#### **CEELO Leadership Academy Meeting Agenda**

June 3, 2015

<u>Meeting Overview</u>: The CEELO Leadership Academy curriculum is founded on three leadership pillars: Personal Leadership, Organizational Leadership, and Program Improvement. Each meeting is designed to expand Fellows' abilities to:

- Build individual capacity to advance their state agency visions for ECE, and
- Build individual leadership and management competencies to
  - Advocate for improved policy
  - Implement policy reforms and program improvement initiatives in school districts and early childhood program organizations
  - Articulate persuasive visions of high quality early learning teaching and learning environments

This multi-day meeting offers you numerous learning opportunities because of its coordination with the CEELO Roundtable and Annual Meeting of the National Association of Early Childhood Specialists in State Departments of Education. Today you will learn the basics of systems thinking and its potential to your work. We welcome Tracy Benson, the president of Systems Thinking in Schools of the Waters Foundation, as our guest faculty for this highly interactive exchange.

By meeting's end, you will be able to:

- 1. Identify ways systems thinking habits and tools can positively influence your leadership development and impact program development.
- 2. Identify ways systems thinking habits and tools apply to your job-embedded projects and your role as a state level leader.
- 3. Apply concrete ways the systems thinking tools and strategies can be applied to your leadership work.
- 4. Review your job embedded plan of action using systems thinking as a guide

### Wednesday, June 3, 2015

8:00 a.m.	Welcome and Check-In [15 minutes]
	Lori Connors-Tadros, CEELO Director Jana Martella, CEELO Co-Director
8:15 a.m.	Overview of Day's Agenda [20 minutes]
	Stacie Goffin, Facilitator Tracy Benson, Guest Faculty
8:40 a.m.	<b>Understanding Complex Systems</b> [30 minutes]
	Results: You will have (a) a deeper understanding of the implications of systems thinking for your work; (b) awareness of challenges of system leadership; and (c)

appreciate the importance of having multiple perspectives if a system is to more fully understand.

9:10 a.m.

### **Systems Thinking Habits** [50 minutes]

Results: You will be able to (a) identify examples of applying systems thinking habits in your work and personal life and (b) recognize system thinking habits being used by leaders you admire.

10:00 a.m.

BREAK

10:15 a.m. minutes]

#### **Mental Models - The Ladder of Inference Tool** [60

Results: You will (a) understand the contribution made by the ladder of inference and how to use it; (b) recognize the importance of suspending judgment and bringing multiple perspectives to bear so a system issue is more fully understood; and (c) be able to apply the ladder of inference to your job embedded project and agency work.

11:15 a.m.

### **Mental Models - The Iceberg Model** [30 minutes]

Results: You will understand (a) the limitations of assessing a situation at the 'event level'; (b) the relationship between delving deeper into a particular system and being able to identify high leverage action(s)

11:45 a.m.

LUNCH

12:30 p.m.

## Mental Models - Using the Iceberg Model to Identify Patterns & Trends [45 minutes]

Results: You will know how to use behavior-over-time graphs to identify patterns and trends and be able to translate the graph into a narrative that includes sequence, causality, and prediction.

1:15 p.m.

## **Systems Structures Generate System Behavior**

<u>Results</u>: You will be able to (a) differentiate quick fixes from systemic solutions; (b) understand why quick fixes are sometimes preferred over systemic solutions; (c) recognize and apply causal loop archetypes.

2:00 p.m.

BREAK

2:15 p.m.

# Systems Structures Generate System Behavior, Continued [60 minutes]

Results: You will (a) be able to explain circular causality and use causal loops to represent important interdependencies related to your job-embedded projects; (b) be able to use causal loop diagrams to explain the dynamics in a variety of systems; (c) recognize that feedback loops help identify leverage actions; be able to identify important gaps in your job embedded and be able to represent your efforts using feedback loops, and (d) be able to identify creative tension in your work settings and highlight ways to manage tension so it can be productive.

3:15 p.m.

 $Reviewing\ What's\ Been\ Learned:\ Pulling\ Together$ 

**Systems Thinking Habits** [30 minutes]

3:45 p.m.

**Fellow Meetings with Coaches** [45 minutes]

4:30 p.m.

**Looking Toward & Check-Out** 

Lori & Jana

All

5:00 p.m.

Adjournment



**Tracy Benson** is a leader of the Waters Foundation Systems Thinking in Schools Project, serving as President of the Systems Thinking Group. Her 30+ years of experience in preK-20 education include teaching at all educational levels, school administration, professional development, and research. As a leader in the fields of systems thinking and organizational learning, she has presented Systems Thinking in Schools work and research findings extensively to national and international education and business audiences that span the globe across the U.S., China, Singapore, the Philippines, India, the Netherlands, Brazil, Argentina and Mexico. Tracy is known for her hands-on approach to teaching and shares the value of systems thinking through participatory and engaging professional development sessions.