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DIVERSITY TRAINERS AND CONSULTANTS

**“Strengthening the World of Work Through Leadership,  
Coaching, Mentoring and Diversity Intelligence”**

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**The Art of Leading  
Transformation at GCC**

**2016 Transformation  
Leadership Academy**

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**The Art of Leading  
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**Process and Content  
Reflections:  
Bams and Ahas and  
Reading Insights**

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**COMPONENT VII**

**Facilitating Transformation**

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**Communication is Key**

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**Communication is key to  
Transformation!**

- Take the Time to:
- Concentrate for Precision and Focus
- Converse to Clarify
- Consider Different Perspectives
- Compare and Contrast in Search of Best Practices
- Collaborate to Co-Create
- Coordinate for Effectiveness
- Celebrate Breakthroughs

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Rules for Transformational  
Engagement

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Rules for Transformational  
Engagement

- 1.Be Authentic.
- 2.Be Flexible.
- 3.Be Reflective.
- 4.Be Transparent.
- 5.Be Collaborative.
- 6.Be Accountable.

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Levels of Involvement and  
Planning

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Pitfalls to Avoid,  
Goals to be Achieved

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Pitfalls to Avoid, Goals to be Achieved

1. Assuming that your direct report status prohibits you from challenging your supervisors to do the right thing

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**Pitfalls to Avoid, Goals to be Achieved**

2. **Failing to share and discuss resources for targeting underperformance with team members**

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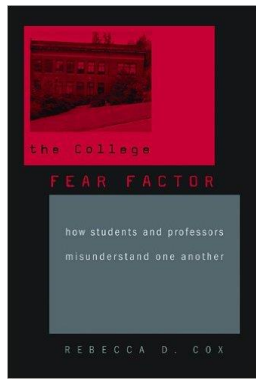
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They're not the students strolling across the bucolic liberal arts campuses where their grandfathers played football. They are first-generation college students—children of immigrants and blue-collar workers—who know that their hopes for success hinge on a degree. But college is expensive, unfamiliar, and intimidating. Inexperienced students expect tough classes and demanding, remote faculty. They may not know what an assignment means, what a score indicates, or that a single grade is not a definitive measure of ability. And they certainly don't feel entitled to be there. They do not presume success, and if they have a problem, they don't expect to receive help or even a second chance.

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**Pitfalls to Avoid, Goals to be Achieved**

3. **Avoiding conflicting perspectives when searching for answers to implement new solutions to persistent problems**

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Pitfalls to Avoid, Goals to be Achieved

4.   **Using the phone messaging system as a substitute for your human voice when colleagues or students call to inquire about services under your purview**

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Pitfalls to Avoid, Goals to be Achieved

5.   **Claiming that your quest is for transformation while failing to align your public with your private face**

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Pitfalls to Avoid, Goals to be Achieved

6.   **Caring more for your paperwork than for your “peoplework”**

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Pitfalls to Avoid, Goals to be Achieved

7.   **Espousing the need for communication and collaboration while operating in a silo**

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**Dealing with Organizational Impediments and Difficult People**

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1

**Always apply the 3 before 1 Principle.**

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2

**Discipline  
don't Punish.**

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3

**Avoid practicing  
a Double  
Standard, be  
Consistent.**

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4

**Don't use  
Culture as an  
Excuse.**

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5

Don't assume  
malice even when  
harmful things are  
done.

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6

Assume that in small  
island cultures,  
everything you say in  
confidence will be  
revealed. Be principle-  
centered.

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7

Welcome critical  
feedback for  
continuous  
improvement.

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*Learning from the Best and  
the Worst for Ethical  
Transformational  
Leadership Exercise*

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Exercise Instructions

1. Think of someone you have worked for/reported to who put into practice one or more of the principles of transformation. They got it right!
2. Think of someone who violated these same principles. They got it wrong!
3. What steps will you take to emulate the first and avoid the second?

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People learn more from  
hearing about what you did  
wrong and fixed, than from  
being told what not to do  
wrong in the first place.

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PRAXIS ASSIGNMENTS

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**Praxis Assignment 1:**  
**“Unfinished Business with Members of  
your Academy Work Team**  
  
*Applying Strategies for Facilitating  
Transformation from the HI Case Study  
Exercise*

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Exercise Instructions

1. Get together with your Academy team cohort.
2. Revisit the team underperformance that you reported on as having the lowest score in the group exercise we conducted at the end of Week 1.
3. Discuss strategies used in the case study and determine how some of these strategies might be applied to moving your underperformance toward optimum performance (score of 5).

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Exercise Instructions

4. Specifically identify actionable opportunities that your team will implement to address this particular underperformance and efforts you will facilitate as a group to foster the development of a transformational culture in your area of responsibility.
5. Outline a plan of action that you will work to implement with your team as part of your showcase for when we meet in September for Week 3 of the Academy.

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Praxis Assignment 2:  
“Talk the Talk” as a GCC  
Transformation Champion

Engaging with colleagues in the T-Zone  
Exercise

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Exercise Instructions

1. Have purposeful, deliberate, precise and focused essential conversations with at least two (2) colleagues individually, and two (2) groups of at least three team members each in your area of responsibility on why transformation is a mission imperative (use your script), how **YOU** are engaged in personal and professional transformation and what we can do together to focus on 100% student-centered success.
2. Make sure to apply the 7 T’s in your T-Zone discussions.

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Exercise Instructions

3. Document your discussions. Identify the highlights and follow-up to do's as a result of your “talking the talk”.
4. Identify obstacles or challenges that you experienced while engaging in these discussion about transformation with your colleagues.
5. What actionable opportunities became apparent to you as a result of this championing transformation activity?

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Praxis Assignment 3:  
Lead Transformation in your Work Unit  
aka “Walk the Talk”

Analyzing Underperformance and  
Discovering Actionable Opportunities  
Exercise

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Exercise Instructions

1. Facilitate T-Zone Meetings with your work teams.
2. Make sure to apply the 7 T's and transformation principles in your T-Zone discussions.
3. Examine data indicators tied to an area of underperformance and together explore the “story behind the numbers”.
4. Apply the Root-Cause Analysis strategy to discover actionable opportunities.

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Exercise Instructions

5. Determine what opportunities can be addressed immediately and what require further coordination and a more comprehensive long-term strategy.
6. Secure buy-in from decision-makers for short-term actions.
7. Communicate to all concerned.
8. Implement actions.
9. Document Process to Report during Praxis Showcasing in Week 3 (September 2016).

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These assignments are an  
integral part of the GCC  
Transformation Leadership  
Academy and are required  
in order to receive a  
Certificate of Completion.

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