

UPLIFTING LEADERSHIP

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Your objectives

- Learn how organizations create uplifting leadership
- Understand six factors that uplift people & organizations
- Consider actions that support these factors
- Leave with ideas to apply in your workplace

Uplifting Criteria

- Do better than before
- Do a lot with a little
- Outperform your peers
- Create something from almost nothing

Uplifting Data

- 15 organizations
- 3 sectors
- 8 countries
- 4 continents
- 200 plus interviews
- 10k words plus case reports



Uplifting those we serve by uplifting those who serve them



Leading the right things,

For the right reasons,

In the right way



Uplifting:

Your performance

Your people

Yourself



We uplift ourselves by uplifting others

Behavioral

Emotional & Spiritual

Social



Uplifting:

Not a set of standards, but a narrative or journey



Uplifting:

Opposites attract

Uplifted

- Think of an instance when you felt uplifted
- How did it come about?
- What factors created and sustained it?
- How did it affect you & what did you do next?

Pair - Share

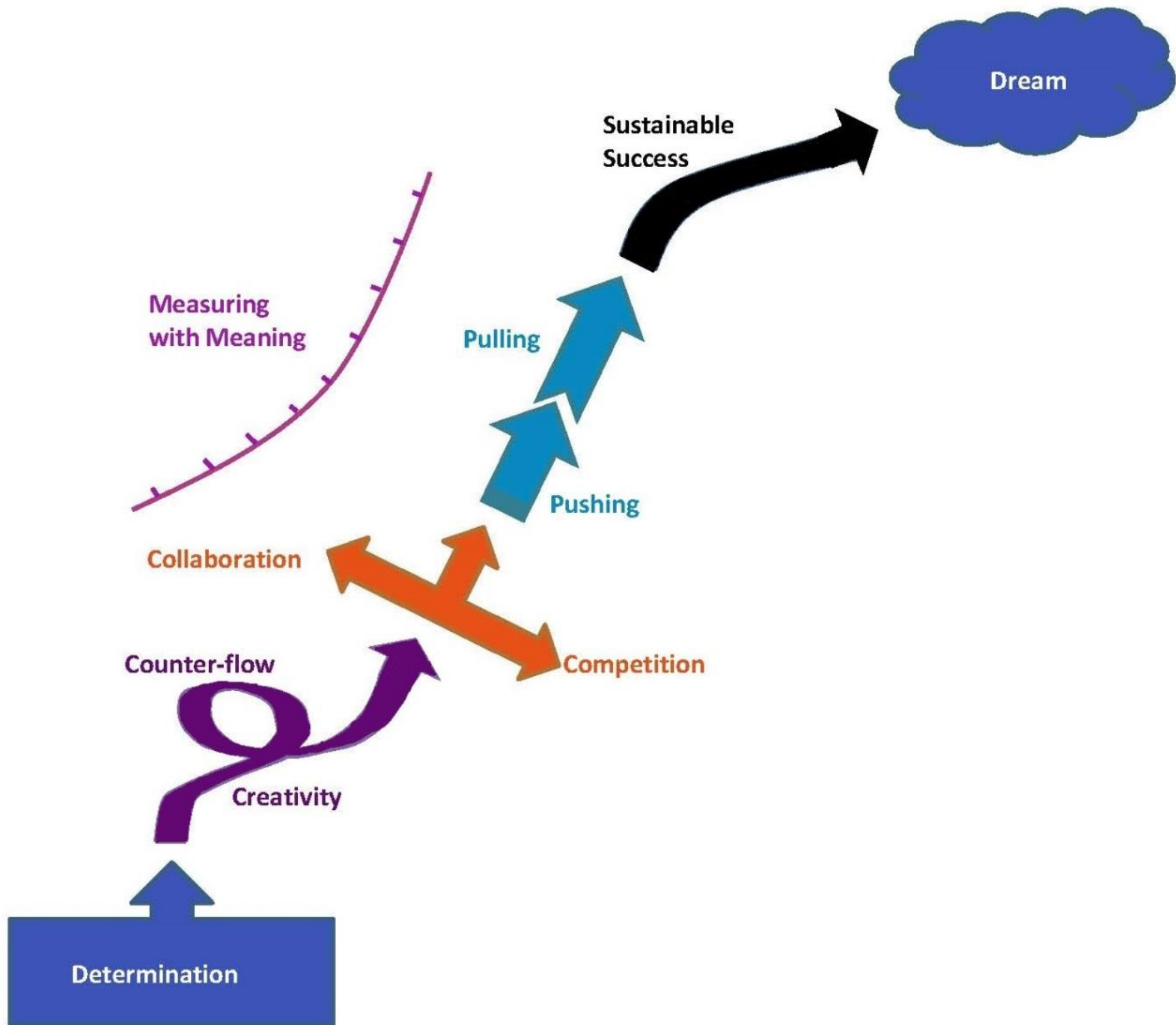
- Share your thoughts with another person
- Agree ONE factor that creates uplift

