

Creating a Strategy Focused Organization

Board Development Series Strategic Mapping Part I | March 9, 2016

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Outcomes

- Understand that thinking strategically creates value
- Learn how to develop vision/mission-aligned levers and drivers to create intended value
- Create and utilize a strategic thinking concept map to articulate how to create value in a unique way

Agenda

- WHY strategic thinking is a frame for the development of strategy
- HOW to define vision/mission-aligned levers and drivers
- WHAT results come from defining success

Starting with “Our” WHY

“We envision a diverse and dynamic public education marketplace that fosters academic excellence for all children.”



Starting with “Our” WHY

“We envision a diverse and dynamic public education marketplace that fosters academic excellence for all children.”

Example of a WHY : To foster academic excellence for all children



The Need to Think Strategically



What road do I take?

Well, where are you going?

I don't know.

**Then it doesn't matter.
If you don't know where
you are going, any road
will get you there.**

What is Strategic Thinking?



To think about, view,
assess and create future
success



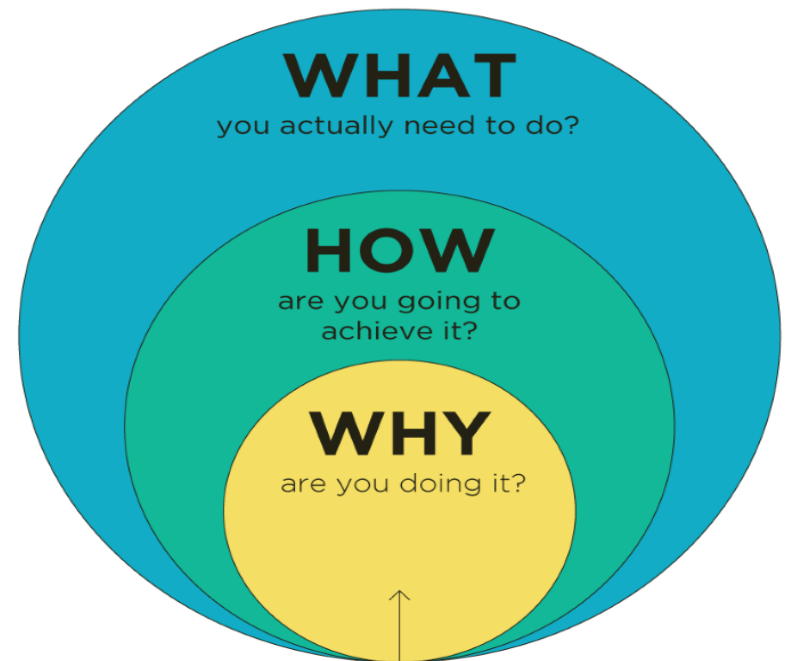
Strategic Thinking

“All men can see the tactics
whereby I conquer, but what
none can see is the strategy out
of which victory is evolved.

Sun Tzu

Strategic Thinking: Starting with the WHY

- **WHY? = The Purpose**
 - *What is your cause? What are your beliefs?*
- **HOW? = The Process**
 - *The actions taken to realize the WHY, guiding values and principles.*
- **WHAT? = The Results**
 - *What do you do? The result of WHY. The proof.*



The Golden Circle

Source: Sinek, S. (2011).

