



**Shrewsbury
Montessori School**

Presented by Edward Kuh, Head of School

**Building a Collaborative
Decision Making Culture with
Faculty, Staff and the Board**



Goals

- Learn what the research and literature say about how individuals and groups make decisions.
- Learn team building exercises that build trust and teach us about effective teams.
- Learn about using an Organizational Decision Making Flow Chart.



Before we get started....

- Write down a dilemma or problem you want to work on today.



1-5 System – How important is it?

1 = I don't care about this issue.

2 = I care, but not enough to spend much time on this issue. It could be tabled for now.

3 = I think this issue could be important, and am willing to spend a few minutes, in part to see if we should pursue this further.



1-5 System - How important is it?

4 = This is fairly important to me, and I am willing to spend time discussing it.

5 = This issue is of critical importance!



1-5 System – Are we ready?

1 = I need more information to make a decision.

2 = I have some information, but need more to make an informed decision.

3 = I have enough information to make a decision, but would like more to be sure.



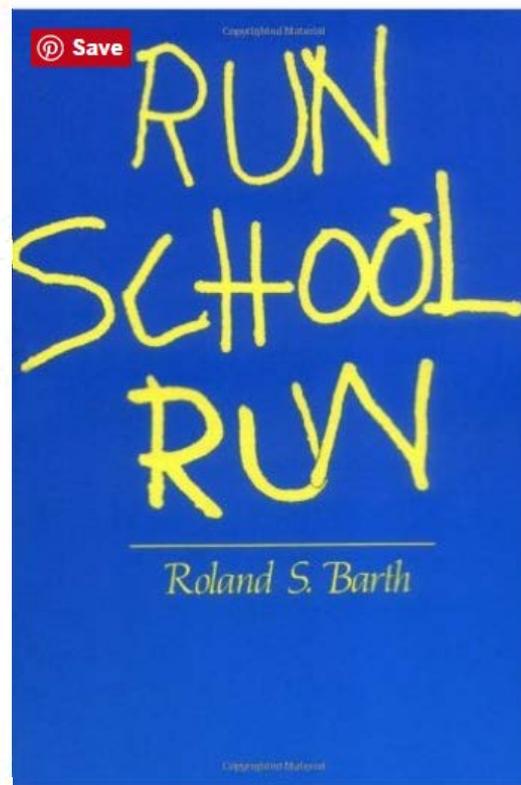
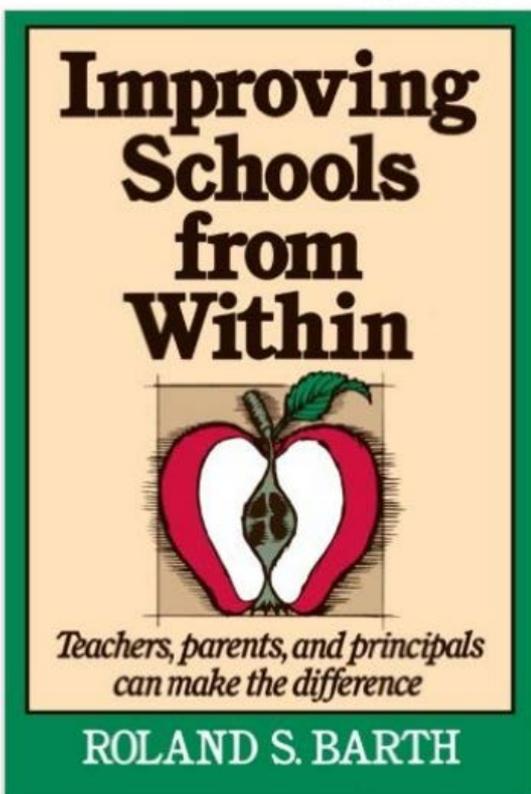
1-5 System - Are we ready?

4 = I am well informed and ready to make a decision.

5 = Enough already-
lets make a decision!

