



LEADERSHIP FOR PROM/SE

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Role of the PROM/SE Associate

From the MSP grant application:

- In order to impact the nearly 715 schools in PROM/SE, a resource person known as an Associate will be named.
- The Associate will understand the data, the way the data can be used to drive improvement, and the notion of tying instruction and instructional materials to challenging and coherent standards.

Leadership is one of mobilizing people to tackle tough problems. Leadership is not mobilizing others to solve problems we already know how to solve, but to help them confront problems that have never yet been successfully addressed.

Ron Heifetz

Leadership Without Easy Answers, 1994

LEADING IN A CULTURE OF CHANGE

Michael Fullan

Leaders must understand....

- **Moral purpose**

Moral purpose means acting with the intention of making a positive difference in the lives of others.

Leaders must understand....

■ The change process

The goal is not to innovate the most.

It is not enough to have the best ideas.

Appreciate early difficulties of trying something new (the implementation dip).

Leaders must understand....

■ The change process

Redefine resistance as a potential positive force.

Re-culturing is the name of the game.

Never a checklist, always complexity.

Leaders must understand....

- Relationships are essential to all successful change.

The single factor common to every successful change initiative is that *relationships* improve. Leaders must be consummate relationship builders with diverse people and groups – especially with people different than themselves.

Leaders must understand....

- **The need to commit to constantly generating and increasing knowledge inside and outside the organization.**

Leaders must understand....

- The need for instructional coherence

Complexity keeps people on the edge of chaos. *Coherence making* is a perennial pursuit.

Leadership occurs in the personal attributes of....

Energy

Enthusiasm

Hopefulness

Table Discussion

- How can the role of the Associate be deepened and more clearly defined?
- How can technology be used to effect the greatest change for the largest number of students?
- What kind of support would be helpful to you as an Associate?

The Role of the PROM/SE Associate

Roles will vary according to the particular needs of partner sites, districts, and even buildings

Associates will understand

- the data,
- the way that the data can be used to drive improvement,
- and the notion of tying instruction and instructional materials to challenging and coherent standards