A purpose, cause or belief, reason for being beyond products and services

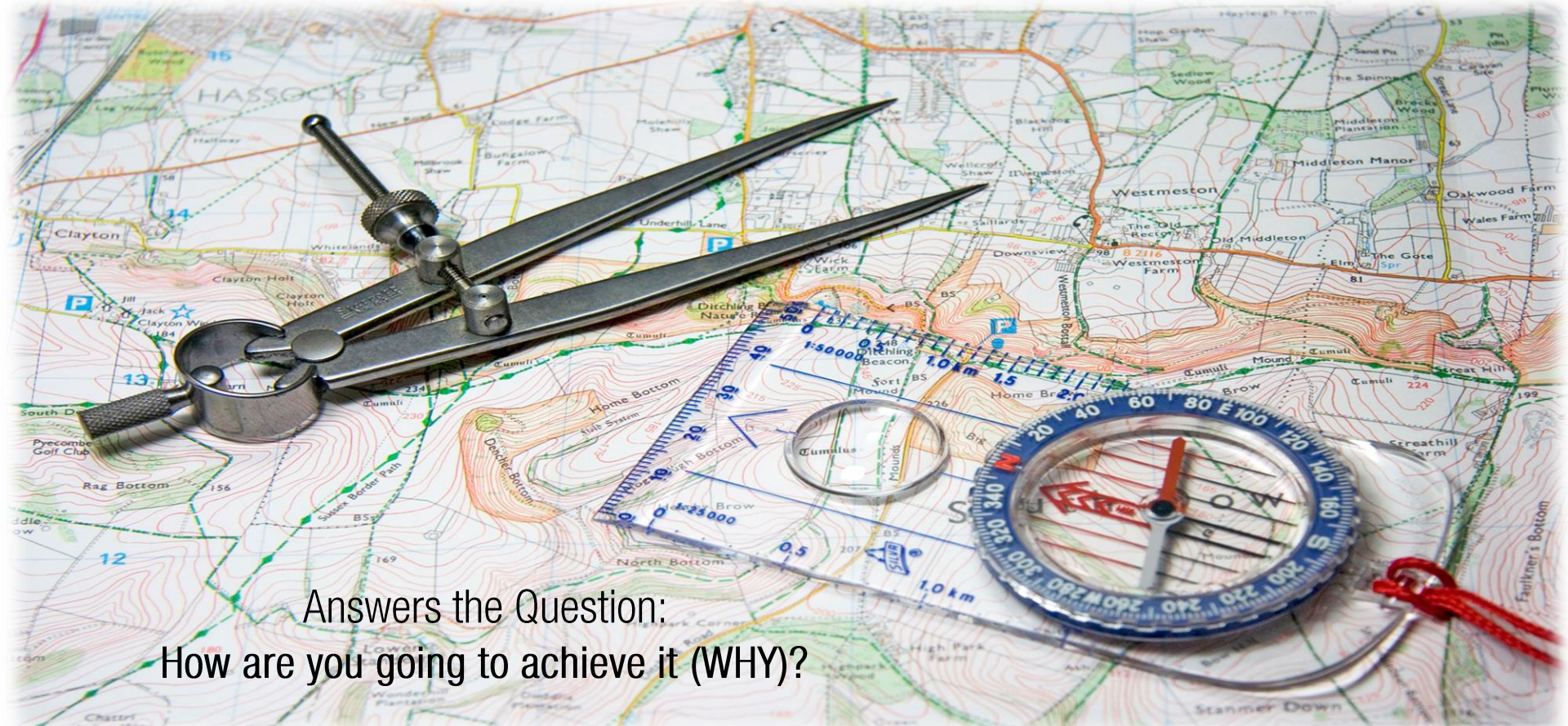
Clarity of the **WHY**



Answers the Question:
Why do we do what we do?

The actions taken to realize the belief, values, principles that guide HOW to further the cause (WHY)

Discipline of the HOW



Answers the Question:
How are you going to achieve it (WHY)?

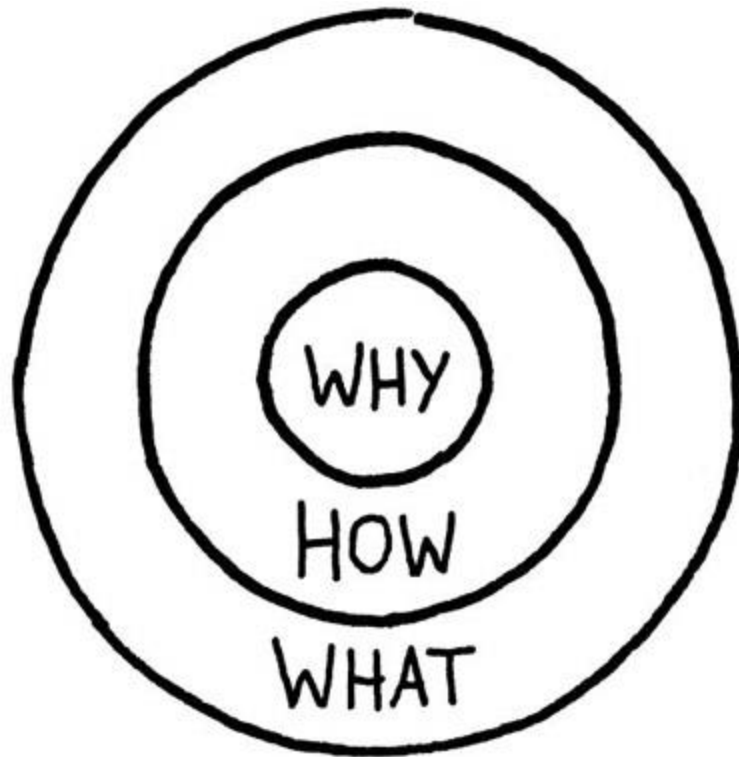
The results of those actions – everything that you say and do

Consistency of WHAT



Answers the Question:
What do you do?

Thinking Strategically to Create Value



Is there more to this than
meets the eye?