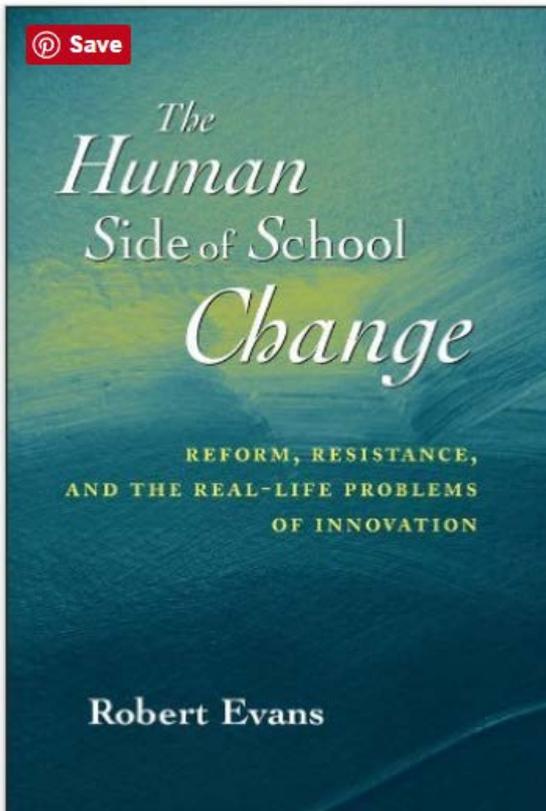


Part I: Books on School Culture





Books on School Culture



Difficult Conversations

Author: Michael Riera

Category: Governance and Leadership

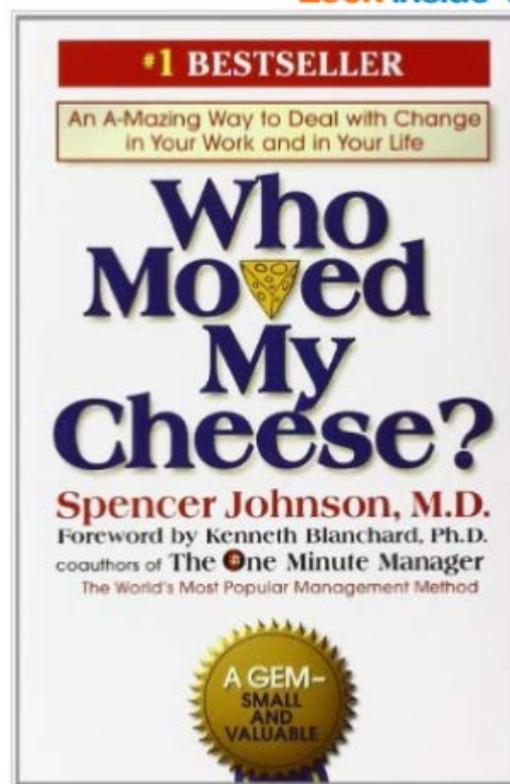
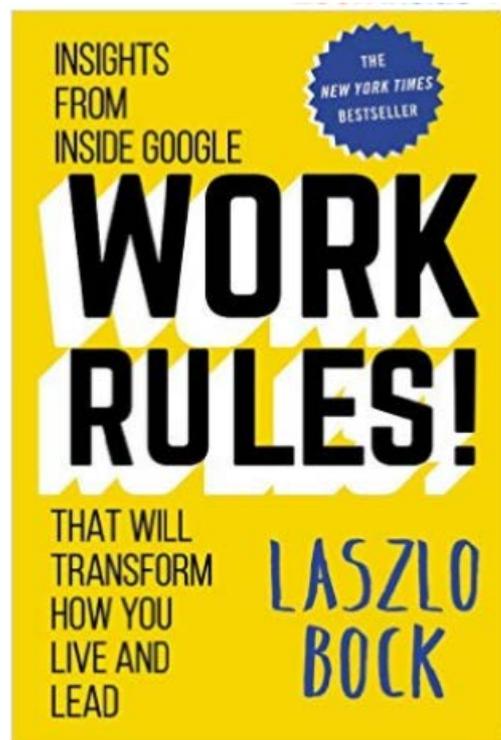
ISBN: 1-893021-00-9