Depressing Leadership

- Aim to be top or best in class
- Following paths taken by others
- Wiping out the competition
- Being driven by performance data
- Race to the top as fast as you can

Six Uplifting Forces

1. Dreaming with Determination
2. Creativity and Counter-flow
3. Collaboration with Competition
4. Pushing and Pulling
5. Measuring with Meaning
6. Sustainable Success



Dreaming with Determination

Dreaming with Determination

The impossible dream and improbable challenge produce a leadership response of fight to overcome or avoid obstacles and a spirit of relentless determination to succeed

Some dreams

- Making products that cannot be used for war
- Poverty is no excuse for failure
- Becoming a developed country in one generation
- Elevating taste in beer

The Future with the Past

- Long-standing organizations that exceed expectations (compared to new organizations like Internet firms) connect inspiring futures to an honorable past.
- They bond change and tradition; they connect the destination to the origin.

Daydreams

- Think about a current or possible inspiring dream for your organization
- Describe your dream & say how it:
 - Changes people's lives for the better
 - Creates a sense of collective identity
 - Connects with the best of what has been before

Grounding your dreams

- Think about how your dream will make a difference to people's lives
- Imagine it has been successful beyond your wildest imagination:
 - What are people **doing** differently?
 - What are people **saying** about your team or organization?
 - How are people **feeling**?
 - What positive **changes** have taken place?

Dreaming with Determination

- Dare to dream
- Bring the dream alive
- Don't be fearful
- Don't be fearless
- Fight for what's right
- Acknowledge others' fears

Creativity and Counter-flow

Creativity and Counter-flow

- Form two sub-groups around your table
- Watch the video
- One group focus on examples of **Creativity** – the ability to create new ideas using your imagination
- Other group focus on **Counter-flow** – changing direction, going the opposite way to others or earlier direction

- First, share your observations across the table
- Discuss how creativity and counter-flow may be connected to uplifting your school or organization

Creativity and Counter-Flow

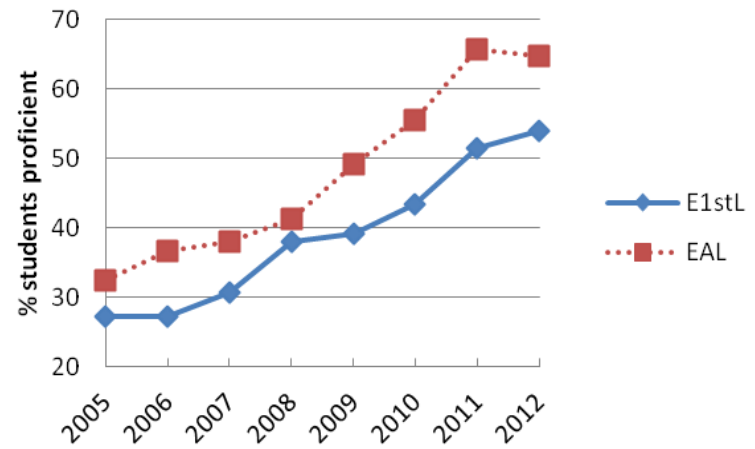
- Leaders of organizations that perform beyond expectations are prepared to run against the mainstream, and to move ahead not by going with the flow but against or around it.
- These leaders are courageous, creative and counterintuitive.