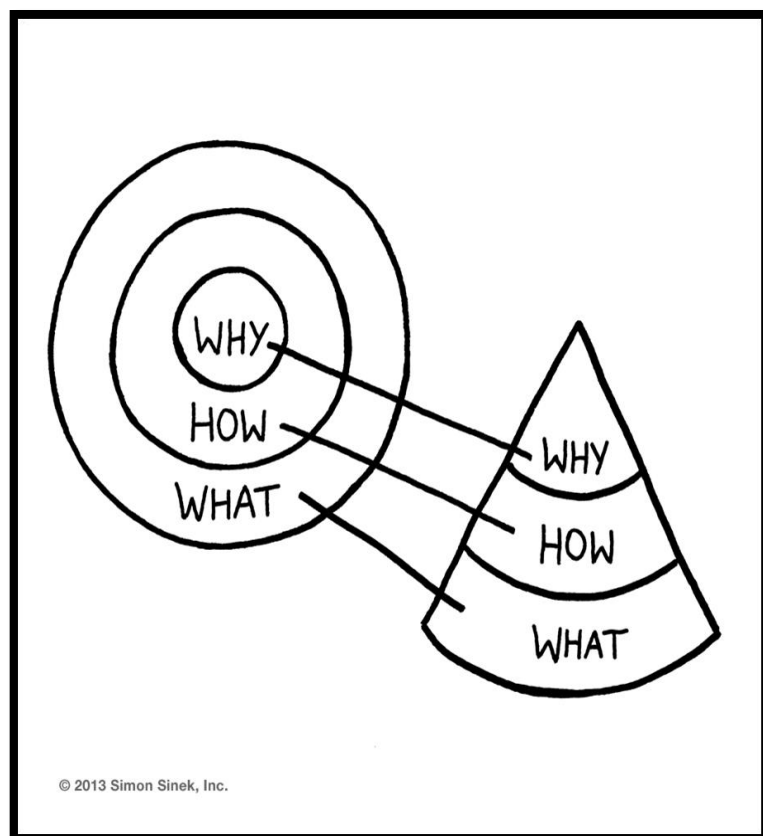


Authenticity and Trust: Creating Value

- Trust is developed through relationships
- With trust comes a sense of value
- Value = transference of trust
- Belief and passion



Creating Value Through the WHY



- **WHY:**
 - describes the benefits of engaging your organization
- **HOW:**
 - informs as to how your organization will meet stakeholder needs
- **WHAT:**
 - illustrates what distinguishes an organization from the competition



Start with the “WHY” but Know “HOW”

The Chosen Path

“I Have a Dream”

Those who know “WHY”
need those who know
“HOW”

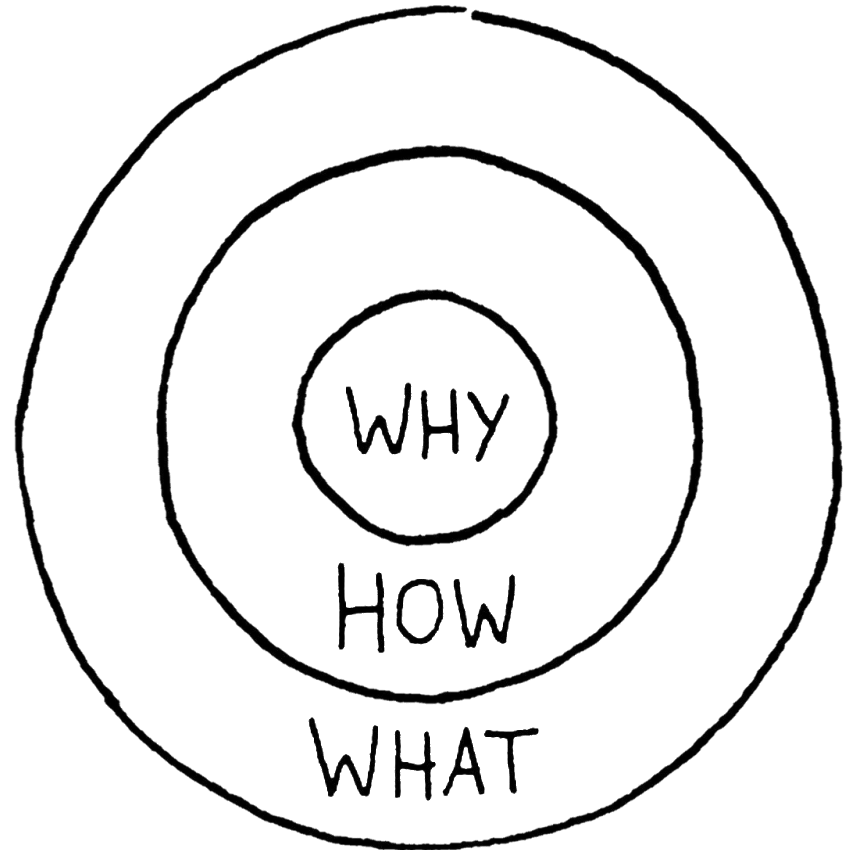
Defining Mission-Aligned Levers and Drivers

The Golden Circle

CLARITY OF **WHY**

DISCIPLINE OF **HOW**

CONSISTENCY OF **WHAT**





Clarity of WHY

Any student that walks through our school doors, regardless of background, will receive a high quality education that will result in options for careers and colleges of their choosing and transform their life trajectory for generations to come

