

A GUIDE TO SUCCESS FOR A FLOURISHING LEADERSHIP CULTURE

CASSA - July 2024

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OUR LAND ACKNOWLEDGEMENT

The Foothills School Division acknowledges the spirit, life and lessons this land and its ancestors teach us. We acknowledge the traditional territories of the Siksika, Piikani, Kainai, Tsuut'ina, Îyârhe Nakoda and the Homeland of the Métis.

We honour and promote our responsibility to stewardship of the land, from the prairie grasslands that fold into the rolling foothills, to the Big Rock, "oh koto'ksko" and the buffalo jumps; through the cottonwood trees that grow along the Highwood and Sheep Rivers, "ispitsi", to the eastern slopes of the mountains. We acknowledge the land as an act of reconciliation that honors the truths of the Indigenous Peoples.

In our commitment to placing education at the center of a flourishing community, the Foothills School Division continues to advance educational opportunities that support reconciliation.

OUR DIVISION





OUR MISSION

Each learner entrusted to our care has unique gifts and abilities. It is our mission to find out what these are...

EXPLORE | DEVELOP | CELEBRATE

NOTRE MISSION

Chacun des apprenants qui nous sont confiés possède des talents et des aptitudes uniques. Notre mission est de les découvrir...

EXPLORER | DÉVELOPER | CÉLÉBRER

OUR SCHOOLS

Jr. Kindergarten to Grade 12


Specialties Include:

- French Immersion
- Nature Based Learning
- Innovation & Design
- Montessori
- International Baccalaureate
- Learning that Transfers

In-Person & Digital Learning



EDUCATION AT THE CENTRE OF A FLOURISHING COMMUNITY



Stories matter



CONTEXT

VUCA



ECOSYSTEM



A vibrant mountain meadow in the foreground is filled with a dense carpet of purple lupines and bright red columbines. The flowers are in full bloom, with green foliage interspersed among them. In the background, a rugged mountain range stretches across the horizon under a clear blue sky. The mountains are dark and rocky, with patches of snow and glaciers clinging to their slopes and peaks. A few evergreen trees are scattered across the middle ground, adding to the alpine landscape. The overall scene is one of natural beauty and high-altitude wilderness.

FLOURISHING

**If you built a guide to success
for your leadership team, what
competencies would you
include?**

**What would you need to focus
upon to flourish?**

What we heard:

PLANNING



REFLECTIVE PRACTICE



The Flourishing Enterprise, *C. Laszlo & J. Sorum-Brown*

Compassionate Leadership, The Mind of the Leader, *R. Hougard and J. Sorum-Brown*

The Fifth Discipline, *P. Senge*

Theory U, *O. Scharmer*



- 1. What resonated with you from this part of the conference session?**
- 2. What is a leadership strategy from this learning and/or dialogue that you will intentionally incorporate your leadership repertoire?**
- 3. From this CASSA experience, what learning will you share with your Senior Team and/or District Leaders?**

'What we focus on expands.'

- Laszlo & Sorum-Brown

'Observe your thoughts as they become your actions. Observe your actions as they become habits. And observe your habits as they shape your life.'

- Hougard & Carter citing ancient Chinese proverb

'Reality is made up of circles but we see straight lines.'

- Senge



RECENT READING AND LEARNING

***What we call
the beginning is
often the end.
And to make an
end is to make a
beginning. The
end is where we
start from.***

- T. S. Eliot



***Leadership in its essence is the capacity
to shift the inner place from which we
operate.***
- Scharmer



What has positively shaped your leadership story?

Everyone has a story...

Does this legacy inform your leadership identity?

GUIDING REFLECTION QUESTIONS

What is your sense of the root cause(s) of the strength(s) and ongoing success of Foothills School Division?

What can we learn and carry forward from these strengths and this success at Foothills School Division?

STRUCTURES THAT NURTURED PSYCHOLOGICAL SAFETY VIA COLLABORATION



Teaming, *The Fearless Organization*, A. Edmondson

The Burnout Epidemic, J. Moss

The Surprising Power of Liberating Structures: Simple Rules to Unleash a Culture of Innovation, Lipmanowicz & McCandless

A person stands on a dark hill at night, holding a flashlight that illuminates the sky. The background is a starry night sky with a prominent blue light trail from the flashlight. The person is silhouetted against the bright light of the flashlight.

