



## NAIS 2020: Strategy Every Day

### **GLP TOOLKIT:**

Questions to Help You Imagine How to Organize,  
Lead, and Execute for Strategy Every Day!

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*“The ability to maintain perspective in the midst of action is critical to lowering resistance... Great athletes must simultaneously play the game and observe it as a whole. We call this skill “getting off the dance floor and going to the balcony,” an image that captures the mental activity of stepping back from the action and asking, ‘What’s really going on here?’”*

– Ron Heifetz, *A Survival Guide for Leaders*

**GLP**

Greenwich Leadership Partners



**Assess your organization in the work table below:**

<b>ASSESS YOUR ORGANIZATION</b>	<b>What's working? What makes sense and or is clearly understood? Why?</b>	<b>What's not working? Where is there friction? Where are the workarounds or bottlenecks?</b>
<b>Structure/Hierarchy</b> List or describe		
<b>Roles/Functions</b> List or describe		
<b>Practices/Systems</b> List or describe		
<b>Aspirations</b> Describe your ideal organizational structure here	<b>What do you want to preserve?</b>	<b>What might you change?</b>

**2. Look at your strategy or your priority work — 10 minutes**

**Assess your strategy in the work table below:**

<b>ASSESS YOUR STRATEGIC WORK</b>	<b>What’s working? What makes sense and/or is clearly understood? Why?</b>	<b>What’s not working? Where is there friction? Where are the workarounds or bottlenecks?</b>
<p><b>Priorities</b> List or describe</p>		
<p><b>Organization/Leaders/Teams around the work:</b> List or describe</p>		
<p><b>Practices/Systems</b> List or describe</p>		
<p><b>Aspirations</b> List a few high priority areas where you need to make progress via change in how you operate</p>	<p><b>What/Who will you leverage?</b></p>	<p><b>What needs to be designed?</b></p>

### **3. Discover the Intersections**

- Where are organizational structure and practice mapped to your strategic needs?
  
- Where are the gaps?
  
- What insights about organization structures and practices surface in this assessment?
  
- List four or five “How might we” questions or emerging ideas you’d like to address as you consider new ways to work

### **Feedback and Critique Notes:**

## **Part Two: What Might I Propose/Pilot or Test?**

### **1. What might I change about how we organize and work; how will I share my ideas with others at school?**

- Map out a strawman for how to move ahead at school:
  
- Specifically, what might you change, pilot, or test?
  
- How will you involve others to take the first step?

### **Feedback and Critique Notes:**