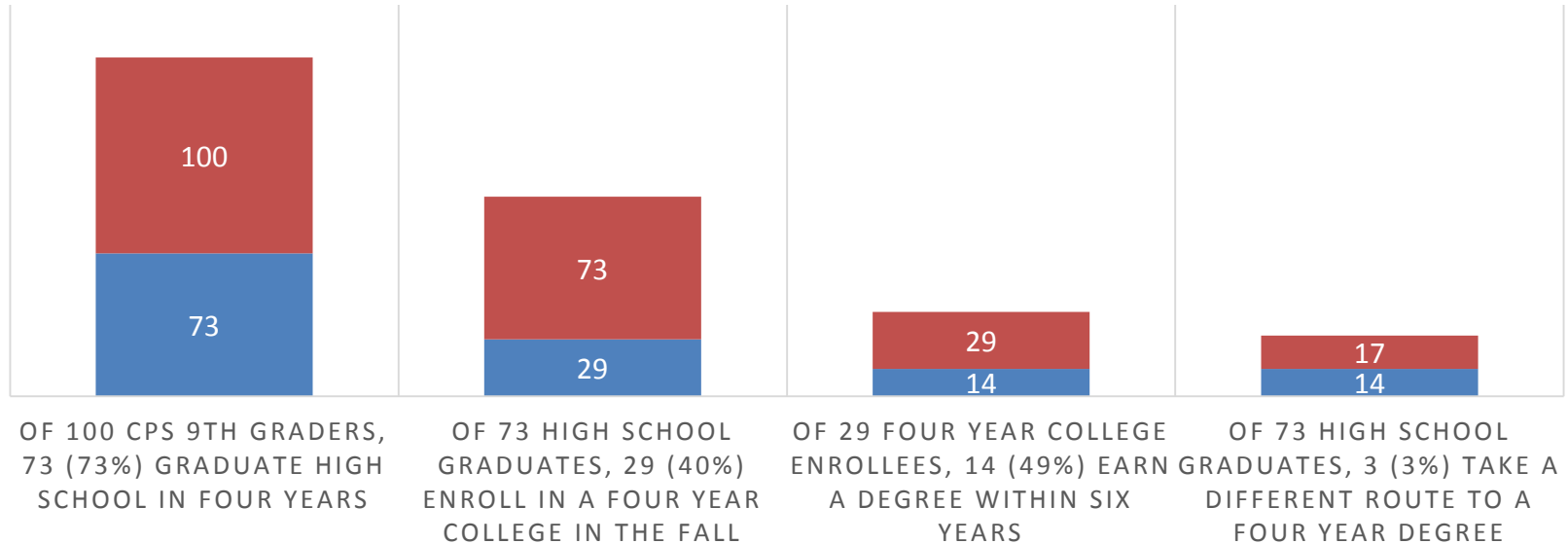


WHY

To transform lives through academic excellence and social/emotional development

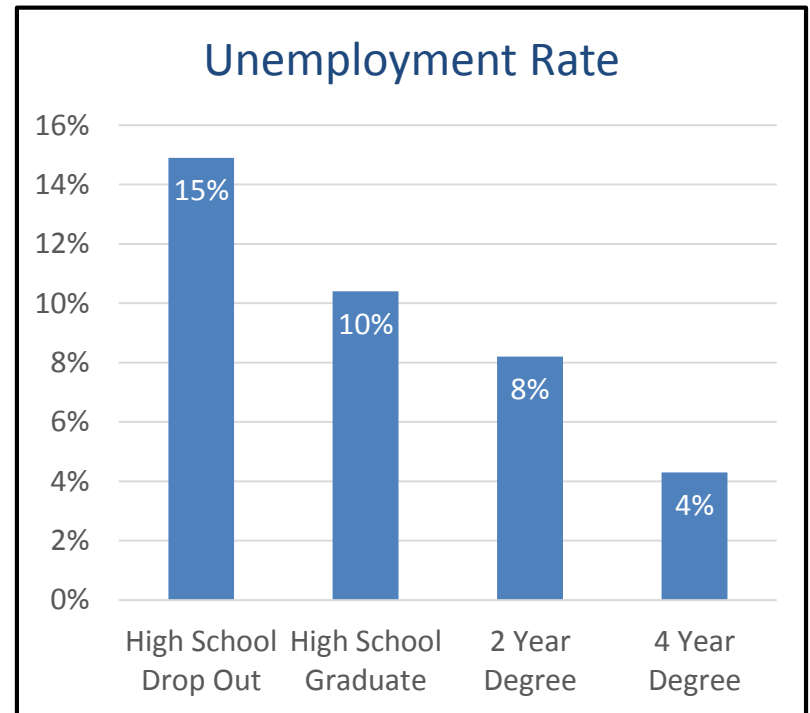
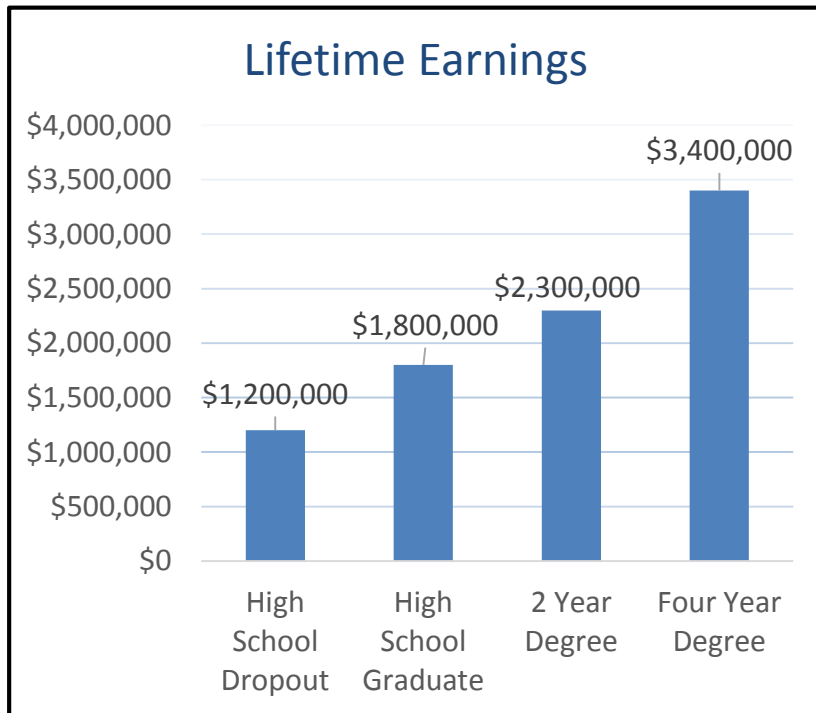
Clarity of WHY

