



NATIONAL  
CHARTER SCHOOL  
RESOURCE CENTER

# Leading in the Unknown

*Strategic Leadership: “Where are we going?”*

Learning Module #2

[charterschoolcenter.ed.gov](http://charterschoolcenter.ed.gov)

# About the NCSRC

The National Charter School Resource Center (NCSRC) provides technical assistance to federal grantees and resources supporting charter sector stakeholders. NCSRC is funded by the U.S. Department of Education (ED) and managed by Manhattan Strategy Group (MSG) in partnership with WestEd.



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## Your Guide



***Lisa Diaz, Founder***



# Leading in the Unknown



# What You'll Learn in Strategic Leadership



Explore how to move your team from crisis reaction mode to short- and long-term strategy development



Learn how to support the development of mission-aligned strategy



Discover how to engage key stakeholders in shaping your strategic direction

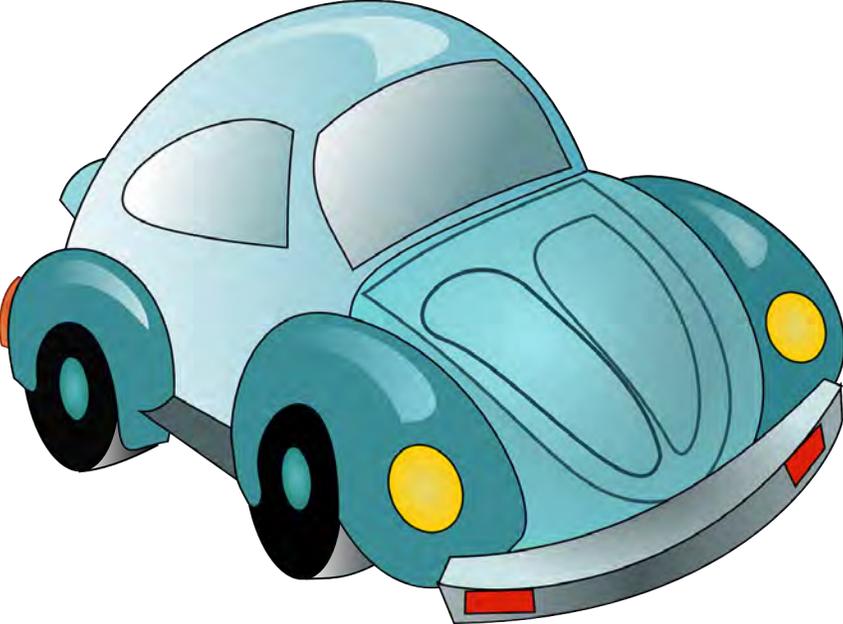


Learn how to set and communicate your vision to ensure all stakeholders are focused on the same desired target of success