Published: 2/28/2013 12:00 AM

Pages: 69

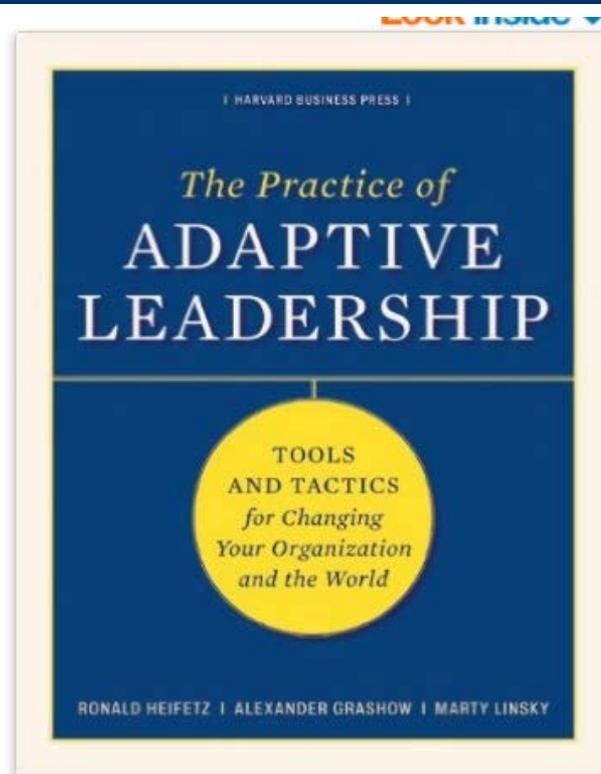
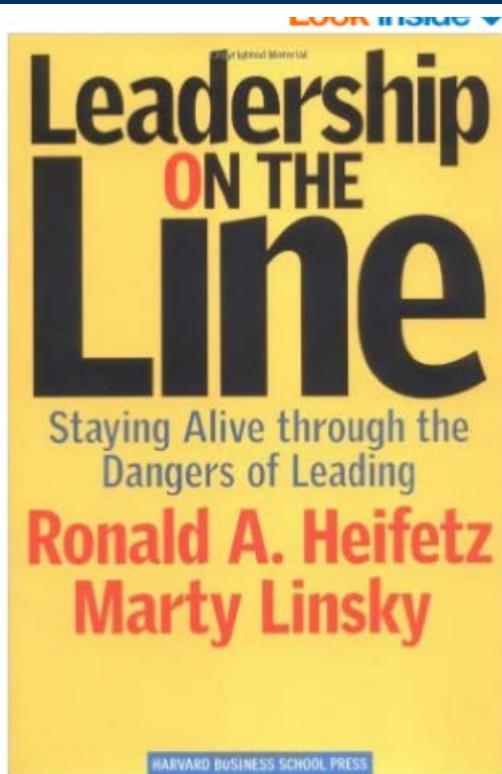


Books on Culture and Decision Making





What the Literature and Research Say





Technical Problems vs Adaptive Change

Problem: Police shootings black men

Technical Solution: body cameras and convictions of police officers

Adaptive Change: retraining, community policing, reparation, beer with Obama



Technical Problems vs Adaptive Change

Problem: Student tardiness

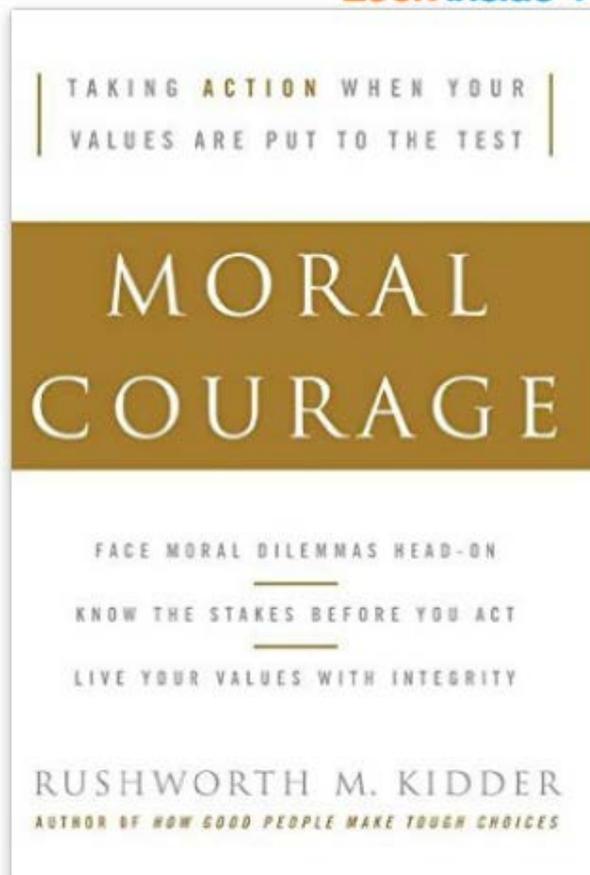
Technical Solution: detention

Adaptive Change: starting school later

Pair Share :Think about your dilemma you wrote down earlier. Technical vs Adaptive solution needed?