Case analysis

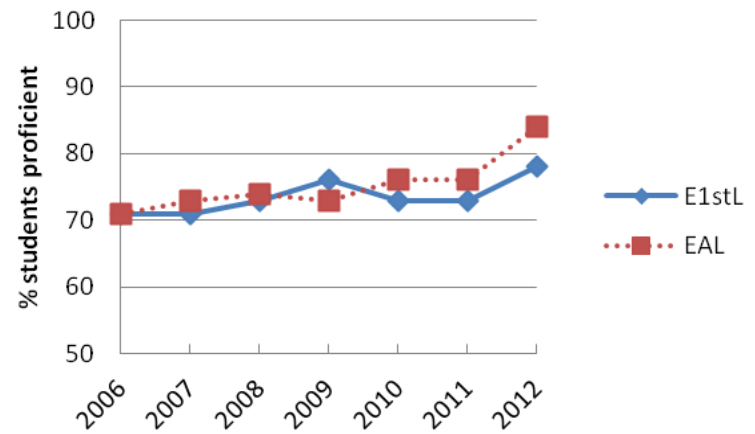
- Listen to five examples of creativity & counter-flow
 1. Identify an opportunity others have missed
 2. Move towards the resistance
 3. Turn weakness into triumph
 4. Change something that is succeeding
 5. Disciplined innovation

Turn weakness into triumph

Tower Hamlets GCSE by first language



Tower Hamlets KS2 by first language



New pathways

- Choose which of these ways is most compelling for you
 1. Identify an opportunity others have missed
 2. Move towards the resistance
 3. Turn weakness into triumph
 4. Change something that is succeeding
 5. Disciplined innovation

New pathways

- Meet with two other people to discuss:
 1. Where is an opportunity others have missed?
 2. How can you move towards resistance?
 3. How can your greatest weakness become a strength?
 4. When should you change something that is succeeding?
 5. What does it mean to innovate in a disciplined way?

Creativity and Counter-flow

- Use surprise tactics
- Surprise yourself
- Trail your errors

Collaboration with Competition

1. No competition
2. Explicit competition
3. Implicit competition
4. Competition with Collaboration

Learning points

- Note learning points from business & education in organizations that collaborate and compete
 1. Serving mutual advantage & convenience
 2. Fulfilling a higher common purpose
 3. Increasing profile and share of overall market
 4. Engaging in friendly rivalry
 5. Stimulating innovation by giving away best ideas

Pushing and Pulling

Pushing actions

- Apply pressure
- Demanding
- Insistent
- Relentless
- In your face
- Top down
- Non-negotiable

