



# Lead With “Why”

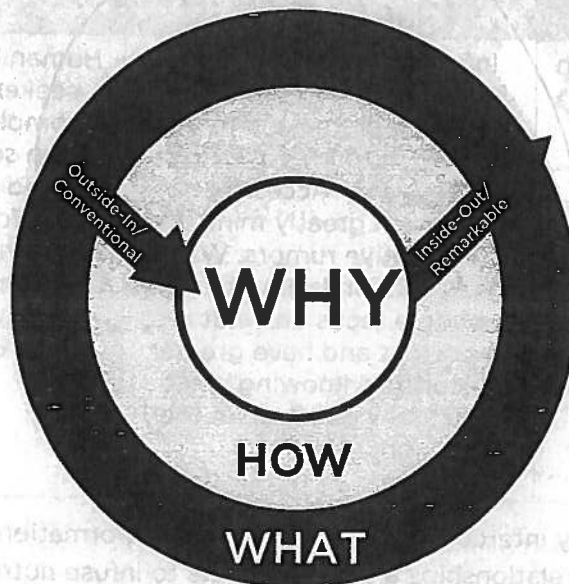
Leading with an equity imperative requires an inversion of the traditional approach to school and organizational planning. In his Ted Talk, “How Great Leaders Inspire Action”, Commentator Simon Sinek coined a very simple model to encapsulate this inversion: The Golden Circle (Sinek 2009). Though Sinek’s audience is private sector, his messages still resonate with those of us in public schools and non-profits. According to Sinek:

Everybody knows “what” they do 100%. Some know how they do it. But very, very few people or organizations know WHY they do it. And I don’t mean to make a profit, that’s the result. It’s the “why”, why do you do it, why do you get out of bed in the morning, and why should people care. Inspired organizations and people all think, act, and communicate from the inside out (Sinek 2009).

*When you reflect on the schools and organizations where you’ve worked, how many of them had a laundry list of initiatives, programs, or “best practices?” Did you ever feel lost in the myriad of priorities that seemed to point in multiple and even competing directions?*

This disorientation is a cost of leading from the outside in; when leaders constantly roll out a new “what” (initiative, curriculum, textbook, assessment system, etc.), the adults in the system often begin to splinter and work at cross-purposes.

The first antidote to this pattern is taking time to name a clear and compelling moral purpose that will drive a different kind of conversation about what really matters. Leading with the “why” allows you to evoke a higher purpose and calling that speaks to people’s emotional core, which brain research has shown is key to change efforts. Once invested in the call and mobilized around a clear imperative, you will find colleagues much more willing to learn and grow, even when the going gets uncomfortable.



Adapted from Simon Sinek, [www.startwithwhy.com](http://www.startwithwhy.com)

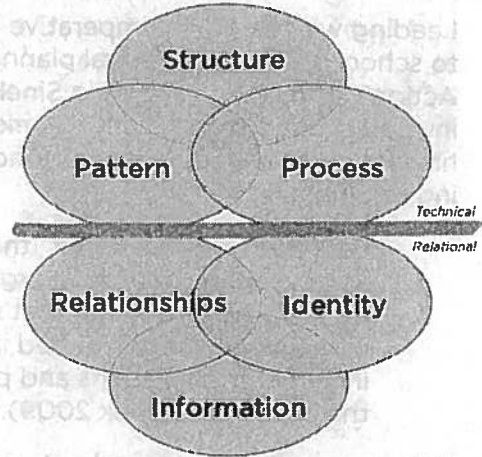


# Six Circle Model

Adapted from the Dalmau Network Group | [www.dalmau.com](http://www.dalmau.com)

*"The "hallucination" was that if you changed the structure of the organization - assigned people to have the primary responsibility for a key initiative - the organization would then respond to the change. Additionally, the thinking was that if you designed explicit processes that detailed out every step to of a change process, people would willingly respond and create the desired change."*

-Steve Zuieback and Tim Dalmau



## Above the Green Line

Pattern (Strategies)	Structure	Process (Operations)
The systematic ways in which a system focuses its key strategies to accomplish its mission and goals.	The way a system organizes itself to conduct its work.	The standard processes (operations) that are used to build consistency and efficiency.

These three areas are absolutely essential but not sufficient to bring about and sustain change. Unfortunately many leaders believe and operate as if these are the only components of work to bring about and support organizations and change efforts.

## Below the Green Line

Relationships	Information	Identity
It has to do with how a team or organization values its people - their emotional, physical and spiritual well-being; The level of connectivity among people across the system; the value placed upon collaboration and high functioning teams; and the level of connectivity of and the type of relationship between key teams, programs and operational systems.	Information is like oxygen in a system. In its absence, people will "make it up" in an effort to keep moving forward. Access to information greatly minimizes the negative rumors. When information is abundant, people focus on what is important and have greater security in knowing what is actually going on in the organization.	Human beings are meaning-seekers. Our actions are completely driven by our own set of values, beliefs and sense of identity. Therefore, shared purposes and principles of people in teams motivates individuals to work together in organizations.

All three areas are completely interconnected. In some ways information is like the vital nutrients for the living system, relationships are the conduits to infuse nutrition throughout the system and the identity is the concept or framework (mind) that organizes the system into a unique entity. All three are essential to the well being of the whole.

## Partnerships in Action: New Discussions for Novel Approaches **MISSION STATEMENT and GOALS**

Partners:

Academic Senate Governing Council,  
Basic Skills Committee,

Diversity in Action Group/Student Equity Committee, and  
Center for Academic Excellence (Professional Development)

*Invitations out to Classified Staff and Associate Students; responses pending*

### **MISSION (Why?)**

We believe in the power of partnership/relationship and the promise that, working closely together, we are better equipped to empower all of CSM's students to reach their academic goals. Therefore, we commit to addressing, collectively: professional development, student equity and academic improvement.

### **Collaborative Goals: General (How?)**

We will support this mission by ...

- Sharing and coordinating resources, including knowledge and advocacy, to better promote our goals and become more effective in reaching them.
- Using the Six Circle Model, giving attention to both technical and relational areas, to support change toward healthier systems.
- Promoting collaboration across the campus by modeling best practices.

### **Collaborative Goals: Specific to 2015-16 (How?)**

Specifically, in 2015-16, we aim to achieve our collective mission by ...

- Presenting our mission and goals to IPC to formalize and publicize this collaboration.
- In our meetings, model best practices and processes that shape relational aspects -- areas "below the green line" -- to be more conducive to effectively reach the mission of our institution.
- Partnering in at least 10 CSM events, including publicizing this collaborative effort.
- Contributing to a shared/cross-referenced calendars to help improve publicity for co-sponsored and other relevant events.
- Having leads of these committees/groups meet face-to-face at least twice a semester to assist with regular communication and coordination.
- Hosting a retreat involving key faculty, staff, administration, and students to build and support healthy relationships across all levels within our organization.
- Circulating draft copies of major annual reports from specific committees/groups for feedback from all constituencies.