We need to build a culture focused on upstream interventions, one where hygiene is healthy and therefore culture can flourish.

If we want the companies we lead to flourish, our employees must flourish first.

- Moss

WORLD CAFÉ

- Travel in a manner to interact with different people
- Balance the tables
- Attend all three conversations
- Contribute ideas openly





BOOK CLUB

End in mind:

- Mining for concepts that advance a flourishing leadership culture.
- What are the nuggets that really resonate?
- What ideas would we need to adapt?
- What is inconsistent with our vision?
- *Grounded in our “if statements”.*

[Click here for link to groups](#)

CHALK TALK

- Move about the room engaging silently with each of the charts on the wall.
 - The charts are the obstacles we identified last session.
- What do we have influence/control over?
- Where are we best using the talents and resources we have? What strengths can we draw on?
- What do we need to reimagine?



FACING THE OBSTACLES

**What obstacles can we identify
and how do we reimagine?**

SHARED VISION & LEADERSHIP

Service

The Appreciative Inquiry Handbook: For Leaders of
Change, Stavros, Cooperrider & Whitney

*What is at stake is
nothing less than the
choice of who we are,
who we want to be,
and what story of the
future we want to
participate in.*

- Scharmer





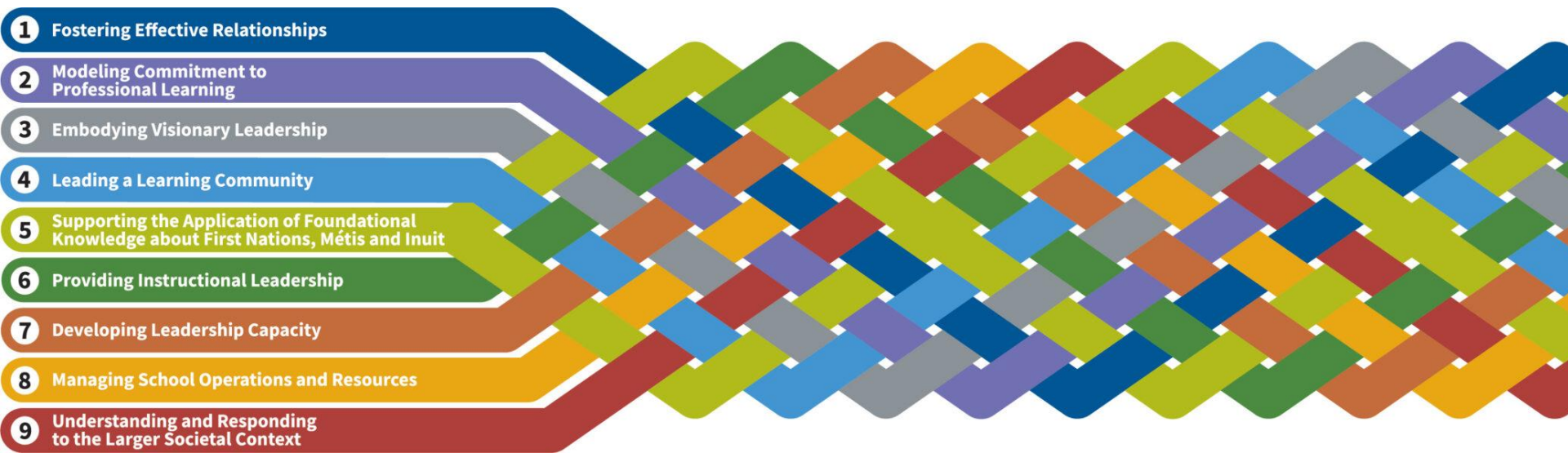
Why does it matter?

How powerful is the relationship between a flourishing leadership community and a healthy organizational culture?



*Leadership
knowledge
and skills are
outlined by
the LQS
competencies
and indicators*





Indicators, SLQS Building Effective Relationships

Achievement of this competency is demonstrated by indicators such as:

- (a) collaborating with community and provincial agencies to address the needs of students and their families;
- (b) employing team-building strategies and using solution- focused processes to resolve challenges;
- (c) building and sustaining relationships with First Nations, Métis and Inuit parents/guardians, Elders, local leaders and community members;
- (d) modeling ethical leadership practices, based on integrity and objectivity;
- (e) establishing constructive relationships with students, staff, school councils, parents/guardians, employee organizations, the education ministry and other stakeholder organizations; and
- (f) facilitating the meaningful participation of members of the school community and local community in decision making.