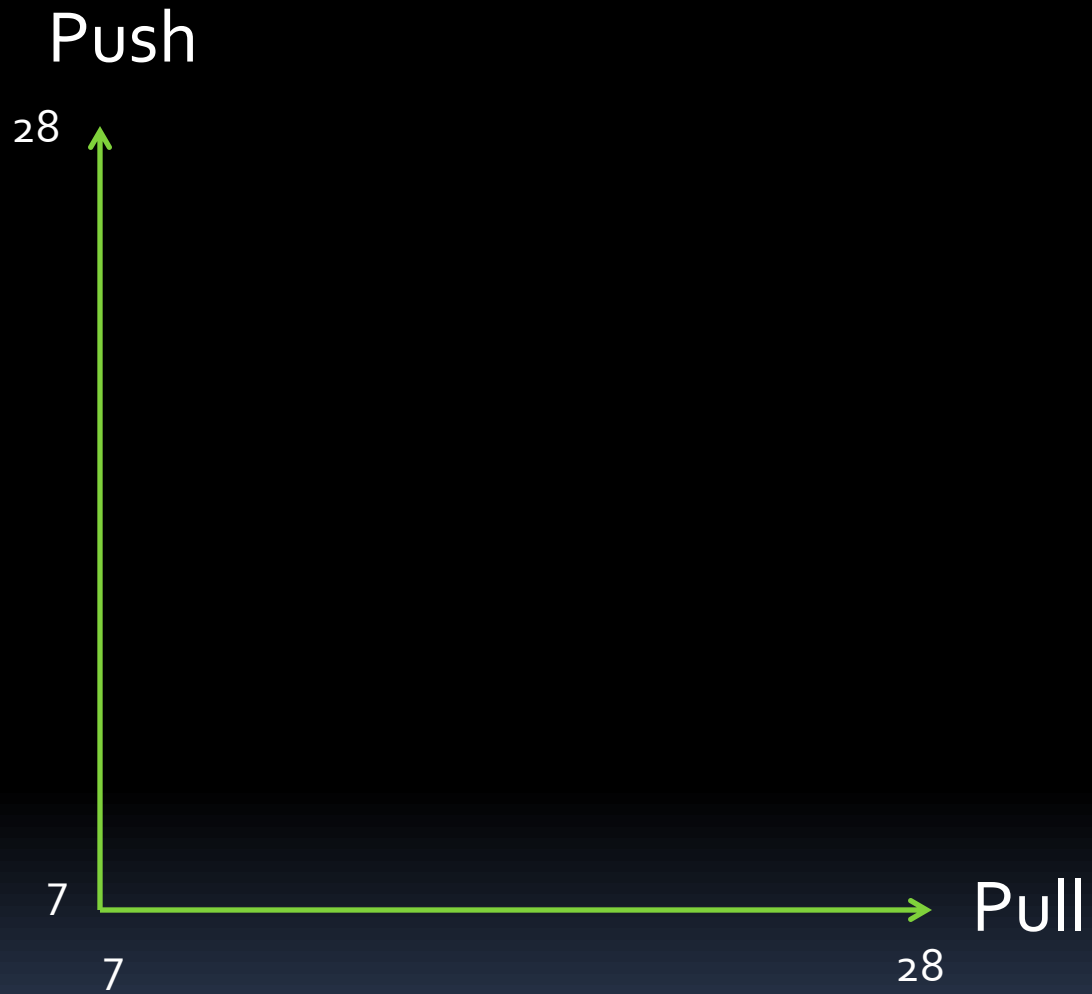
Pulling actions

- Build capacity
- Attract people
- Mutual benefit
- Intrinsic motivation
- Social participation
- Lateral
- Optional

Push – Pull survey

- Complete the survey by answering question (b)
- To what extent do you personally exert each of the actions on the people you manage/teach

- Score each response:
 - Hardly ever = 1
 - Now & then = 2
 - Quite a bit = 3
 - Almost always = 4
- Add up the shaded rows → Pushy total
- Add up non-shaded rows → Pulling total
- Plot your position on the axes provided



Push – Pull comparison

- What is a good balance?
- Do some situations require more push than pull?
- Can you push too much? How would you know?
- Can you pull too much? How would you know?

Peer pressure

- Very confrontational for one teacher—not in a negative way
- Teachers defended the way that they wanted to mark and grade student work.
- She walked away from the table understanding that she wasn't assessing the same way.
- That was her peers at the table.
- She didn't go away upset. She went away saying, "I need to rethink this."

Pushing from the top

- Principals are in classrooms regularly.
- They look for specific things.
- They want to see evidence that guided reading is happening.
- They want to see evidence of all of the initiatives that the board is working on.
- There is a lot of pressure on teachers to make changes and they certainly feel that pressure.

Pushing back.....

- *I thought I was having challenging conversations with my staff*
- *But since I read this report, I realize that what I intended to be challenging conversations have sometimes been experienced as oppressive conversations.*
- *That is just the perception of some of my staff but perception is reality and I have to learn from this and take it very seriously*

Push and Pull

- Know your people
- Draw the best out of your teams
- Build trust
- Stay grounded
- Avoid cliques and elites
- Convert weakness to strength
- Conduct difficult conversations with dignity

- What ideas resonate with you?
- How might you use the ideas?
- What questions or concerns do you have?

