



Carnegie Foundation
for the Advancement of Teaching

Network Leadership

Summit Session D3

Thursday, April 19

Presenters



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Session Overview

- What is network leadership?
- What is the work of a networked improvement leader?
- What qualities and habits support effective NIC leadership?

Reflections on Network Leadership

- What does “network leadership” mean to *you*...?
 - Who *are* network leaders...?
 - What do they *do, say, think and feel*...?

- Reflect and, then...

Networked Improvement Leaders...	
DO	SAY
THINK	FEEL

- Connect with a partner to share your thoughts (1 min. each):
 - Do
 - Say
 - Think
 - Feel

From Common Conceptions of Leadership...

Common Conceptions of Leadership	Improvement-Focused Leadership
<ul style="list-style-type: none">• Established leadership roles.	
<ul style="list-style-type: none">• Formal positional authority.	
<ul style="list-style-type: none">• Address well-understood tasks.	
<ul style="list-style-type: none">• Leverage existing capabilities.	
<ul style="list-style-type: none">• Established organization.	

... to Improvement-Focused Leadership

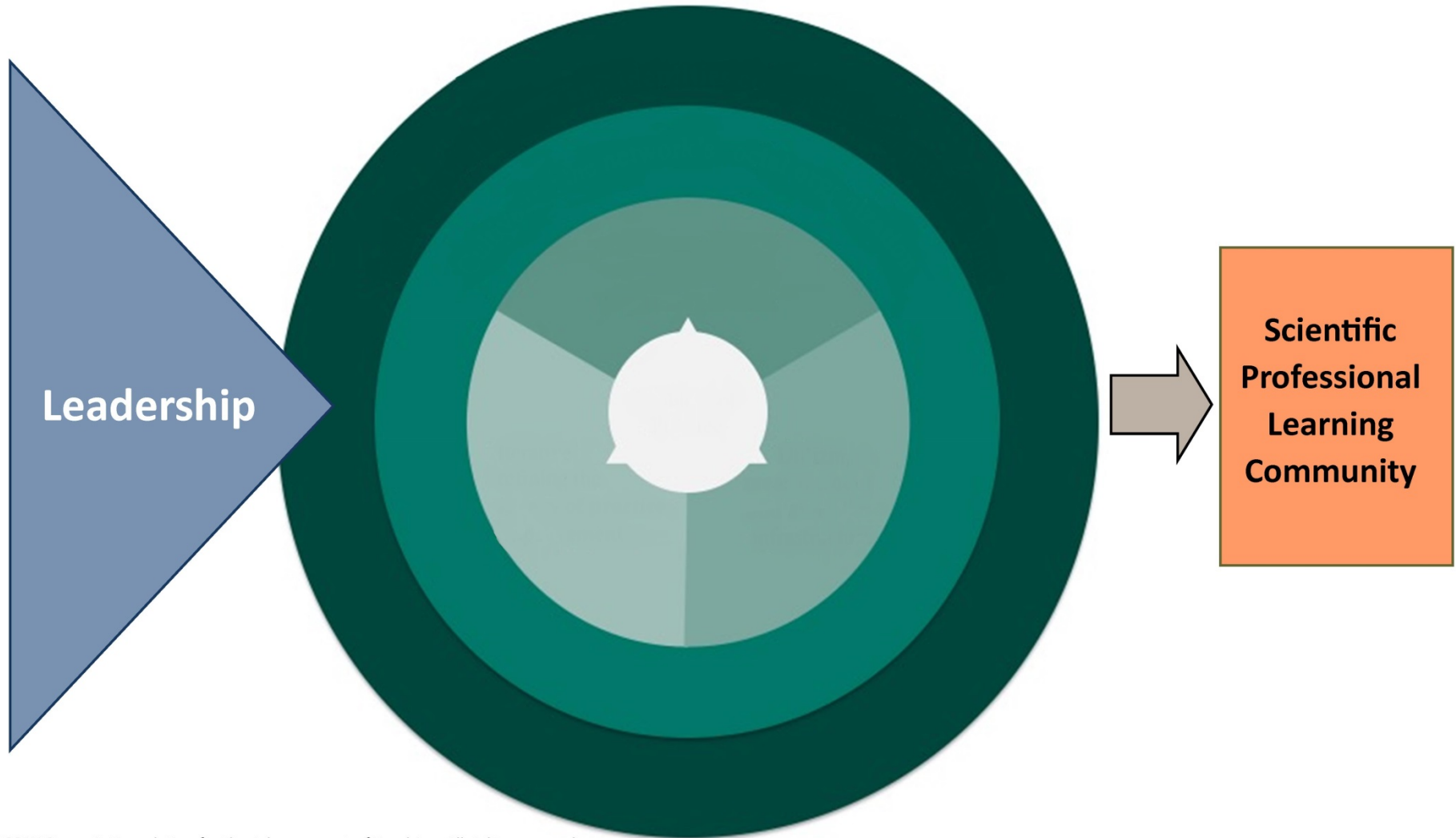
Common Conceptions of Leadership	Improvement-Focused Leadership
<ul style="list-style-type: none">• Established leadership roles.	<ul style="list-style-type: none">• Nascent leadership roles.
<ul style="list-style-type: none">• Formal positional authority.	<ul style="list-style-type: none">• Relational trust.
<ul style="list-style-type: none">• Address well-understood tasks.	<ul style="list-style-type: none">• Solve weakly-understood problems.
<ul style="list-style-type: none">• Leverage existing capabilities.	<ul style="list-style-type: none">• Develop new capabilities.
<ul style="list-style-type: none">• Established organization.	<ul style="list-style-type: none">• Newly-created organization.