COLLEGE MATRICULATION AND GRADUATE RATES OF CHICAGO PUBLIC SCHOOL STUDENTS*



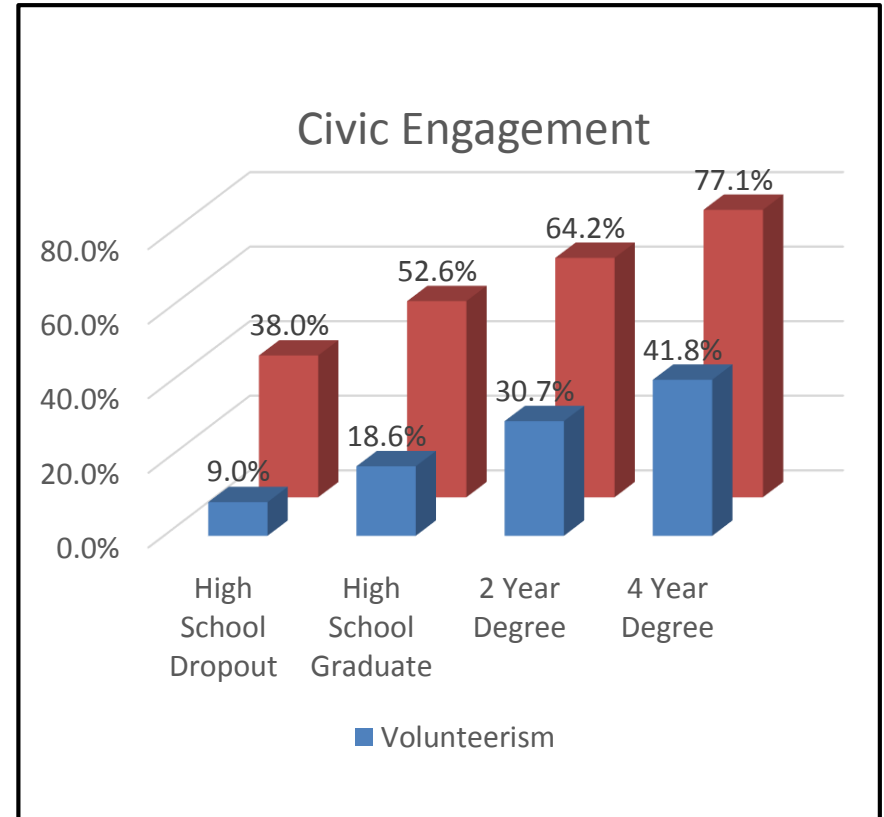
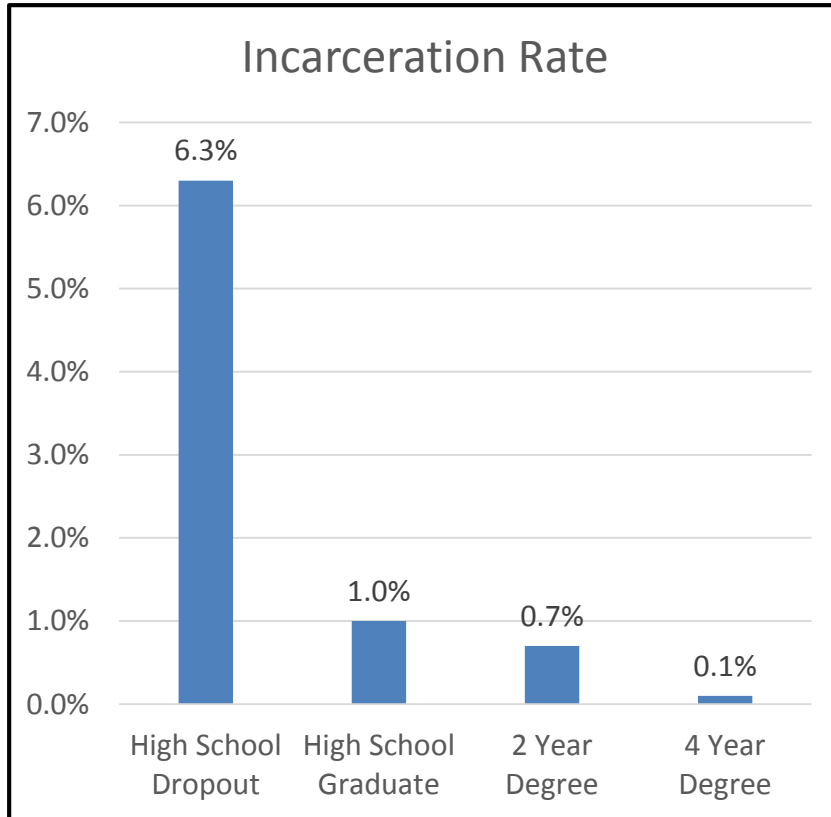
*Kaleen Healey, Jenny Nagaoka, and Valerie Michelman, *The Educational Attainment of Chicago Public Schools Students: A Focus on Four-Year College Degrees*, available at <https://ccsr.uchicago.edu/sites/default/files/publications/Fast%20Facts%20Brief.pdf> (last visited Sept. 22, 2015).

