

# RADICAL CHANGE OR INTEGRAL DEVELOPMENT IN SCHOOLS

Shift in patterns of order towards Teal



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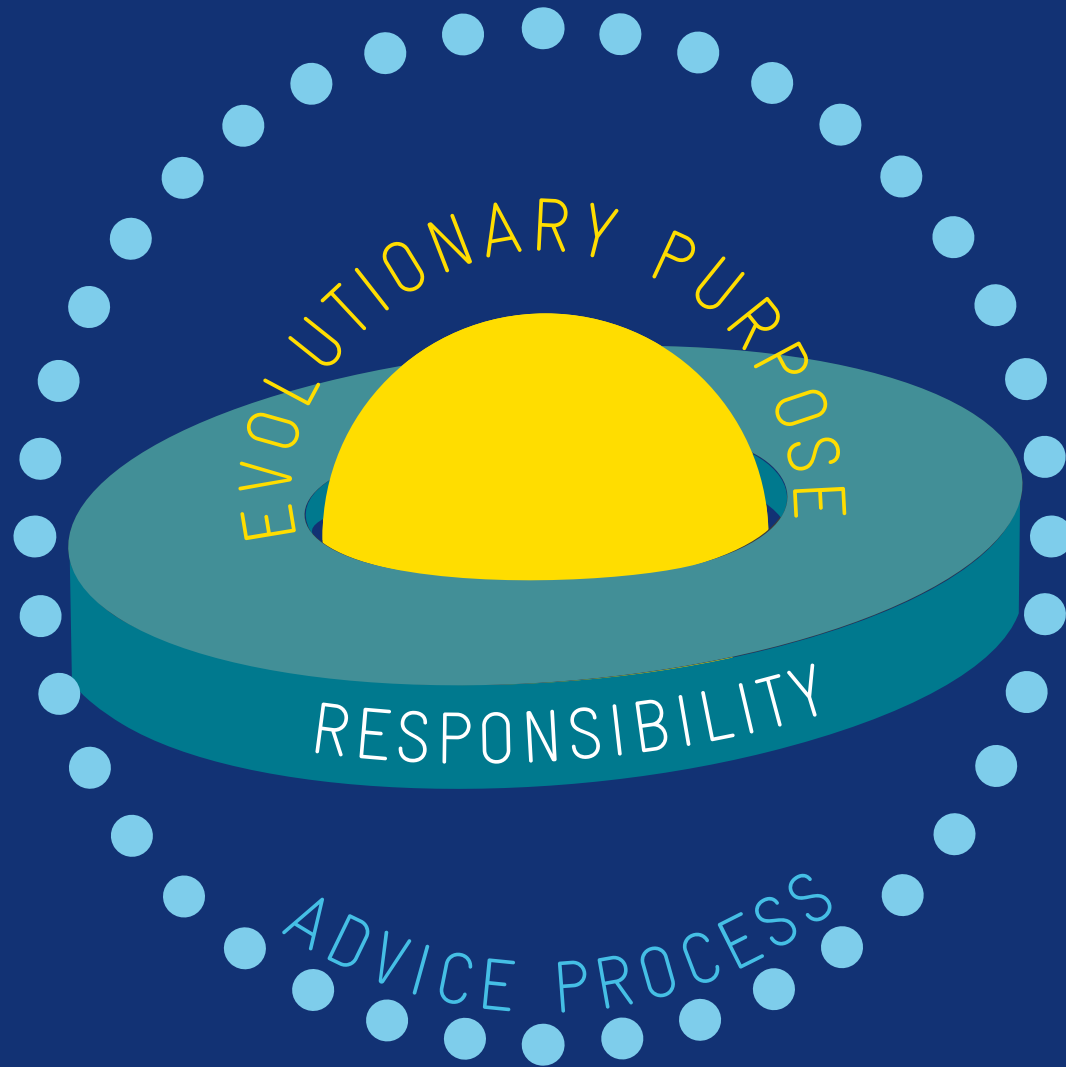
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# OVERVIEW

- The Elements of the School model
- The Radical Shift Process toward Teal
- Leadership requirements to manage the shift process
- Deepening the integral value process
- Resonance + dialogue



