Good to Great

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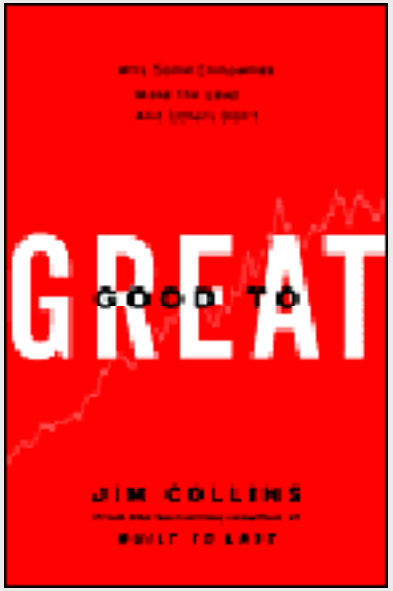
August 2003

Administrator Meeting Presentation

August 7-8, 2003

Good to Great



Some Quotes to Wet Your Appetite:

- " Good is the enemy of great."
- "We don't have great schools, principally because we have good schools."
- "Few people attain great lives, in large part because it is just so easy to settle for a good life."

Premise of the Book

Any organization can substantially improve its performance.

Eleven companies - results reviewed - compared with eleven others

- 3 times the market rate (independent of industry)
- Sustained 15 years

What did good-to-great companies share in common that *distinguished* them from their comparisons?

10.5 people years of effort; coded 6000 articles, 2000 pages of interview transcripts, created 384 million bytes of computer data; 21 person research team.

Surprises:

- Celebrity leaders from outside are negatively correlated with GTG.
- No pattern linking executive compensation with GTG.
- No more time spent on long range planning in GTG companies.
- Focus in GTG was equally on what to do and what to *stop* doing.
- GTG paid little attention to managing change, motivating people, creating alignment.
- No launch event or slogan to signify transformation.
- Greatness not a function of circumstance; rather, it is largely a matter of conscious choice.

Great Results

What's Inside the Black Box

Good Results

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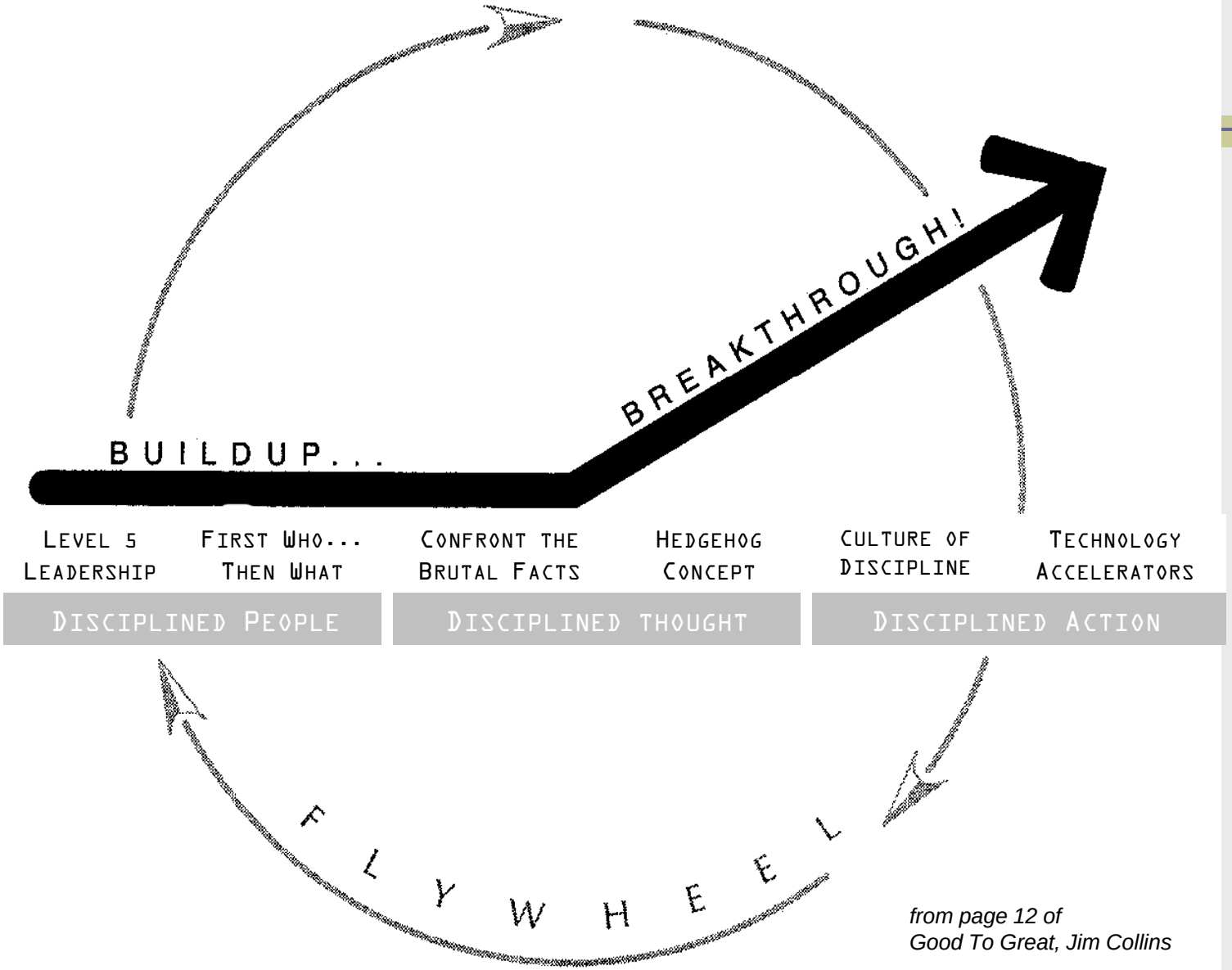
Good To Great, Jim Collins