The Voices of Network Leaders

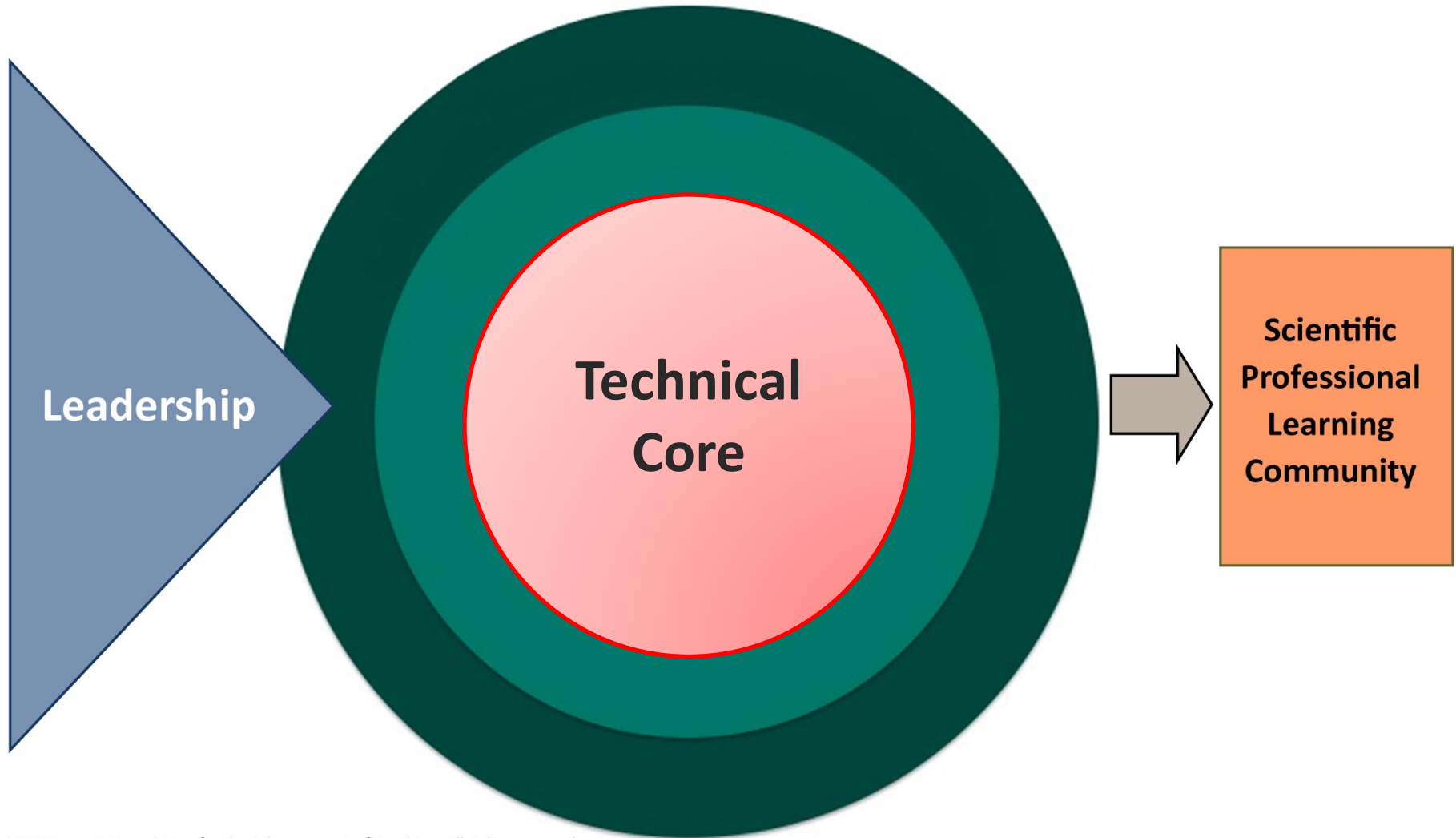
Revisiting Reflection on Network Leadership

- What does “network leadership” mean to *you*...?
 - Who *are* network leaders...?
 - What do they *do, say, think and feel*...?
- Reflect and, then...
- Connect with a partner to share your thoughts.

