



5 Minute Activity

Autonomy with Responsibility

Read the following excerpt from *Leadership Values of the Clovis Unified School District* (p. 95) and then discuss one of the prompts below.

Leadership Calls for Action

Large organizations must remain small at heart to thrive. Clovis Unified's area concept and site-based management philosophy places great responsibility in the hands of area, site, and department leaders to make decisions that meet the unique needs of their students, staffs, and families. Leaders close to their communities know what will work well and what won't, and they are charged with decision-making based on that knowledge.

Doc would advise, when you don't know what to do, do something – at least you'll know what to do or what not to do next time! You never gain experience by just sitting there. No one is ever in danger when making forward progress; part of living is failing a little and succeeding a little.

You can't stay at zero; you have to go plus or minus. Zero is only the fulcrum of the lever, and you can either be on the end, moving the weight, or you are the weight.

Prompts:

Emerging Leaders (101): There are always pros and cons to any organizational structure. Think carefully about the pros and cons of the area concept and site-based management. Make a list of all the positive aspects of each, then make a list of all negative or unintended consequences. After examining both lists come to consensus on if the area model is still the best model for Clovis Unified. Explain your thinking. Do the same for site-based management.

Established Leaders (201): Read the second paragraph beginning with Doc would advise... Have you ever heard the saying paralysis by analysis? Take a few minutes to discuss the meaning of "paralysis by analysis" and what might cause indecision. Now, reread Doc's advice. How might this help you, as a leader, move forward?

Tenured Leaders (301): Paragraph three may sound sort of harsh to some. The fulcrum is the point on which a lever rests and on which it pivots. If zero is the fulcrum of the lever what is Doc trying to tell us about leadership in this paragraph. Do you agree? Explain why or why not.