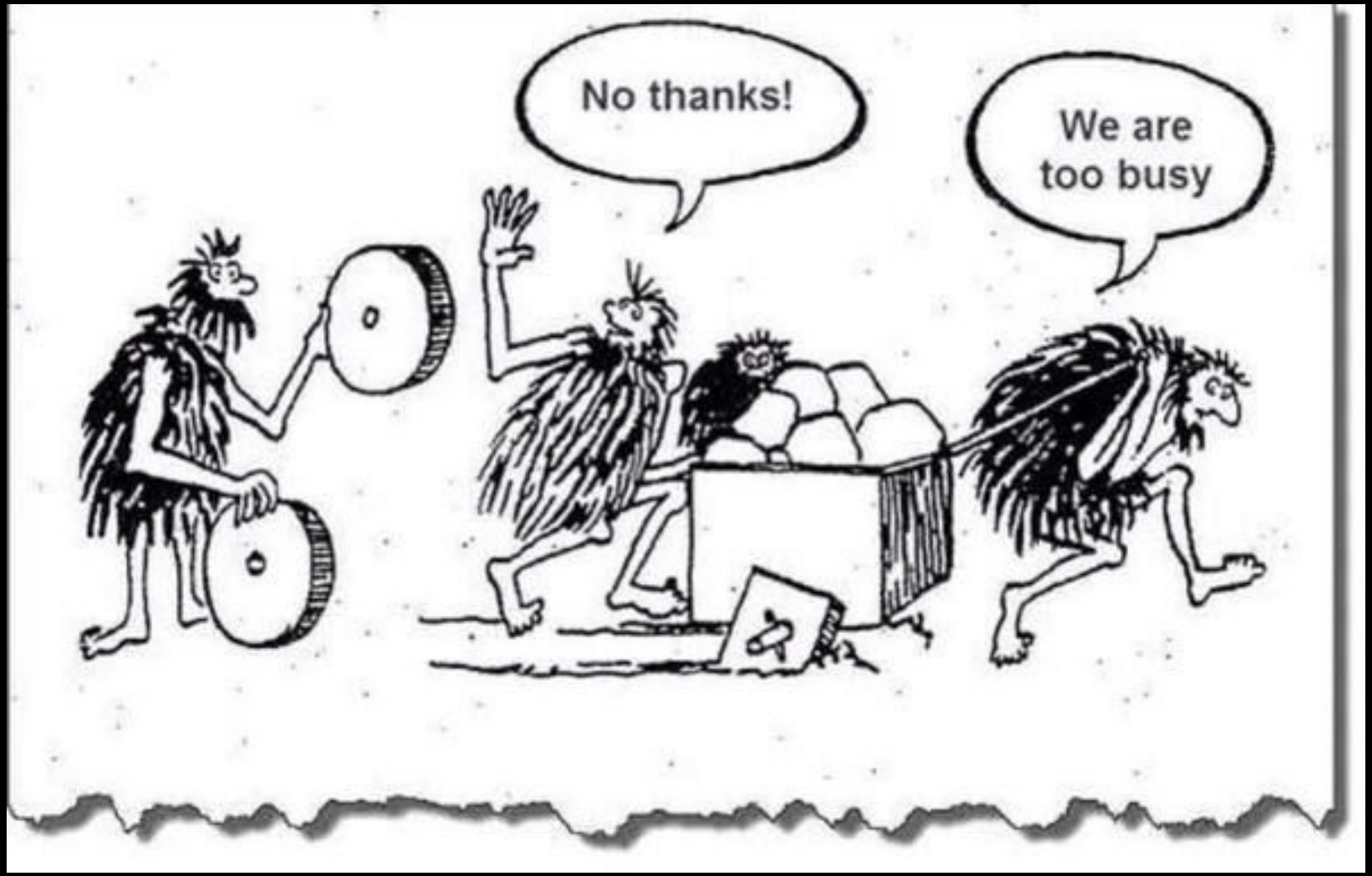
change takes place at the **root assumptions**

Is your school culture innovation ready?

