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
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

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

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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
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