

Doug Eadie & Company

**Building High-Impact
Board-Superintendent Leadership**

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A Program For:
THE MASA/MASE SPRING CONFERENCE
March 17, 2011

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**TAKING COMMAND OF
STRATEGIC CHANGE:**
*Applying the
Strategic Change Portfolio Process*

3 Things You'll Learn In This Program:

1. Overview of the Strategic Change Portfolio Process
2. Key steps in applying the process in your district
3. How to ensure proactive, meaningful school board involvement in the process

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**1.
Overview of the Strategic
Change Portfolio Process**

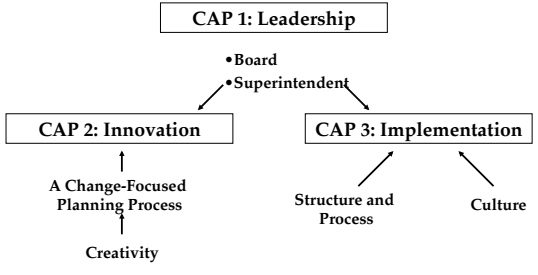
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**School Districts That Thrive In
Changing, Challenging Times:**

- Put in place an issues-focused innovation planning process that generates change initiatives to deal with high-stakes challenges and opportunities
- Involve their boards – in a proactive, meaningful fashion – in change planning
- Employ well-designed process and structure to implement change strategies

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3 Critical Capacities in Leading Change



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Key Assumptions

- Old-fashioned, long-range planning for arbitrary periods (e.g., 5 years) NOT a powerful strategic change tool: rather, serves control and political purposes
- Great majority of issues facing any school district are operational – can be handled through the operational planning/budgeting process
- Most districts can handle only a small number of high-stakes issues per year due to resource constraints
- Board and staff resistance to change is normal – so plan for it and deal with it

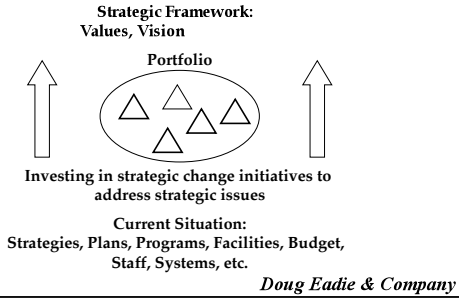
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What is the Strategic Change Portfolio Process?

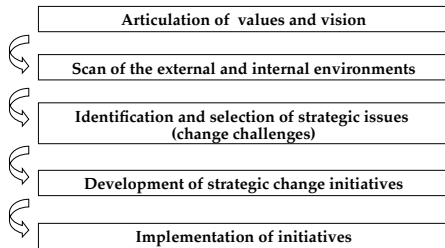
- A post-strategic planning vehicle for generating strategic change initiatives (projects)
- Intended to address strategic issues (in the form of major opportunities and challenges)
- Guided by a detailed vision (not just a pithy paragraph!) for the future
- Managed separately from day-to-day operations

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Strategic Change Portfolio Process in a Nutshell

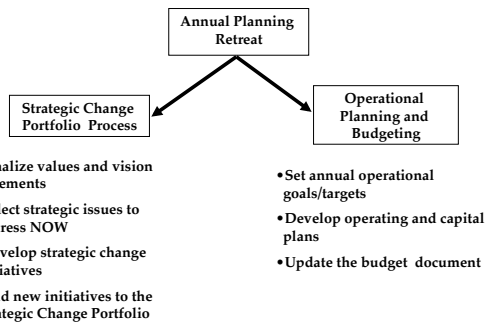


Strategic Change Portfolio Flow



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Parallel Planning Streams



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2.
**Key Steps in the Strategic
Change Portfolio Process**

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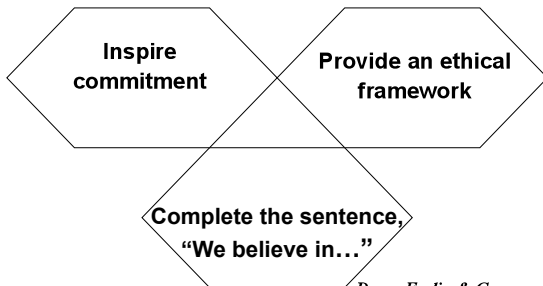
3 Key Steps

1. Update Strategic Framework
 - ❖ Values
 - ❖ Vision
2. Identify and Select Strategic Issues
3. Fashion Strategic Change Initiatives

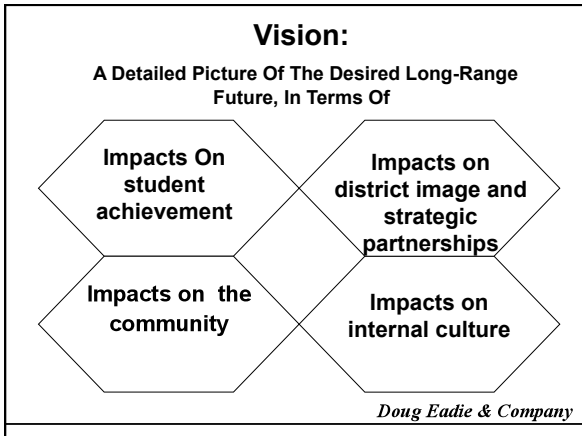
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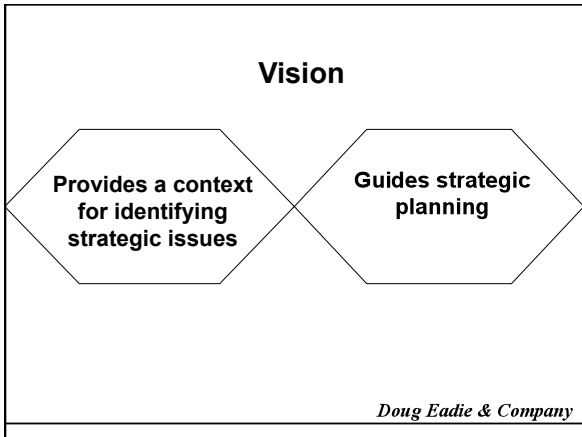
Values