# TEAL BREAKTHROUGHS + THE NEW SCHOOL MODEL

→ Evolutionary purpose → Evolutionary purpose



→ Selfmanagement

Responsibility



→ Wholeness

Advice process

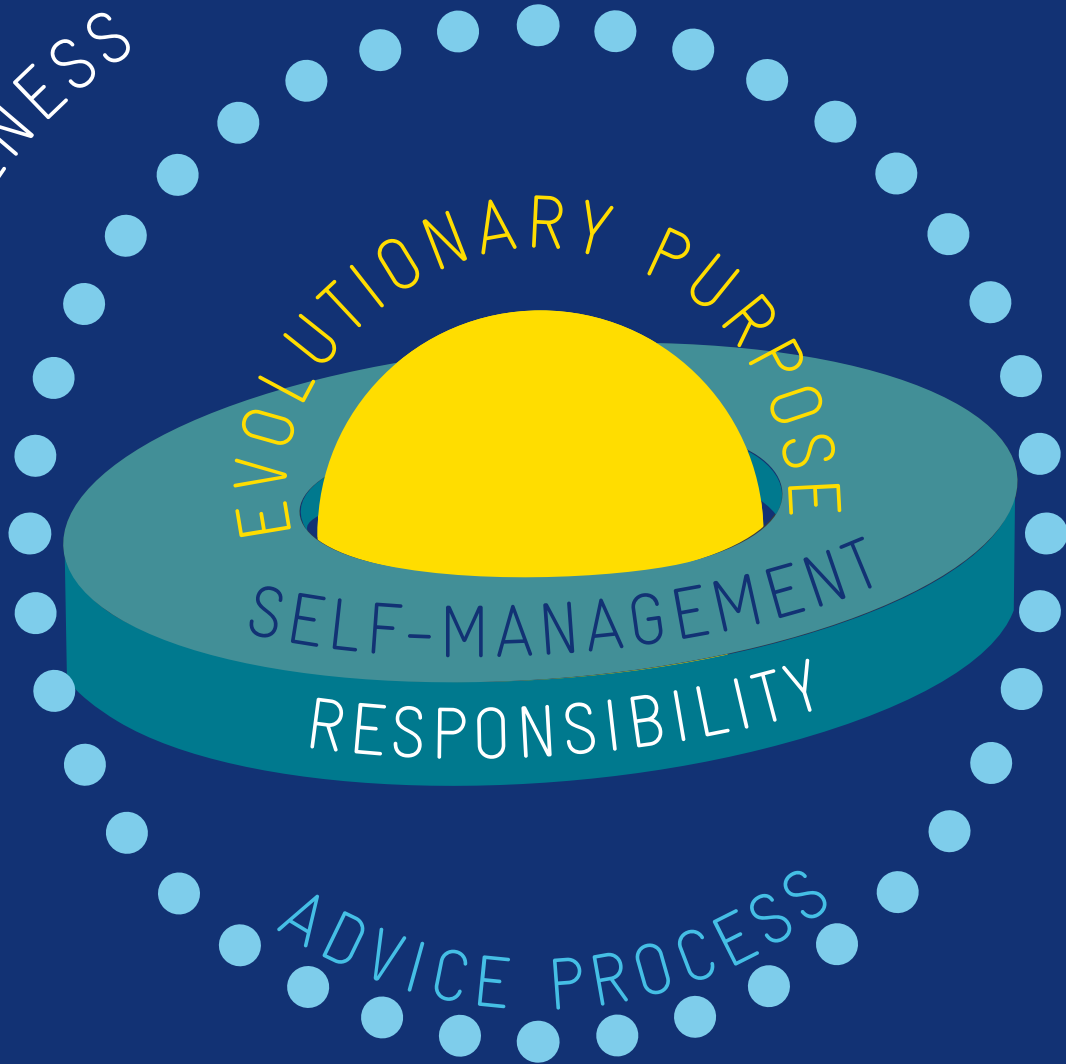
WHOLENESS

EVOLUTIONARY PURPOSE

SELF-MANAGEMENT

RESPONSIBILITY

ADVICE PROCESS





EVOLUTIONARY PURPOSE

# EVOLUTIONARY PURPOSE



## QUESTIONING THE PURPOSE

- What do you really wish for yourself?
- What do you really wish for other people personally in + outside the school?
- + on the basis of our current context + the resources, talents, + so on:  
What is the deepest purpose we can create in the world?