Measuring with meaning

Measuring with Meaning

Uplifting leaders use indicators and targets of progress and performance that are:

- Measuring what people value.
- Professionally shared.
- Accurate and fair.
- Broad & balanced.
- Just in time; not after the fact

Data you already use & value	Data you need more of	Data you need to avoid

Practices driven by principles

- Data should enhance professional judgment
- Teachers engage in deep processes of inquiry
- Using multiple sources & types of data
- Teachers' professional judgment is essential
- Teachers emphasize the importance of 'knowing' their students
- Teachers change their own practices based on reliable data

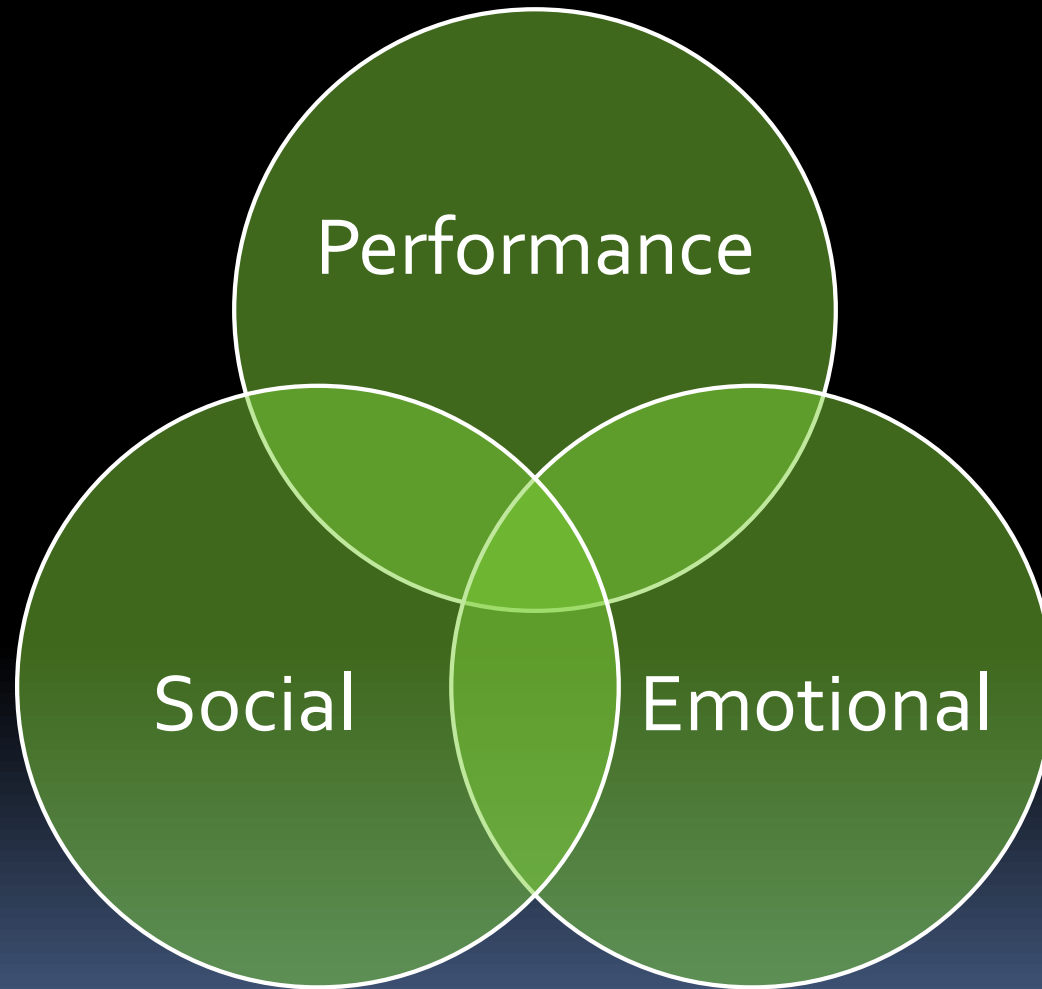
Give and Get

- Make a note of one example for each of these three kinds of data:
 - Data you already use and value
 - Data you need more of
 - Data you need to avoid
- Stand up, raise your hand
- Share your example with another person & swap notes

Mini Carousel

- Make a note of one example for each of these three kinds of data:
 - Data you already use and value
 - Data you need more of
 - Data you need to avoid
- Transfer to a sticky & post on wall
- What patterns emerge?