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Begin the Search for Timeless Principles

What do we know are universal truths for education?

- Keep me safe.
- Teach me well.
- Treat me with respect.
- Make me feel special

Leadership

"You can accomplish anything in life, provided that you do not mind who gets the credit." Harry S. Truman

Descriptors:

Stewards, ambitious for the institution, modest and willful, humble and fearless, seemingly ordinary people doing extraordinary things, no airs of self-importance

Names:

George Cain, Alan Wurtzel, David Maxwell, Colman Mockler, Darwin Smith, Jim Herring, Lyle Everingham, Joe Cullman, Fred Allen, Cork Walgreen, Carl Reichardt

Level 5 Hierarchy

LEVEL 5 — **LEVEL 5 EXECUTIVE**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4 — **EFFECTIVE LEADER**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3 — **COMPETENT MANAGER**

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 — **CONTRIBUTING TEAM MEMBER**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1 — **HIGHLY CAPABLE INDIVIDUAL**

Makes productive contributions through talent, knowledge, skills, and good work habits.

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Summary: The Two Sides of Level 5 Leadership

Professional Will	Personal Humility
Creates superb results, a clear catalyst in the transition from good to great	Demonstrates a compelling modesty, shunning public adulation; never boastful
Demonstrates and unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult	Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate
Sets the standard of building an enduring great company; will settle for nothing less.	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.	Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.

First Who... Then What

Character, work ethic, basic intelligence, dedication to fulfilling commitments, and values, good people who respect and admire each other

1) easier to adapt to a changing world
2) problem of how to motivate and manage goes away
3) once on the bus, then you can figure out where to drive it by asking the right questions and engaging them in rigorous debate

Get the best people and accept the fact that some of them will be recruited away.

Confront the Brutal Facts

Breakthrough results come about by a series of good decisions, diligently executed and accumulated

Create a culture that is hostile to complacency

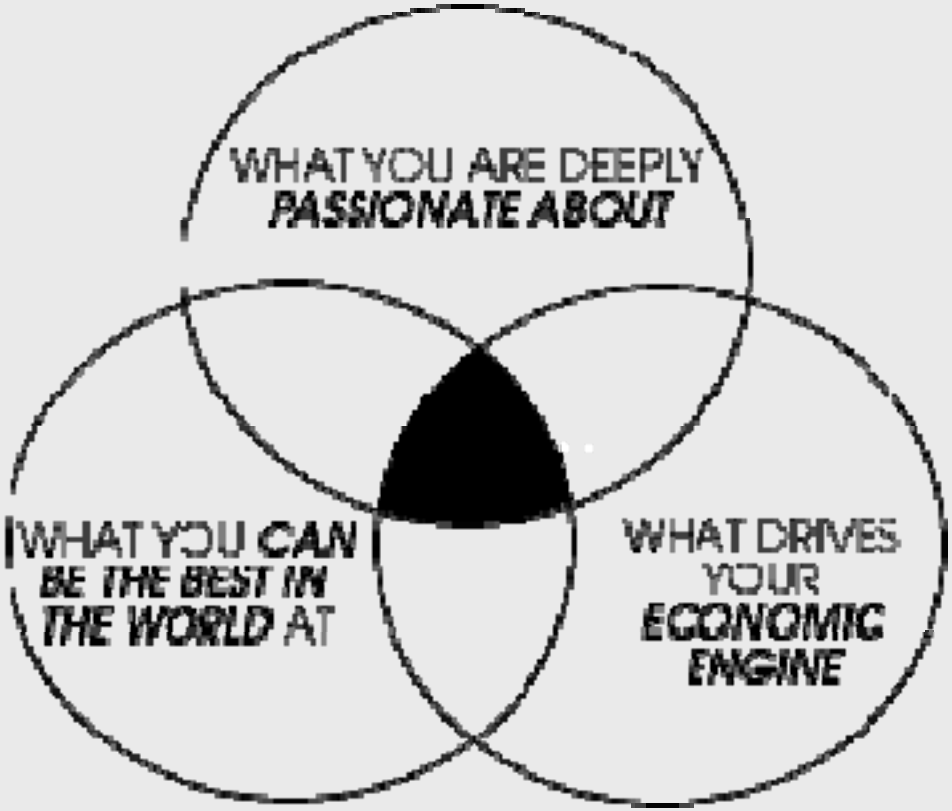
1) Lead with questions, not answers
2) Engage in dialogue and debate, not coercion
3) Conduct autopsies, without blame
4) Build "red flag" mechanisms