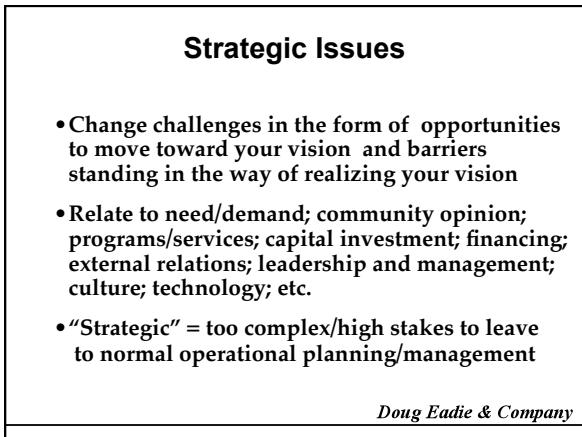
Cherished Beliefs And Principles That:



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To Select Strategic Issues

- Assess likely future penalties for NOT taking action to address particular issues NOW (direct costs and lost opportunities)
- Assess capacity (including financial) to address particular issues
- Select issues promising greatest return at an acceptable cost

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Strategic Change Initiatives

- Essentially complex, high-stakes projects managed in the Strategic Change Portfolio
- Consist of:
 - Specific objectives/outcomes
 - Schedule of action steps
 - Accountabilities
 - Required resources/budget

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3. Involving Your Board in the Strategic Change Portfolio Process

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**Compelling Reasons
For Board Involvement**

- The “gold standard” for board involvement because of the stakes involved
- Board members uniquely qualified to contribute: bringing their experience, knowledge, expertise, perspectives, and networks to bear
- Need for board support, especially resource allocation and overcoming resistance
- A vehicle for board member satisfaction second to none

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Keys To Board Involvement

- A board planning committee to spearhead the process in close partnership with the superintendent
- Up-front planning committee commitment to the process design: outcomes; roles and accountabilities; schedule of events
- Use of a kick-off strategic planning retreat

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**A Brief Look At Board
Governing Committees**

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Well-Designed Governing Committees

- Correspond to the major streams of decisions and judgments that make up your board's governing work (form following function)
- Cut across all district programs and functions (not tied to narrow silos such as curriculum, buildings and grounds, finance, personnel, etc.)
- Are standing, not ad hoc, committees

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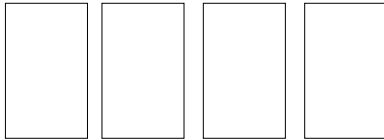
Form Follows Function

Board Governing Streams

Strategic/Operational Planning Stream

Performance Oversight Stream

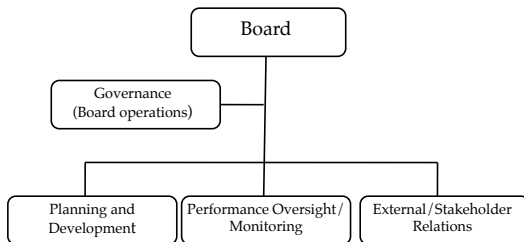
External/Stakeholder Relations Stream



Programs / Administrative Functions

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Model Committee Structure



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**Planning And Development Committee's
Role In Strategic Change Portfolio Process**

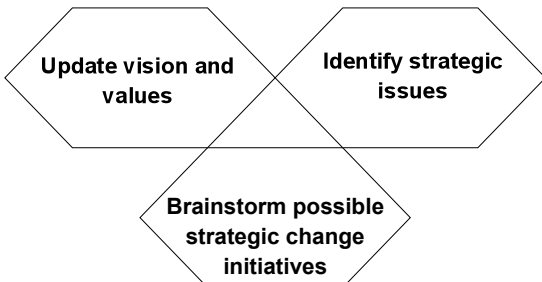
- Reaches agreement with superintendent on applying Portfolio Process and on nature and timing of board involvement in Portfolio Process
- Oversees and coordinates board involvement
- Reaches agreement with superintendent on agenda of – and hosts – retreat kicking off Portfolio Process
- Reviews and recommends board adoption of Strategic Change Initiatives to add to Portfolio

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**A Brief Look At
the Retreat As a
Board Involvement Vehicle**

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**The Retreat: A Powerful Vehicle For
Proactive, Meaningful Board
Involvement**



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The Keys To A Successful Board-Superintendent-Staff Retreat

- **Involve your board planning committee in developing a detailed retreat design, spelling out:**
 - Retreat outcomes/objectives
 - Retreat structure (e.g., location; space; use of breakout groups)
 - Blow-by-blow agenda
 - Follow-through process

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Keys To Successful Retreat (Continued)

- **Include senior executives and perhaps non-board volunteers and selected external stakeholders**
- **Employ board member-led breakout groups to generate content, ensure active participation, and build participant ownership**
- **Avoid reaching formal consensus or making firm decisions**
- **Use a neutral, professional facilitator**
- **Determine follow-through process**

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Moving Forward:

- **Become a change aficionado: reading; attending educational events; consulting experts; discussing with colleagues, etc.**
- **Don't ignore change: get cracking with Strategic Change Portfolio Process**
- **Ensure board commitment and structure in place to support Portfolio Process**
- **Design kick-off retreat to ensure proactive board involvement and retain facilitator with both change management expertise and experience and strong process skills**

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**Feel Free To Call Or Email Me To
Discuss Your Board's Involvement
In the Portfolio Process:**

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