Rushworth Kidder and Decision Making



Individual vs Group
Short term vs Long term
Justice vs Mercy
Truth vs Loyalty



Pair Share:

Turn to your neighbor and discuss which one of the 4 Good vs Good paradigms your dilemma falls into.

Individual vs Group

Short term vs Long term

Justice vs Mercy

Truth vs Loyalty



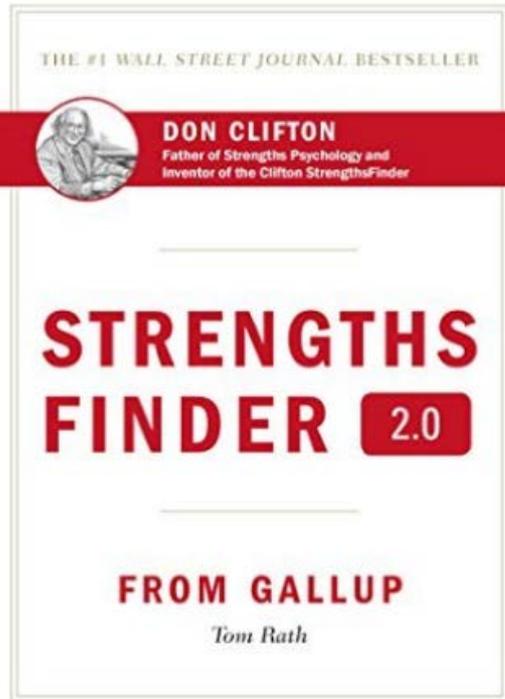
Check in - How are you doing?

Using the 1- 5 System:

- How well do you feel you understand the information presented so far?
- How relevant to your work is this information?
- Questions?



Part II: Team Building Exercises



Looks at 34 strengths

Identifies your top 5

Use results to learn about how you work with others.

Learn about the strengths of your team and the implications (What is missing?)



School Reform Initiative (SRI)

- **Critical Friends Groups (CFGs)**
- **Setting Norms**
- **Using Protocols**
 - Co-teacher Tune Up booklet
- **Using shared language**
 - Warm vs cool feedback
 - clarifying vs probing questions



Check in- How are you doing?

Using the 1-5 System:

- How well do you feel you understood the purpose of Team Building exercises?
- How likely are you to use one of these ideas in your work? How?
- Questions?



Part III: Using a Decision Making Flow Chart

When you ask someone their opinion, they generally think you will listen to their answer...and agree with them!

So, before you ask, be clear what kind of decision making process you will be using...



STEP 1- Clarify how democratic the process will be!

The biggest pitfall that people make is that they jump right into discussing the issue and propose solutions **WITHOUT** a clear understanding of who is making the decision and how it will be made.



3 Common Types of Decision Making Models

- The leader/decision maker, **will make the decision**, but is looking for advice and perspectives.
- A **committee** has been formed and been given power to do research and make a **recommendation** or a **decision**.
- **Group decision** by **consensus** or **vote**.



Step 2 – Analysis

Once you know the process, you still need to analyze and clarify several things **BEFORE** jumping into possible solutions.

- Who should have input?
- Scope?



Part 3 – Action & Problem Solving

- Research –Where do we look for answers?
- How do we evaluate our ideas?
- How do we make sure our decision will be implemented?



Part 4 - Make the Decision

Based on previous agreements...

- There is a vote
 - Formal or informal?
 - Public or private?
- Consensus model is used
- The Committee **reports** the decision



Part 5 - Reflection

How do we evaluate our decision?

- Is it practical?
- How does it align/conflict with current policies and practices?
- Does it reflect our mission?



Putting it all together

- Sample flow charts
- Use your dilemma to test the flow charts
- 1-5: How much sense does this all make?
- Questions?
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