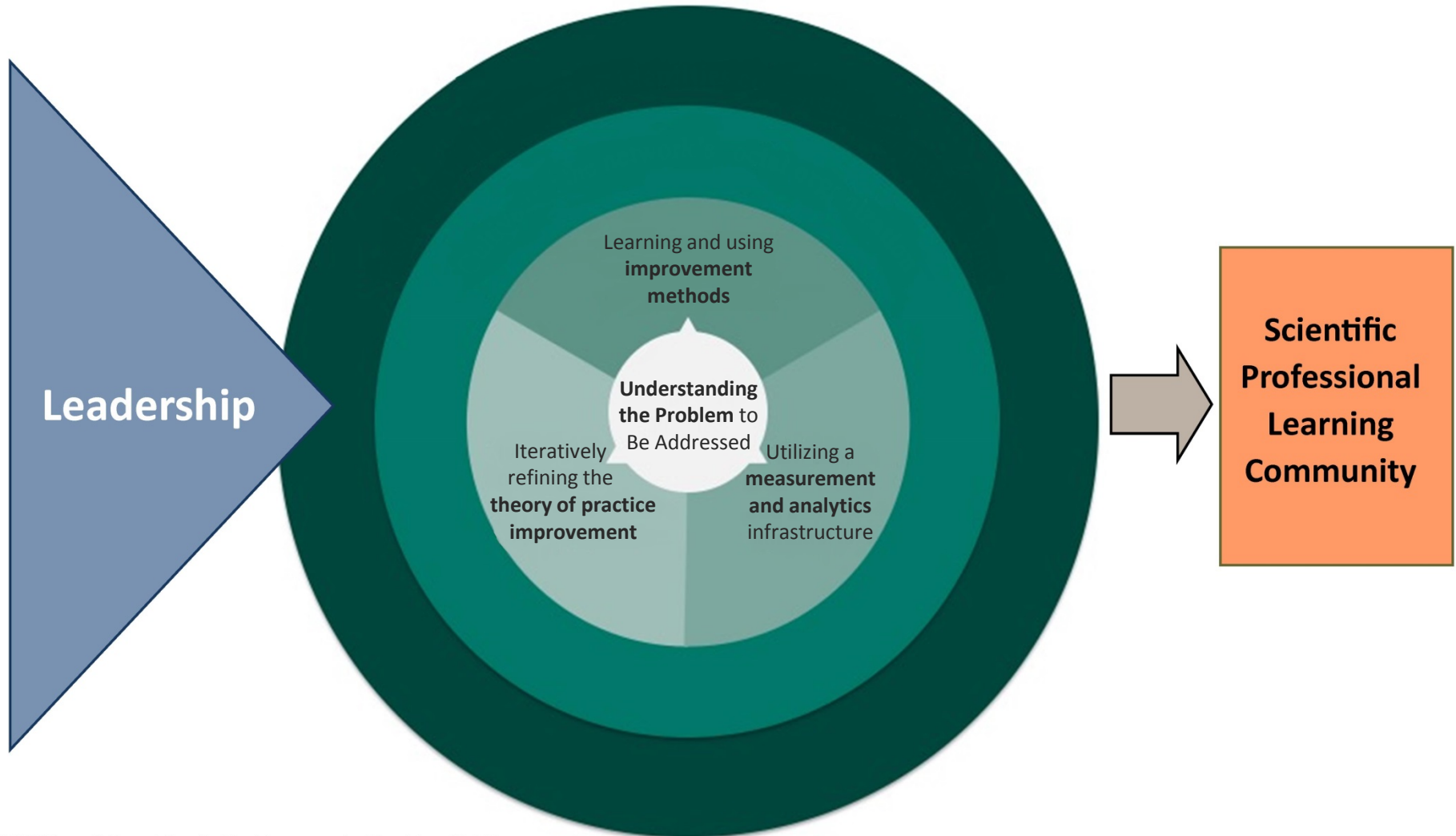
NIC Development Framework



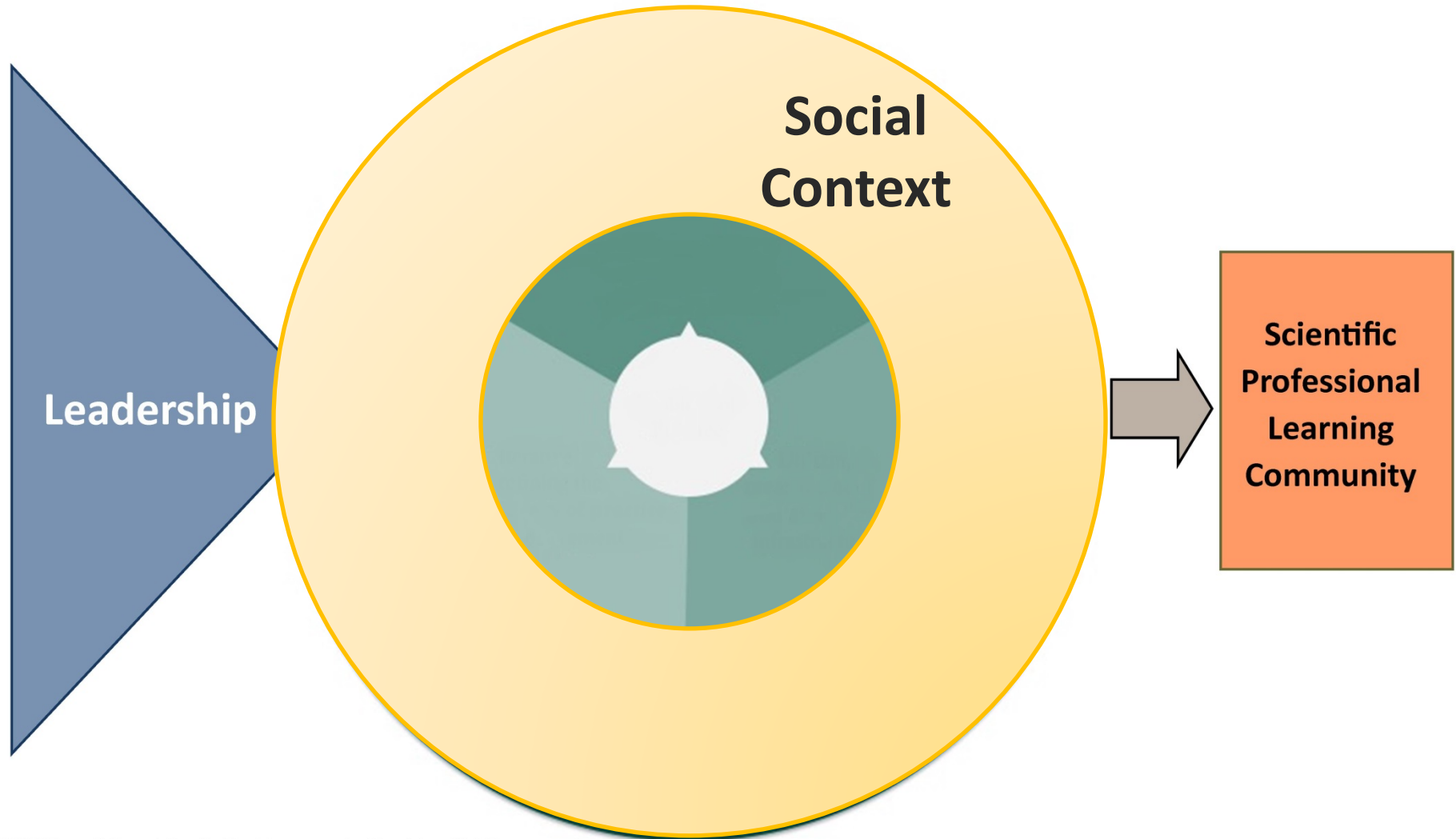
NIC Development Framework



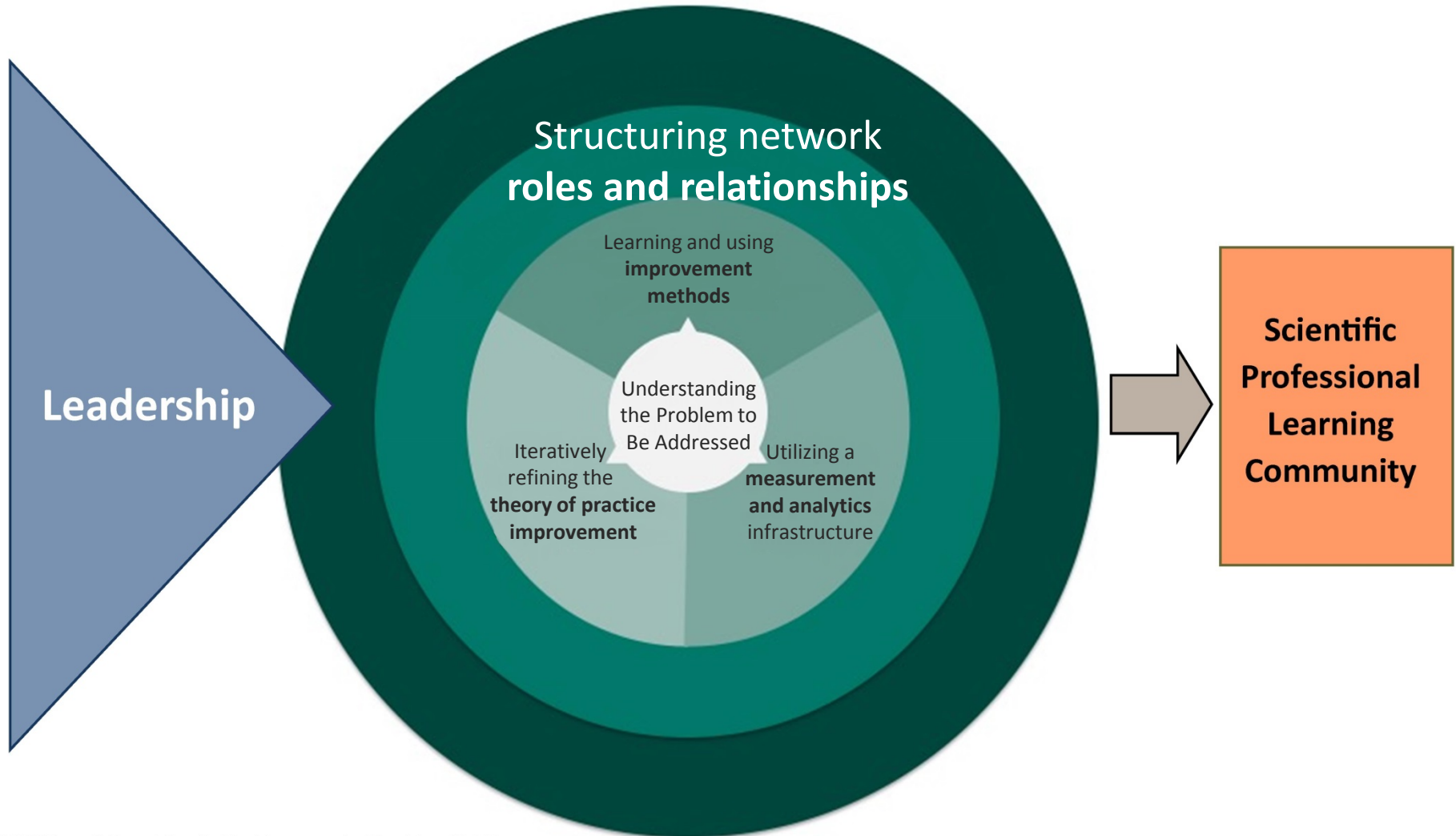
NIC Development Framework



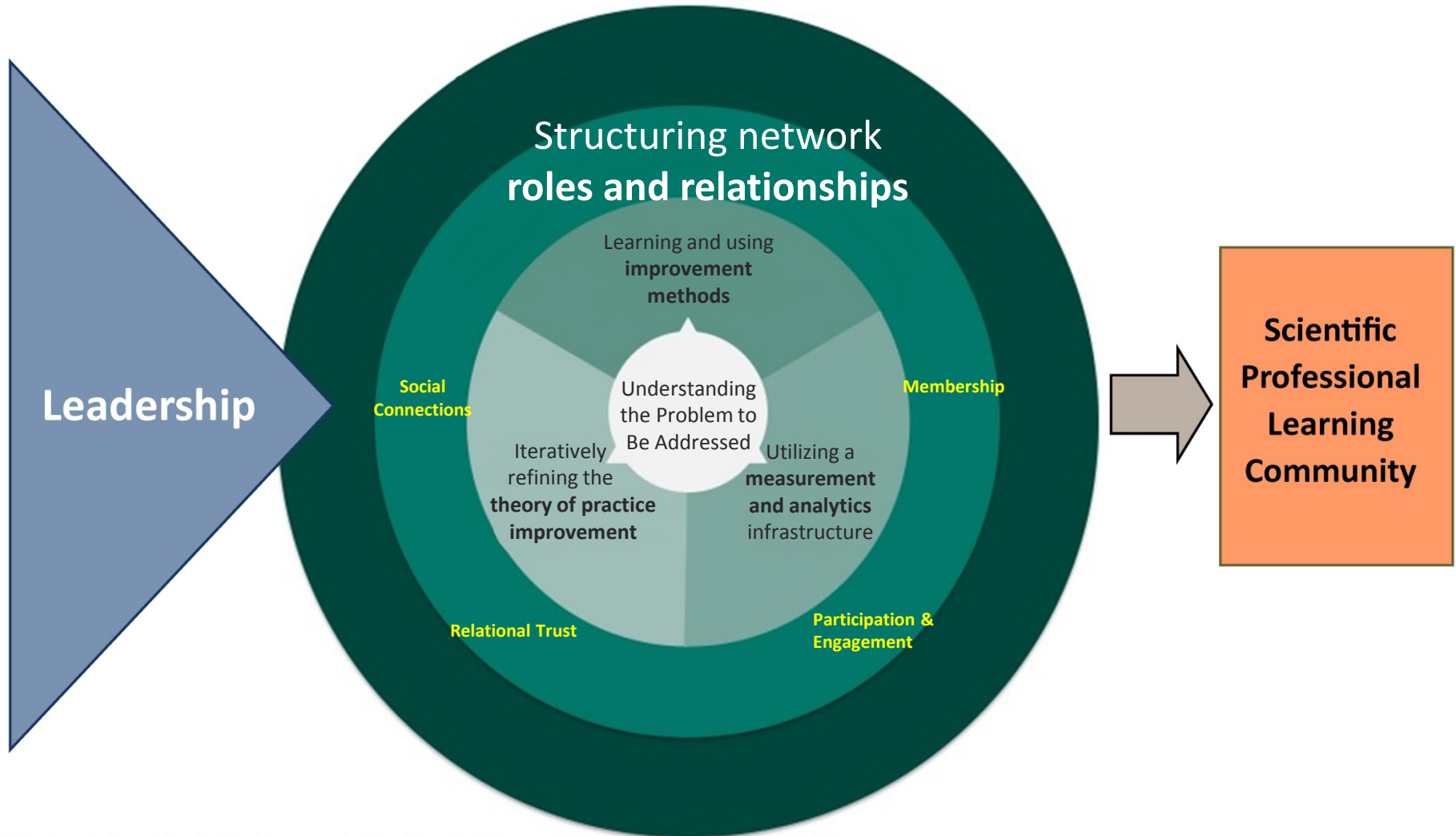
NIC Development Framework