Clarity of WHY



A Better Chicago, The Challenge, available at <http://www.abetterchicago.org/about-us/challenge/> (last visited Sept. 22, 2015).

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Clarity of **WHY**



To transform lives through academic excellence
and social/emotional development



Discipline of **HOW**

The Discipline of HOW

The vision of Rowe Elementary School is to ensure that all scholars in grades K-8 are college and career ready

We cultivate the college mindset in our scholars and in our families

PRIDE

We provide a robust and rigorous academic program

SUCCESS

We develop the social and emotional skills of our scholars and our families

HONOR

The Discipline of HOW

DRIVER

Consistently and repeatedly setting college expectations

Exposure to college-like experiences for scholars, inside and outside of the classroom to create familiarity and comfort

Aligning scholars, teachers, and families on the expectation

Preparing scholars for high school and college success by incorporating instructional teachings around building the academics mindsets necessary to experience success in high school and college

We cultivate the college mindset in our scholars and in our families

LEVER

The Discipline of HOW

DRIVER

Delivering an integrated curricular program that is horizontally and vertically aligned and provides a shared understanding of learning outcomes for every grade level

Recruiting, developing and retaining great teachers

Using real-time data to course correct

Bringing joy to learning

We provide a robust and rigorous academic program

LEVER

The Discipline of HOW

DRIVER

We develop the social and emotional skills of our scholars and our families

LEVER

Using evidenced based models to build cohesive school culture that empowers families and scholars to advocate for their needs

Providing explicit instruction in SEL skills and ensuring there are clear outcomes and measures of success across grade level bands

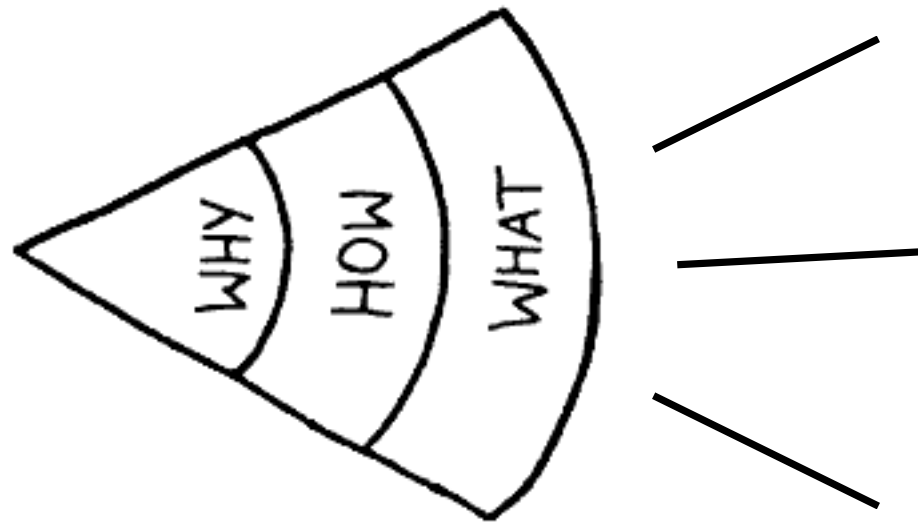
Creating opportunities for SEL skill application