# Walking into a Wall

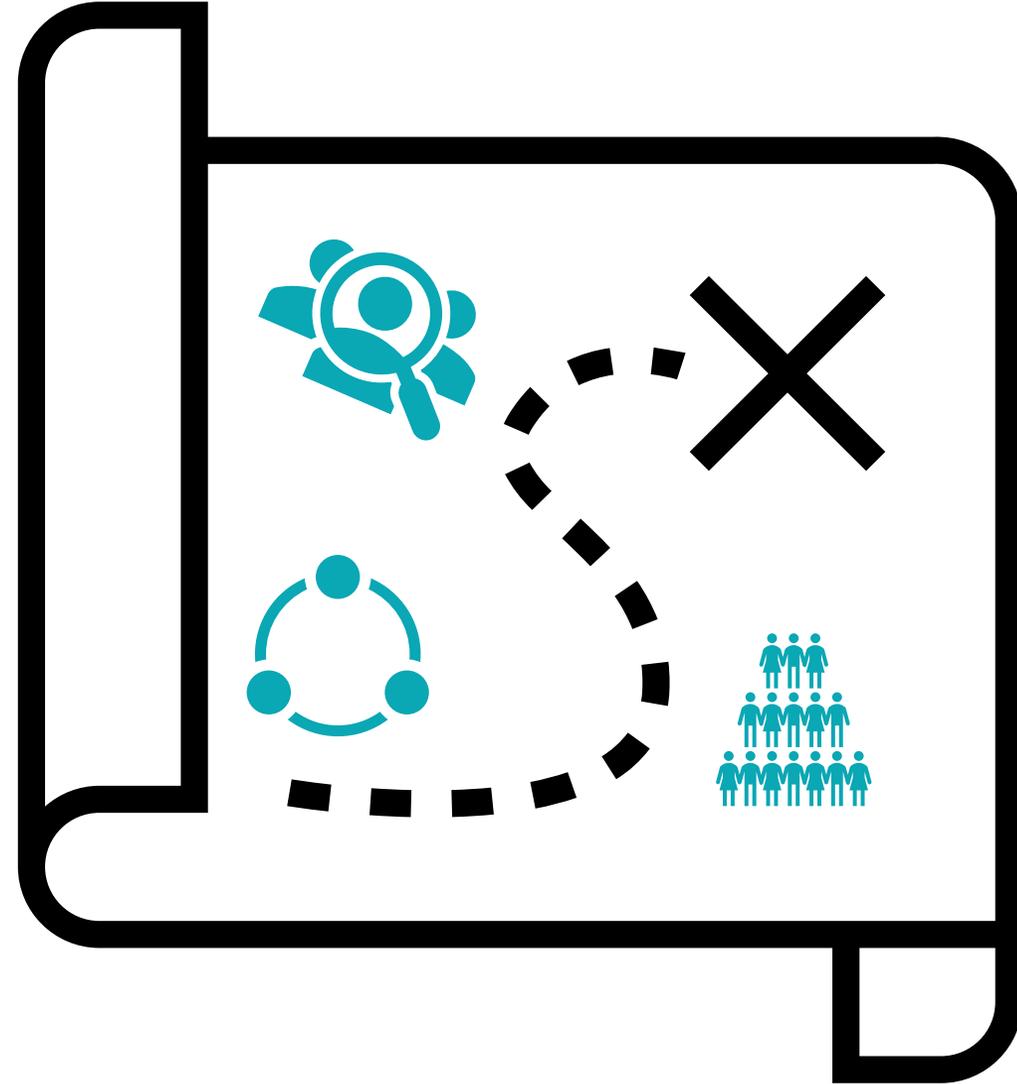


# Is Your Team Ready for a Road Trip?



# Survival Strategy

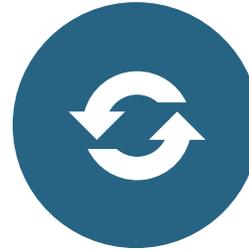
1. Give some structure
2. Create some consistency
3. Provide direction past the immediate next step
4. Elevate focus