Sustainable Success



Unsustainable Success

- Think about when you were involved in an improvement that didn't last
- Make a note of the success
- Then think about why it was not sustained
- Share with a partner
- Are there any common reasons?

**Firm
Foundations**

**Grow
Sustainably**

**Long and
Short**

Sustainable Growth

- Refuse venture capital
- Don't spend too much too soon
- Don't grow too fast
- Don't bet the ranch
- Steady growth, later spikes; not stellar growth, early spikes

Consulting line

- Identify one idea from your own practice to achieve sustainable success
- It may be something unusual, innovative or often overlooked
- Get ready to explain this to another colleague in under two minutes

Uplifting Action

Pick out ideas that you intend to follow-up through further study, or put into action

Dreaming with Determination

- Dare to dream
- Dream big
- Bring the dream alive
- Be neither fearful nor fearless
- Fight for what's right
- Acknowledge others' fears

Creativity & Counter-flow

- Use surprise tactics
- Surprise yourself
- Trail your errors

Collaboration with Competition

- Give away your best ideas
- Lift up a competitor
- Benchmark relentlessly
- Seek higher common ground

Pushing & Pulling

- Know your people
- Draw the best out of your teams
- Build trust
- Stay grounded
- Avoid cliques and elites
- Convert weakness into strength
- Conduct difficult conversations with dignity

Measuring with Meaning

- Measure what you value
- Share your targets
- Be transparent
- Interpret evidence intelligently
- Make your metrics meaningful

Sustainable Success

- Grow your own family tree
- Appreciate your assets
- Grow sustainably
- Connect the dots



Leading the right things,

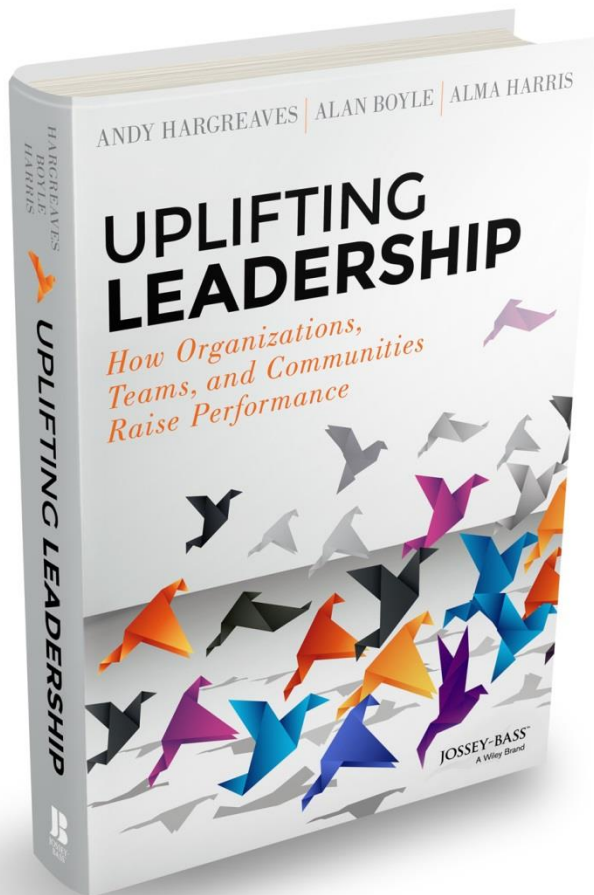
For the right reasons,

In the right way



Uplifting those we serve by uplifting those who serve them

Keep flying high



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