Building teacher capacity around SEL

Consistency of WHAT

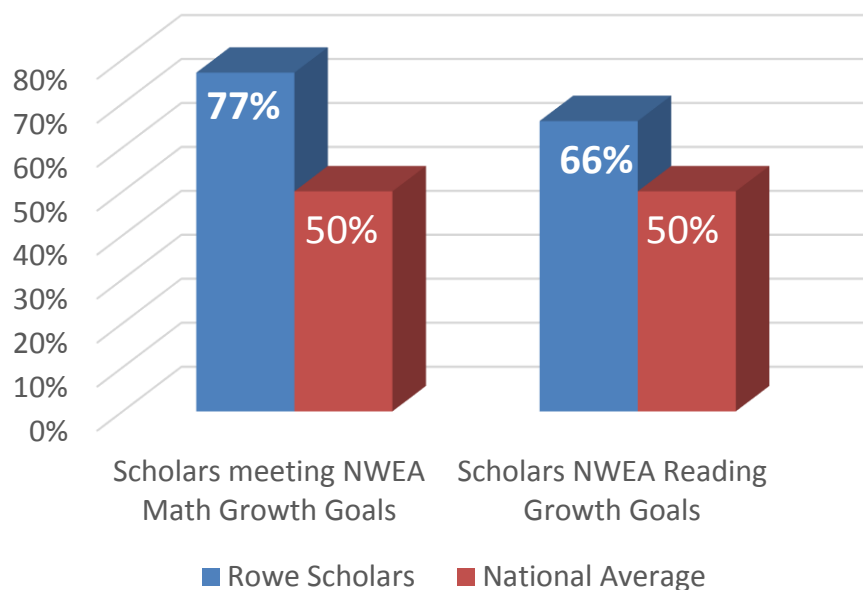
Lever	Driver	Description
<p>We cultivate the college mindset in our scholars and in our families</p>	<ul style="list-style-type: none"> • Consistently and repeatedly setting college expectations • Exposure to college-like experiences for scholars, inside and outside of the classroom to create familiarity and comfort • Aligning scholars, teachers, and families on the expectation • Preparing scholars for high school and college success by incorporating instructional teachings around building the academics mindsets necessary to experience success in high school and college 	<ul style="list-style-type: none"> ❑ High frequency of language, behaviors, artifacts and events that set college expectations ❑ In-school programs and field trips to expose students to college, including in-school college panel career panels, cultural field trips, and visits to college campuses during the K-8 ❑ One week residential experience at House in the Wood ❑ Teachers/staff screened for belief; family expectations crafted from recruitment ❑ Home visits for in-coming kindergarten (or families new to Rowe); family re-orientations ❑ Counselor for high school apps and follow up in grade 9+ and individual conferences for high school selection ❑ Educating families about high school application process, scholarships, etc. ❑ Visits to high school campuses, especially during middle school; parent workshop on high school/college process ❑ High School Readiness unit included in middle school advisory ❑ High School Fairs

The Golden Circle + The Cone



Transformative IMPACT

Rowe Scholars Outperform National Reading and Math Results



- ✓ 96% of current 8th grade scholars qualify for Chicago's selective enrollment high schools
- ✓ 95% of Rowe scholars are displaying expected/above-average social-emotional growth
- ✓ Rowe's middle school exceeded NWEA goals in both growth and attainment for reading and math
- ✓ Rowe Elementary School earned a 1+ rating, the highest possible rating given to Chicago Public Schools two years in a row

TRANSFORMATIVE IMPACT



- ✓ The average 6th grader at Rowe ended the school year at a beginning of year 8th grade level in both reading and math and the average 7th grader ended the school year at beginning of year 10th grade level in both reading and math.



- ✓ Rowe Scholars are on track to enter 9th grade ahead of grade level and more prepared than most CPS students