The Hedgehog Concept

The fox knows many things, but the hedgehog knows one big thing.

Simplify a complex world into a single organizing idea, a basic principle or concept that unifies and guides everything.

Three Circles of the Hedgehog Concept



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- “We will accept the responsibility for public education in Alaska.”
- “We will show substantial improvement in reading, writing, and math scores.”

Roger Sampson
Commissioner of Education
State of Alaska
7/24/03

Culture of Discipline

Focus not on what you've accomplished for the year but on what you've accomplished relative to exactly what you said you were going to accomplish.

** Is there a single measure for a school that is appropriate? Increasing ____ for every _____.

Assuring every student reading at grade level?

Say no to opportunities that failed the three circles test

Create a stop doing list

Pilot example - operates within a strict system but ultimate responsibility with pilot.

Disciplined People; Disciplined Thought; Disciplined Action

- Descriptors of self-disciplined people "on the bus" so that you can manage the system not the people: rigorous, determined, precise, methodical, demanding, focused, accountable, responsible.

- GTG - the discipline to do whatever it takes to become the best within carefully selected arenas and then to seek continual improvement.

Technology

80% of the GTG executives didn't even mention technology as one of the top five factors in the transition BUT they were technologically sophisticated to their comparison companies. Technology by itself is never a primary cause of greatness. However, when linked to simple, clear, and coherent direction, technology is an essential driver in accelerating forward momentum.

The Framework

- Level 5 leadership
- First Who... then What (Get the right people on the bus)
- Confront the Brutal Facts (Yet Never Lose Faith)
- The Hedgehog Concept
- A Culture of Discipline
- Technology Accelerators

The Flywheel and the Doom Loop

Flywheel:

No defining action, no grand program, no one innovation, no solitary lucky break, no revolution, no campaign.... Cumulative - step by step, action by action, decision by decision - adds up to sustained and spectacular results.

Doom Loop:

New program, leader, event or fad; no buildup or accumulated momentum; disappointing results; reaction without understanding.

What About KPBSD?

We are in the business of dreams.

KPBSD's Version of the Hedgehog Concept

KPBSD Achievement Targets

dpeterson 6/03

1. 100% of 1-3 grade students will be able to read.*
2. 100% of 4-6th students will be able to compute.*
3. 100% of the high school students will be able to pass the three sections of the High School Graduation Qualifying Exam (HSGQE).*
4. HSGQE and benchmark exams will show increases in the percentages of students attaining proficiency.
5. Standardized test scores will show increases in the percentage of students in the top two quartiles and decreases in the percentage of students in bottom two quartiles.
6. There shall be no significant differences in the proportion of youth demonstrating minimum academic mastery as a function of gender, race, or socioeconomic status.

* *or have an appropriate personalized learning plan to close the achievement gap*

Some Thoughts....

1. Be ethical in all dealings
2. Count your blessings
3. Believe everything happens for a reason
4. Ambiguity is a way of life
5. Decisions made by a team take more time but are better
6. Decisions will be based on data and made for the greatest good/greatest number
7. Change comes from within and everyone can change
8. Handle problems at the right level
9. Interact with others as if they are your best friend
10. Be clear and make sure there are no surprises

If you're not involved in directly making a positive difference in student achievement, you better be taking care of someone who is.