# Classical Strategy



Based on predictability



Planning cycles every three to 10 years



Plan sets goals and positions itself to attain goals over the course of the plan



Changes from outside factors are absorbed through minor operational adjustments

**“Only one in four executives surveyed was prepared to adapt to unforeseeable events.”**



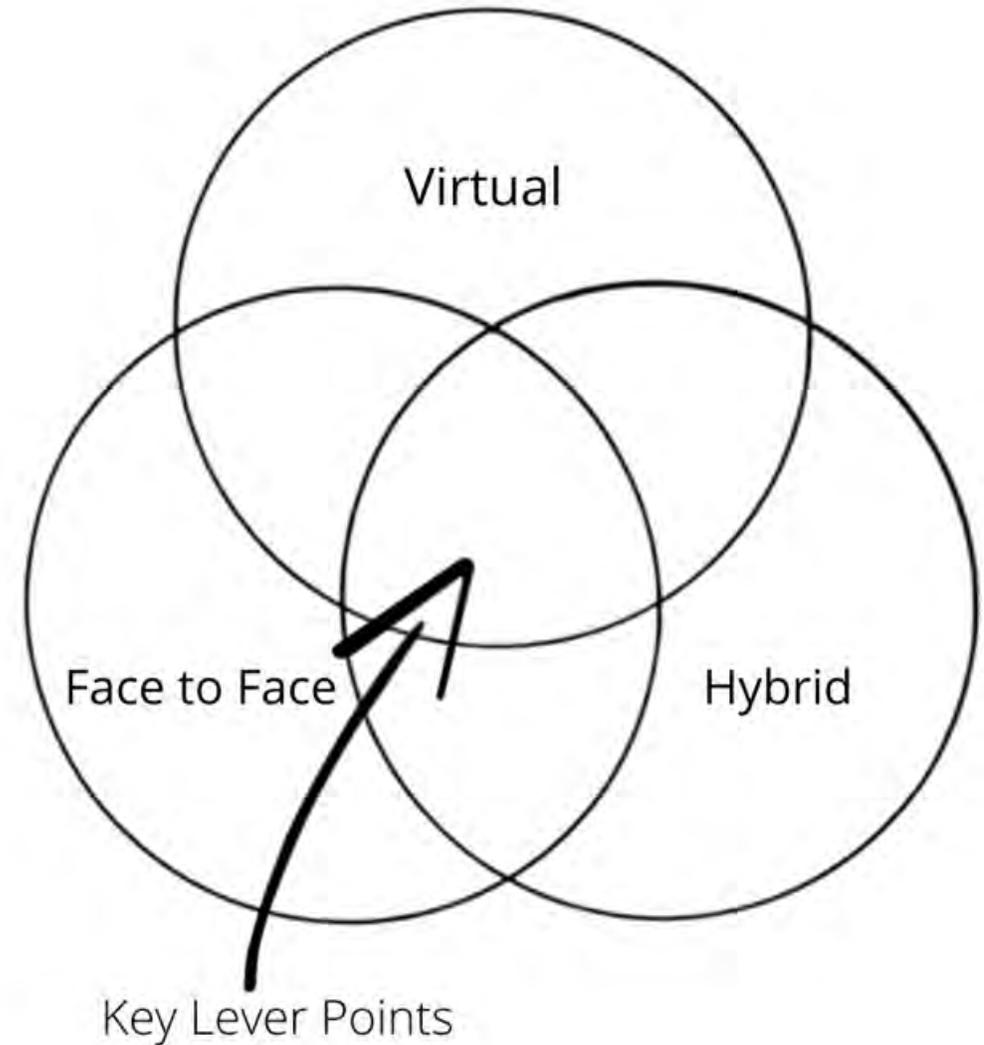
<https://hbr.org/2012/09/your-strategy-needs-a-strategy>



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# Adaptive Strategy

1. Engineered to be flexible
2. Planning cycles are shorter term
3. Plans written in pencil, not pen
4. More of a rough hypothesis than specific blueprint
5. Multiple scenarios/hypothesis outlines with converging intercepts being the key levers to develop