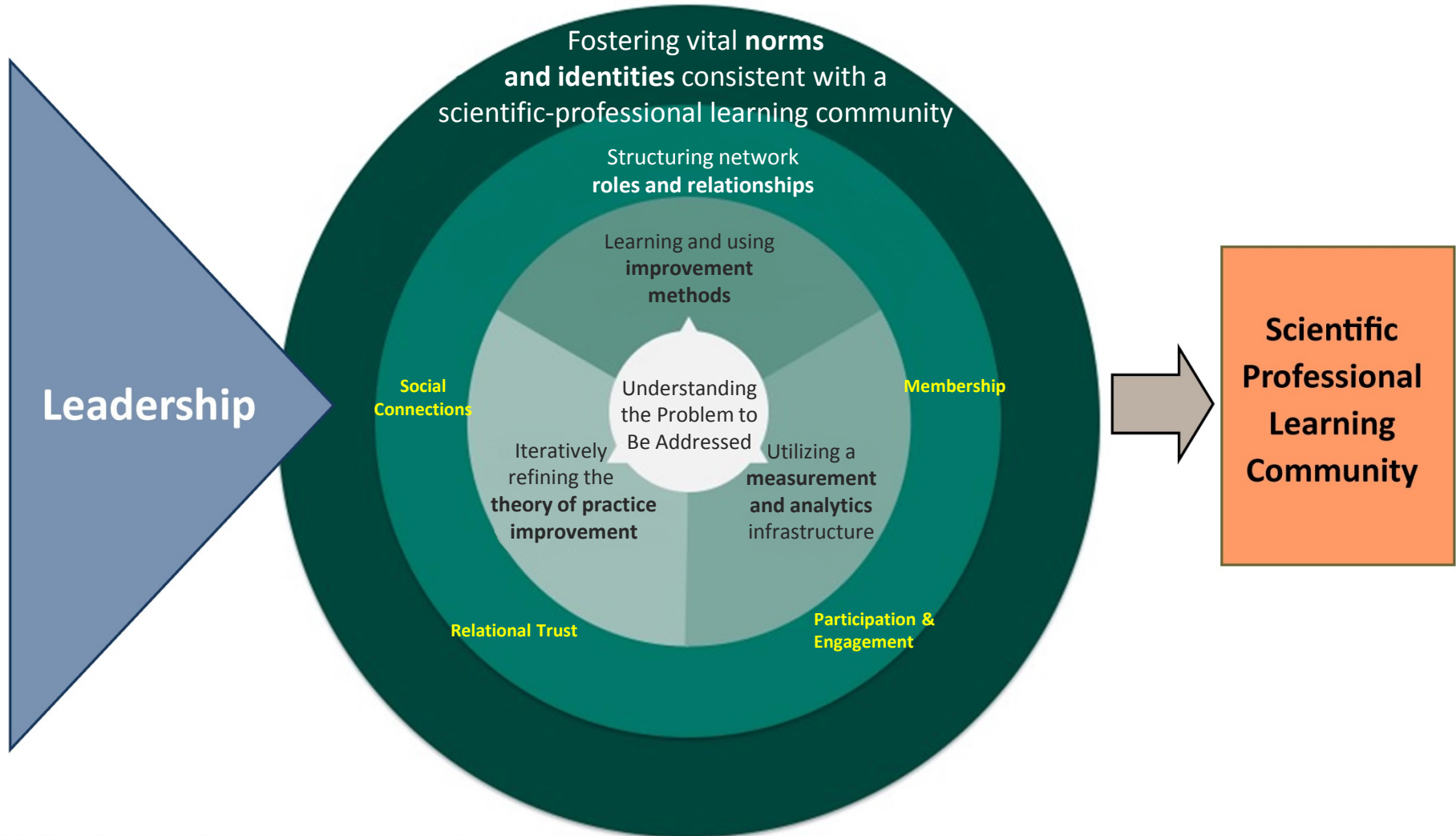
NIC Development Framework



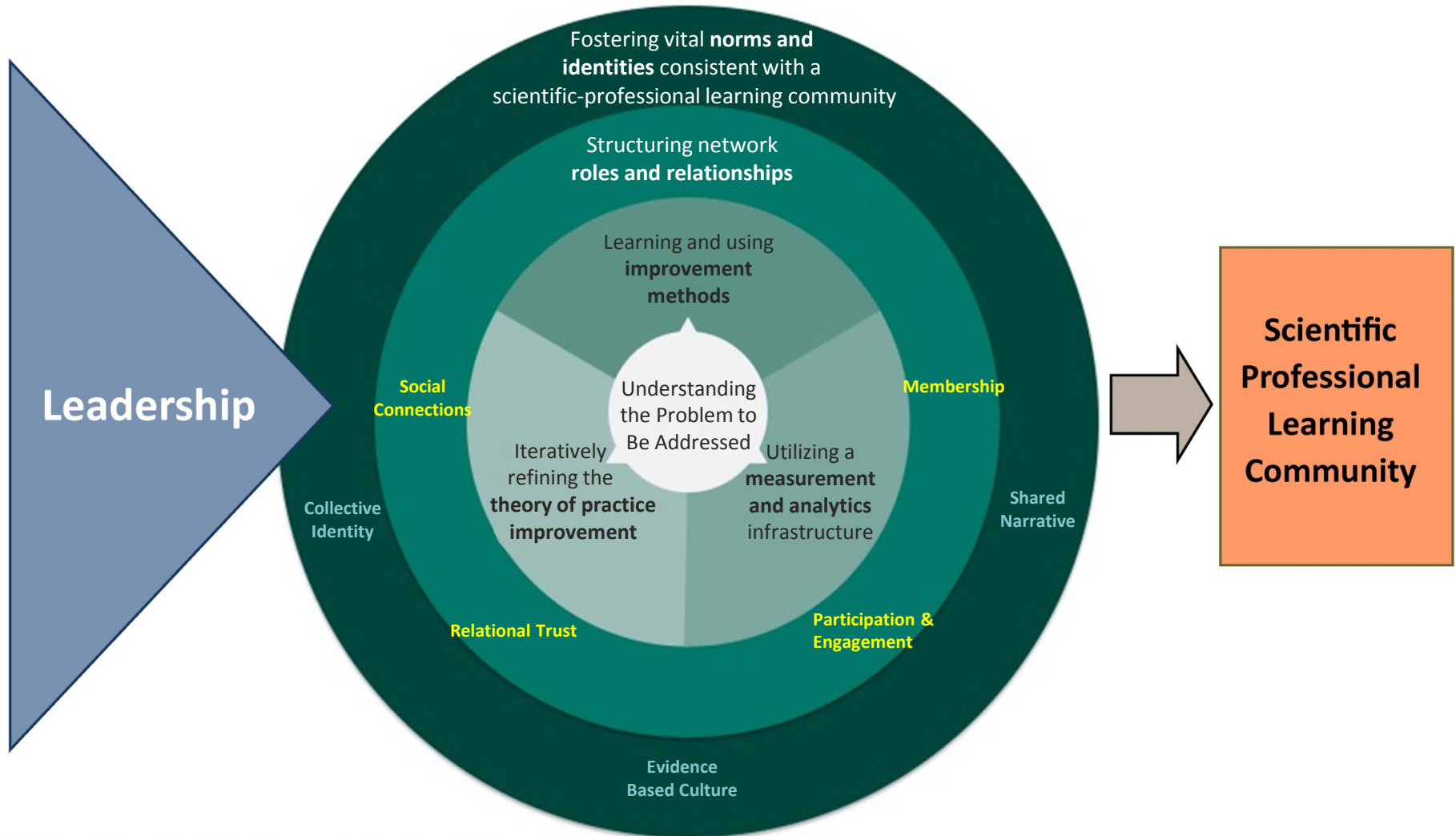
NIC Development Framework



NIC Development Framework



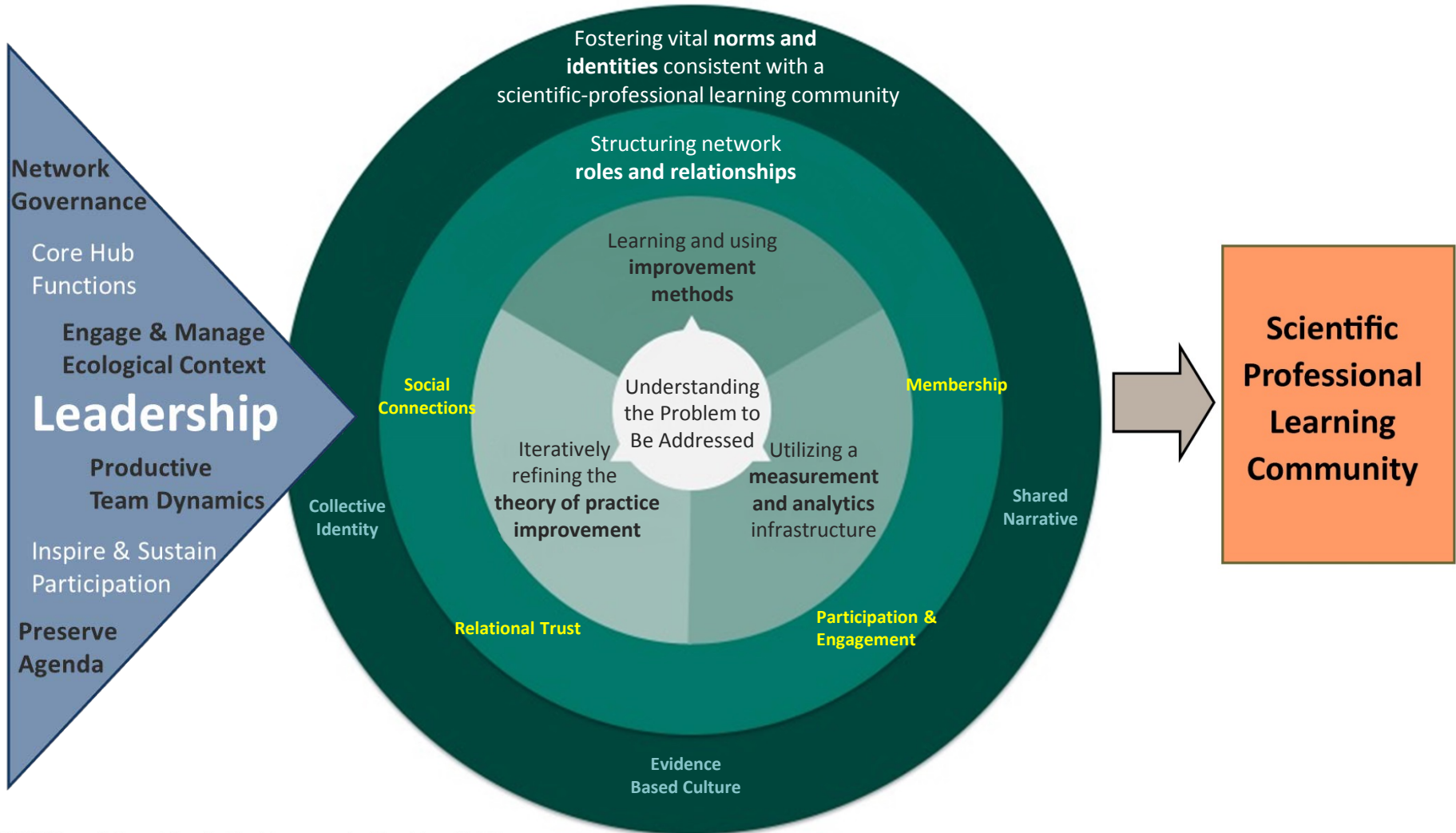
NIC Development Framework



NIC Development Framework



NIC Development Framework