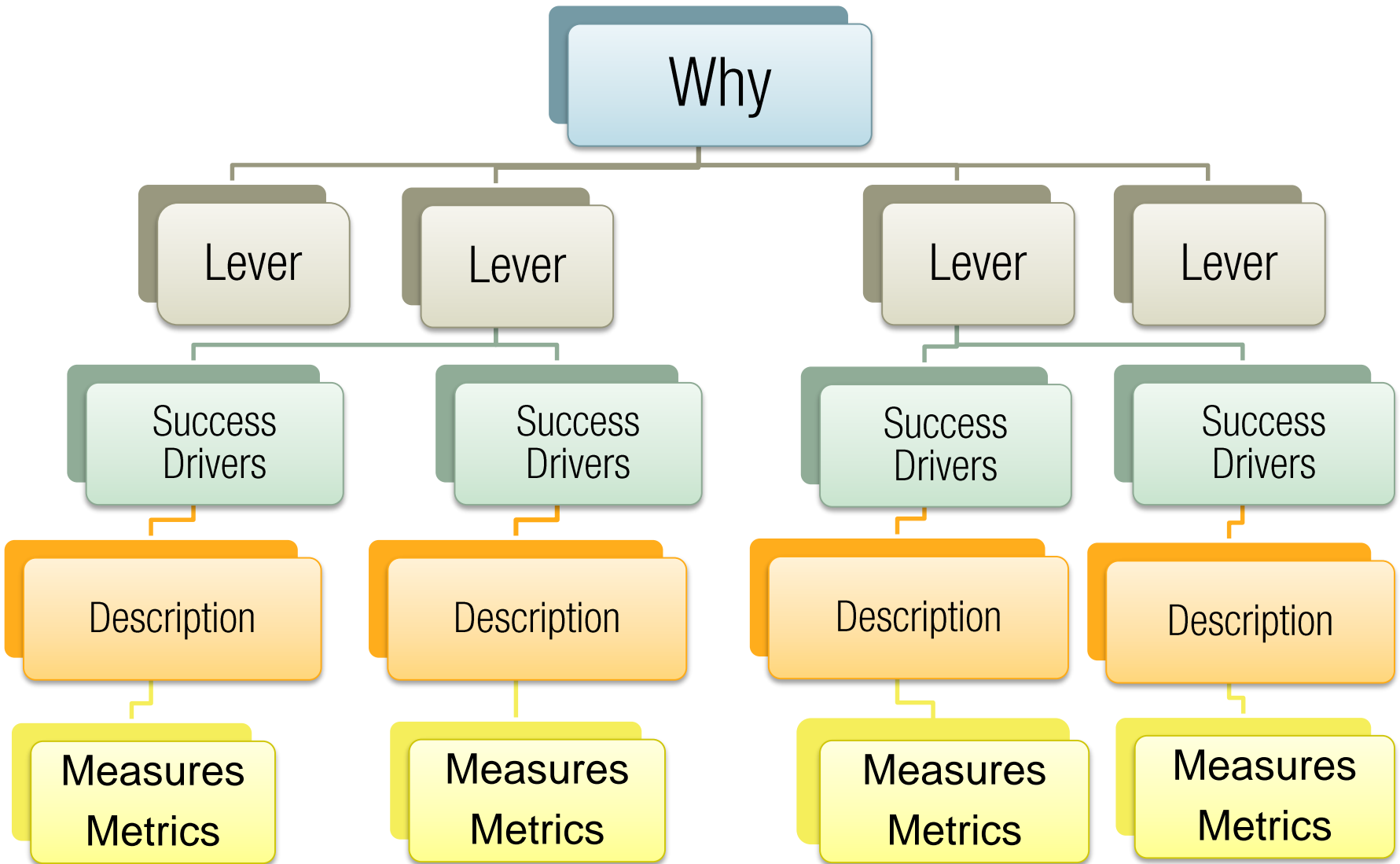


- ✓ The Class of 2024, Rowe's first graduating class, will enter high school with a college mindset and the persistence to finish high school, enroll in, and graduate from college.



- ✓ 82% of these scholars are low income and college will empower them to change the life trajectory for themselves and their families.

Strategy Mapping: Communicating Organizational Strategy

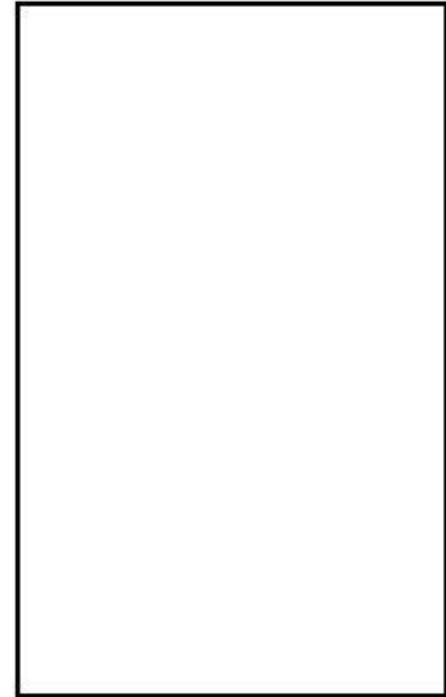


Strategic Mapping Activity

WHY (Vision)



HOW (Guiding Principles and Levers)

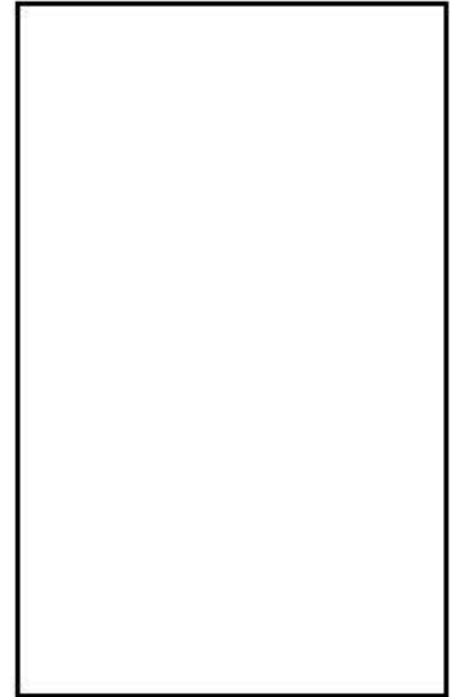


Strategic Mapping Activity

WHY (Vision)

To prepare all students for success in a global economy

HOW (Guiding Principles and Levers)



Strategic Mapping Activity

WHY (Vision)

To prepare all students for success in a global economy

HOW (Guiding Principles and Levers)

Guiding Principle:

Rigor

Lever:

To provide a
challenging
curriculum

Strategic Mapping Activity

WHY (Vision)

To prepare all students for success in a global economy

HOW (Guiding Principles and Levers)

Guiding Principle:

Rigor

Lever:

To provide a
challenging
curriculum

Guiding Principle:

Relevance

Lever:

To connect learning
to students' lives
and their future

Strategic Mapping Activity

WHY (Vision)

To prepare all students for success in a global economy

HOW (Guiding Principles and Levers)

Guiding Principle:

Rigor

Lever:

To provide a
challenging
curriculum

Guiding Principle:

Relevance

Lever:

To connect learning
to students' lives
and their future

Guiding Principle:

Relationships

Lever:

To create and
sustain a safe,
supportive and
nurturing
environment



Questions

CONTACT INFO/QUESTIONS

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