What fundamental assumptions need to be part of our leadership culture in the now to set our upstream destination in the future?



Principles What principles must we adhere to in achieving our purpose?	Essential Agreements What do we need to agree upon to operationalize?	Practices How we set things up to allow the principles to happen. (tangible)	Indicators of Success How will we know this is happening?

FAA Guide to Success
Purpose: A flourishing leadership culture

Actioning a flourishing culture

Where do we need to build strength?

What do we have influence/control over?

What do we need to learn or action to align our strengths and challenges?

GUIDE TO SUCCESS



On Creativity, On Dialogue, D. Bohm
Learning that Transfers, G. Gini-Newman

*No thing is complete
in itself, and its full
being is realized only
in that participation.*

-David Bohm

THE ROAD TO A FLOURISHING LEADERSHIP COMMUNITY

Overarching Critical Inquiry Question

- How do we best ensure meaningful transfer to systemness occurs through the way we work?



THE ROAD TO A FLOURISHING LEADERSHIP COMMUNITY

Principles for deep transferable learning

Principle 1 – we form
conceptual understandings

Principle 2 – we are agents of
our own learning

Principle 3 – we live with
complex problems over time

[Click here for the updated FSD
Teacher Guide to Success](#)



Guide to Success for a Flourishing FAA Leadership Community

Principles What principles must we attend to in achieving our purpose?	Indicators of Success	Practices How we set things up to allow the principles to happen. <i>Strategies and tactics.</i>
Healthy relationships	<ul style="list-style-type: none"> There is trust. Members of the community demonstrate professionalism and a commitment to fostering and maintaining healthy relationships. Learning is happening alongside, with, and from one another. 	<ul style="list-style-type: none"> Create opportunities for mentorship. Create opportunities for informal / organic relationships. Utilize structures and routines in meetings to develop relationships. Assume positive intentions. Unhealthy-actions or behaviours are addressed with courage and compassion. Possible Resource: developmental-relationships-framework (1).pdf
Effective Collaboration	<ul style="list-style-type: none"> Diverse thinking/experiences/knowledge are valued and reciprocated. All ideas are recognized and considered. Solutions are arrived at through conversation and collective understanding. Everyone is responsible for learning. Colleagues are engaged in active listening and are fully present during gatherings. 	<ul style="list-style-type: none"> Use strategies that encourage collaborative discussion. Establishing criteria to focus discussions. Use strategies to vary groupings for conversation. Use strategies that encourage individual accountability.
Effective communication	<ul style="list-style-type: none"> Colleagues are regularly engaged in multiple forms of discourse. Communication is timely and ongoing. A variety of communication formats and opportunities are used to hear all voices. Everyone has opportunity to contribute. 	<ul style="list-style-type: none"> Use strategies and protocols to encourage all to share their thoughts, knowledge, opinions, and questions. Develop proficiency with <i>courageous</i> discourse. Use a variety of feedback formats. Develop and use norms. Name the intent and type of communication. Provide enough time for deep conversation. Effective communication channels are followed.
Authentic curiosity	<ul style="list-style-type: none"> People seek clarity through curiosity. There are opportunities to engage with problems over time. People are actively seek and listen to the perspectives of others. There is psychological safety to ask questions. Risk taking and wonder are present during gatherings. 	<ul style="list-style-type: none"> Include choice-driven learning opportunities in the FAA year plan. Use the table of choice strategy for conversations. Request topics for conversation and learning from the FAA members. Provide enough time for conversations to promote thinking. Structures for choice-driven conversations and learning are included as a component of gatherings.
Systemness	<ul style="list-style-type: none"> Everyone can articulate the FSD vision and priorities. There is alignment between the vision and actions. Decisions are informed by data and or research. Decisions are supported in a professional manner. 	<ul style="list-style-type: none"> Use inclusive language example: “we” versus “they”. Share the why of decisions. Simplify and focus priorities. Use a variety of formats to share the vision and create clarity.

CASSA SUCCESS CRITERIA

REFERENCES

Bohm
On Creativity, On Dialogue

Edmondson
Fearless Organization

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Questions
Answers

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