Qualities of a Networked Improvement Leader

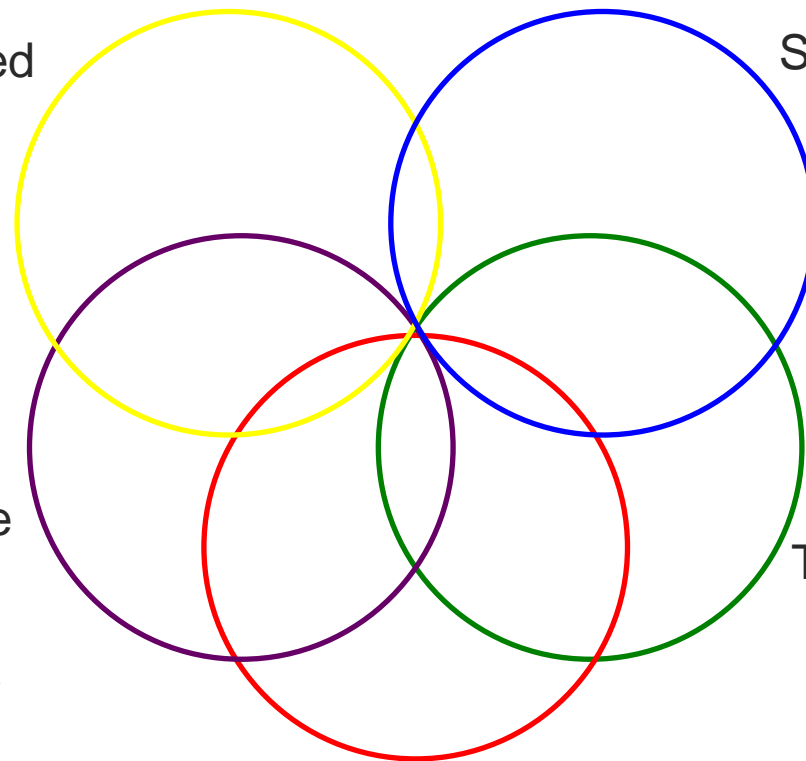
Rigorous
and Disciplined

Self-Mastery

Ability to move
forward
in the face
of uncertainty

Transparency

Humility
and Empathy



Reflection

Individually:

- Read through the Networked Improvement Leader Qualities handout
- Add key points to your reflection on what NIC leaders do, say, think and feel
- Reflect on where you are in your journey to develop as a networked improvement leader
 - What do you currently do, say, think and feel?
 - What would you like to do differently in the future?
 - What are your next steps on your journey.

Use the back side of your handout to make notes if it's helpful to you.

In triads:

- Discuss one insight or learning from your reflection
- Share a question this activity raised for you

Q & A



Evaluations

THANK
YOU!

The text 'THANK YOU!' is rendered in a playful, hand-drawn style. 'THANK' is in dark blue, 'YOU!' is in green, and the exclamation point is in green. Three colorful flowers (orange, red, and purple) are scattered around the text, adding a decorative touch.



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