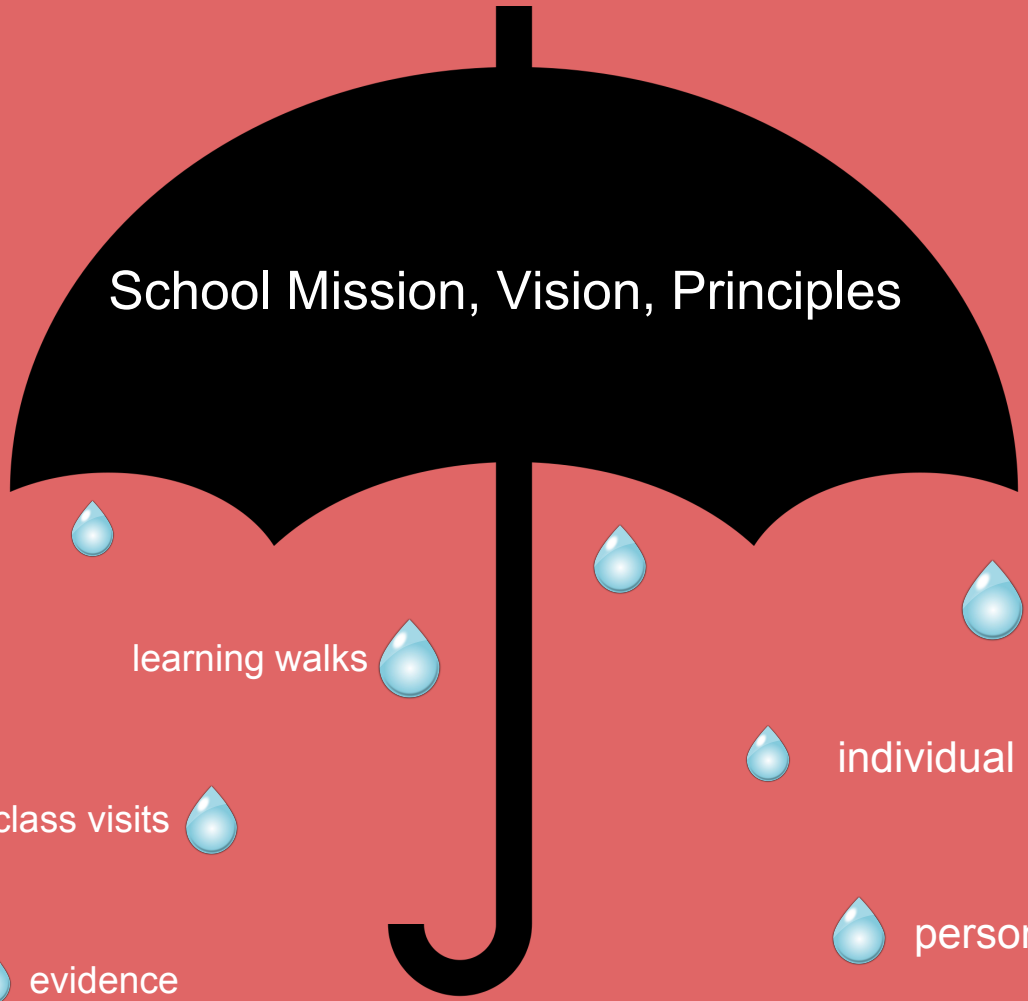

Behaviors and Habits
Beliefs and Attitudes
Structures, Systems
Vision & Leadership
Feedback Loops


Beliefs and Attitudes
Vision & Leadership
behavior, habits
Structures, Systems


Behaviors and Habits
Beliefs and Attitudes
Structures, Systems
Vision & Leadership
Feedback Loops


No thanks!
We are too busy

-schedule change
-eliminate APs
-student-chosen topics
-major overhaul student life curriculum
-mandatory growth plans with accountability
-increased role of department chairs
-sharing classrooms / collaborative department offices
-Project Zero
-measuring performance



learning walks

class visits

evidence

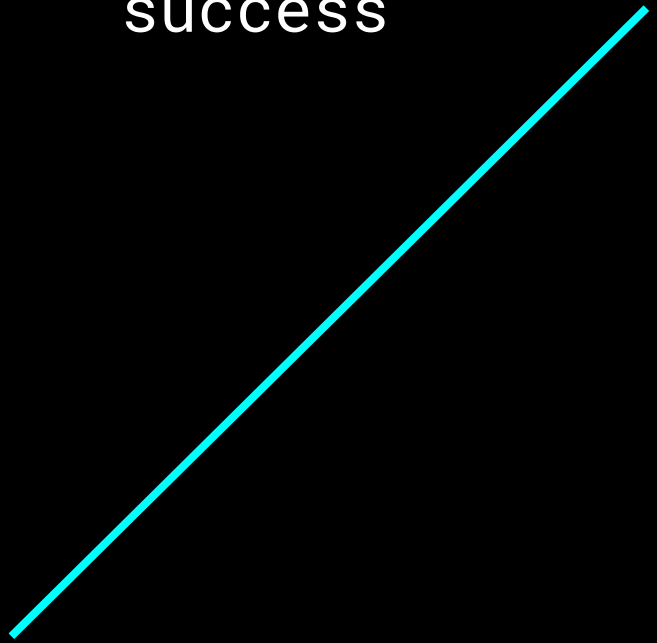
individual aspirations / dreams

individual *intriguing* “beautiful questions”

personal inquiry action plan - shared

innovation is not accidental, nor optional

success



what people think
it looks like

success

what it really
looks like

manage a portfolio of innovation initiatives

develop others to shine

```
change = $(status quo) > risk(change)
```

change = $(status quo) > risk(change)

http://bit.ly/NEASC-JamieBaker