# Getting Started

## Mission & Core Values

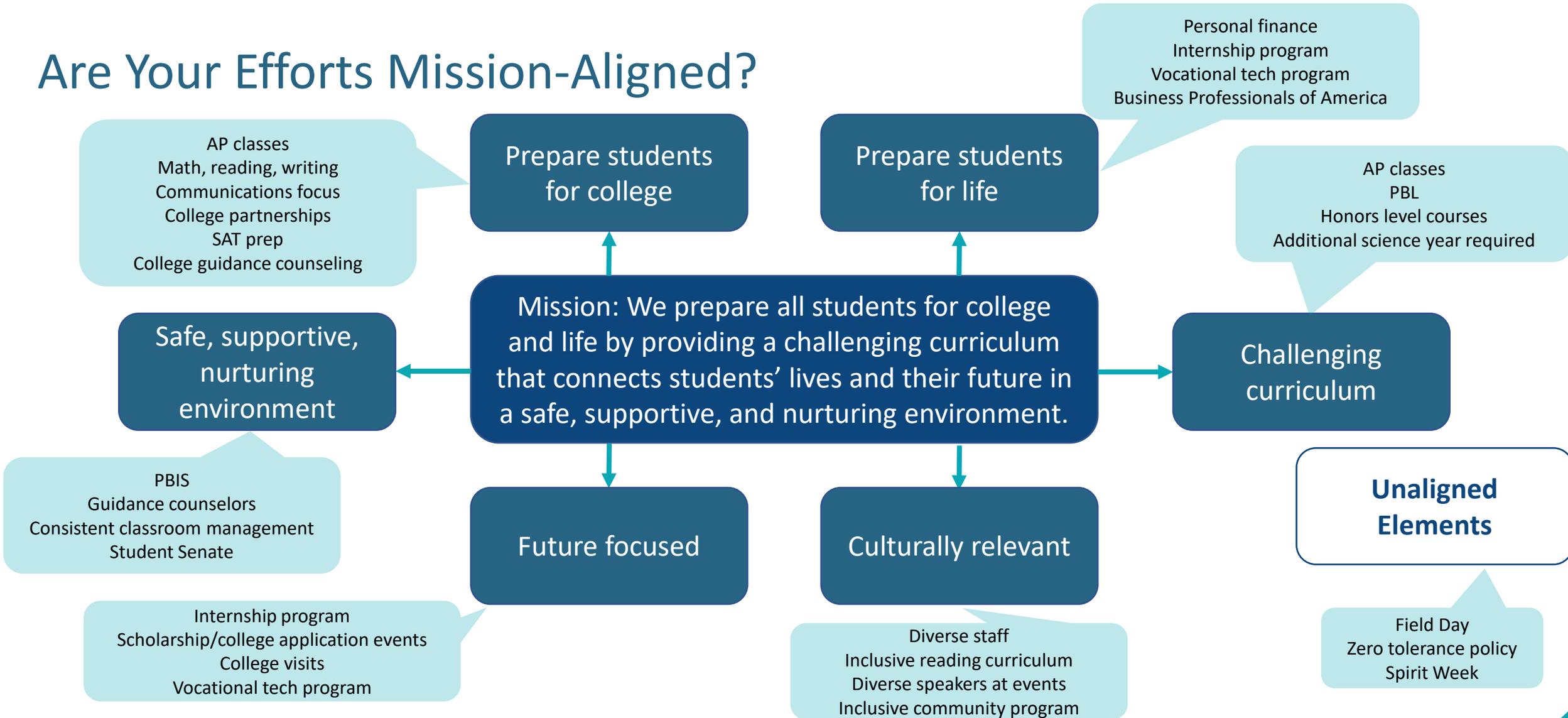


Do we believe our purpose of existing outlined in our mission is still true?



Do we believe the core values that define our behaviors still represent who we are today and who we want to continue to be in the future?

# Are Your Efforts Mission-Aligned?



# Current State



# Future State Vision of Success



# Foundation of a Vision



The vision is about the “why” things are going to happen, not the “how.” It should be inspiring and paint a positive picture of the future.



Be bold. The vision should be challenging. You should not know exactly how you will achieve it, but it also must be realistic.



Documenting the vision gives you something to reference back to which will help align teams and create an accountability tool.

# Developing a Shared Vision



Most leaders do not include a significant number of people in shaping the vision, purpose, or direction of their organization.



<https://www.gallup.com/workplace/240644/people-behind-new-company-vision.aspx>

## Closing the Feedback Loop

Parents who have participated in a parent survey or research study conducted by their school

32%

Parents who have received communications informing them of survey results

46%



<https://news.gallup.com/businessjournal/199193/schools-missing-big-opportunities-engage-parents.aspx?version=print>



# Reaching the Final Destination Together



# Additional Resources



## **Is Your Nonprofit Organization in Survival Mode?**

<https://www.grfcpa.com/resource/is-your-nonprofit-organization-in-survival-mode/>

## **Schools Fail at Engaging Parents**

<https://news.gallup.com/businessjournal/199193/schools-missing-big-opportunities-engage-parents.aspx>

## **Eight Ways to Communicate Your Strategy More Effectively**

<https://hbr.org/2011/08/eight-ways-to-energize-your-te>

## **Rules & Tips for Writing Powerful Visions**

<https://1drv.ms/w/s!AvT9StKUbHCoiyfCRPF2UaYQKD2L?e=f9aYyy>



# Strategic Direction in the Unknown in Practice



**Bevon Thompson**  
Principal and CEO  
Imagine Me Leadership  
Charter School

# Office Hours



**Wednesday, October 28, 2020**

1 p.m. ET/10 a.m. PT

Register at: [bit.ly/LITUOfficeHour2](https://bit.ly/LITUOfficeHour2)

## Next in Leading in the Unknown