# EXAMPLES OF EVOLUTIONARY PURPOSES

THE EVOLUTIONARY PURPOSE OF OUR SCHOOL IS ...

- to build a framework in which learning + living together is best possible.
- to help students fulfill their dreams.
- to enable everyone to take responsibility.



# RESPONSIBILITY

- Meaning of responsibility in the 21st century
- Personal + social responsibility
- Taking to much responsibility, worrying
- Distinction between task + responsibility
- Human beings want to participate + take over responsibility

## BASIC IDEA + PROCESS OF TAKING OVER RESPONSIBILITY

- Fulfilling + bringing the evolutionary purpose into life lies (as) fully (as possible) in the responsibility of the teaching staff.
- Teachers are organized in groups.
- Spaces of time are provided for the groups to work together.
- The projects prepared by the groups are presented + the groups become professional feedback from their peers.

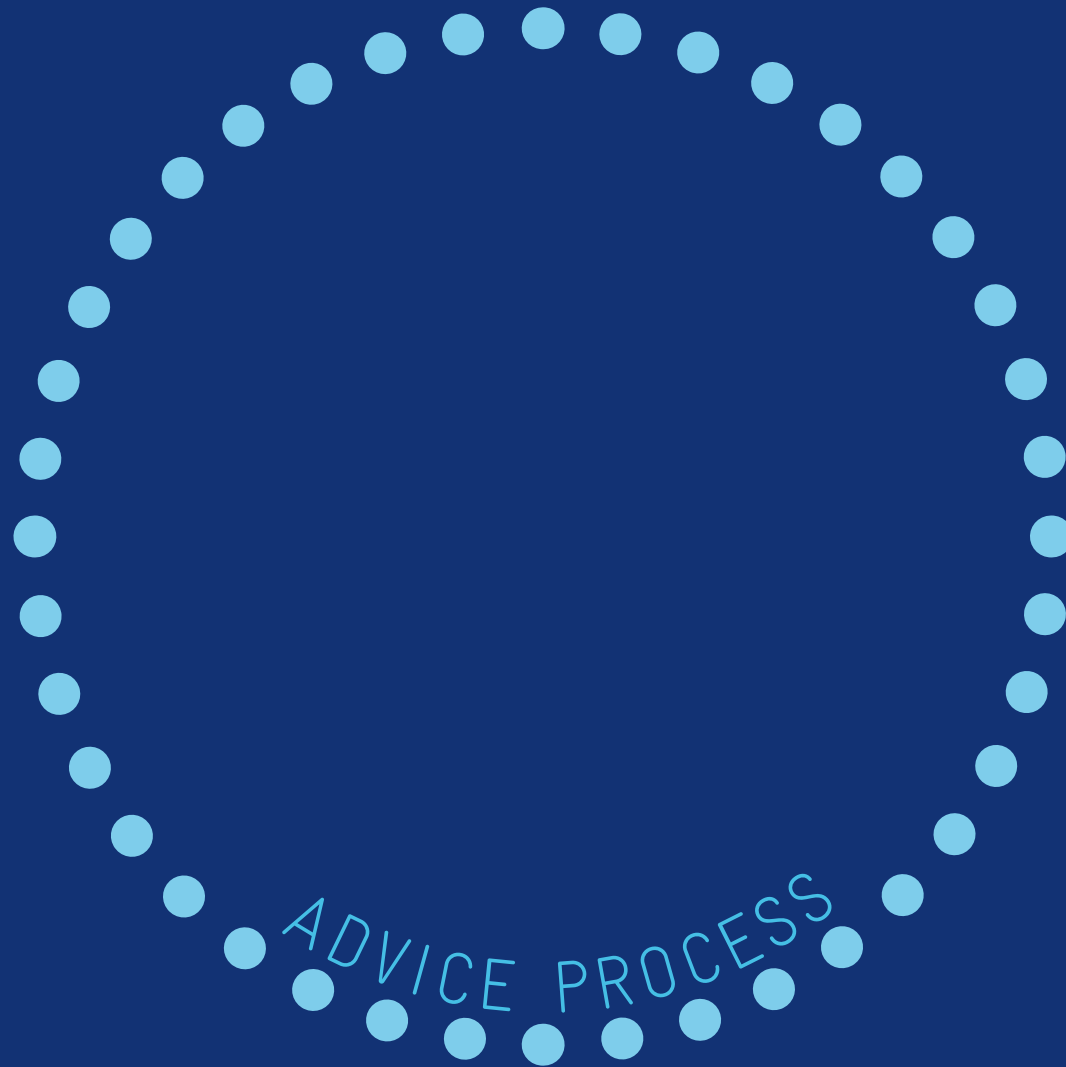
# BASIC TASKS

## TEACHERS + PLC TASKS

- Responsibility to bring purpose into life in the classroom + in the (school) community.

## LEADERSHIP TASKS

- Create suitable spaces of time + team structures, organic processes + meeting + feedback practices.
- Support + hold the process + the rhythm for a least one year.
- Evaluate + deepen the process.



## THE ADVICE PROCESS ACCORDING TO DENNIS BAKKE

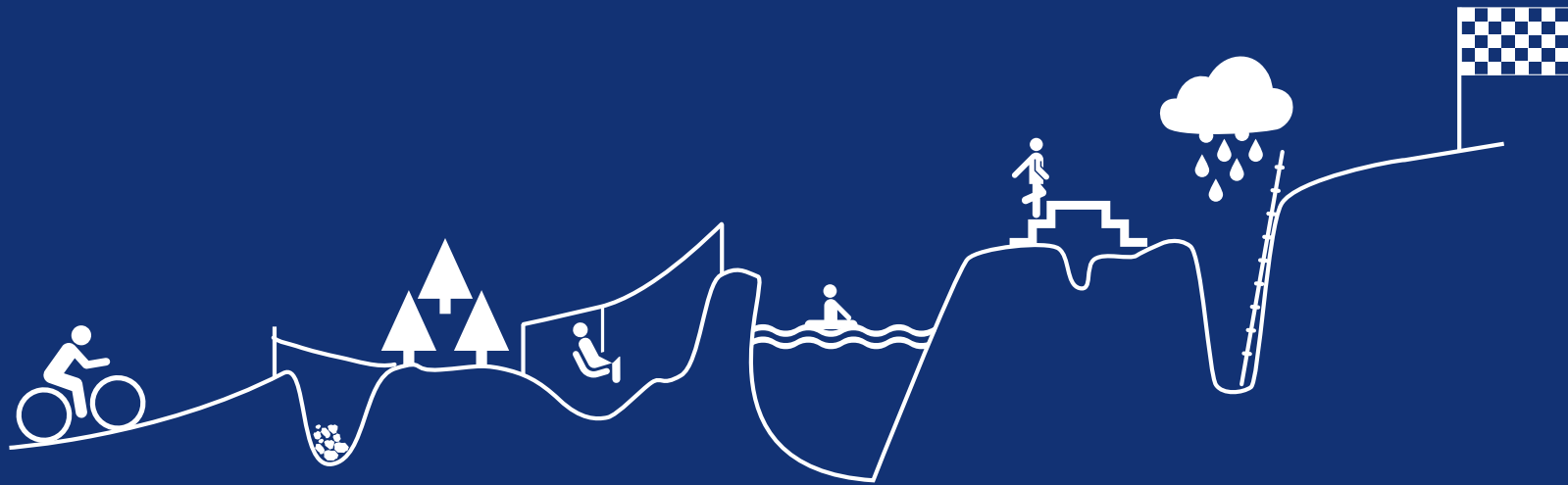
- everybody can make decisions
- everybody must seek advice before making decisions
- everybody must seek advice of experts
- everybody must seek advice from people who are affected by the decision
- every decision must be guided by principles + values + in alignment with the evolutionary purpose

PLAN





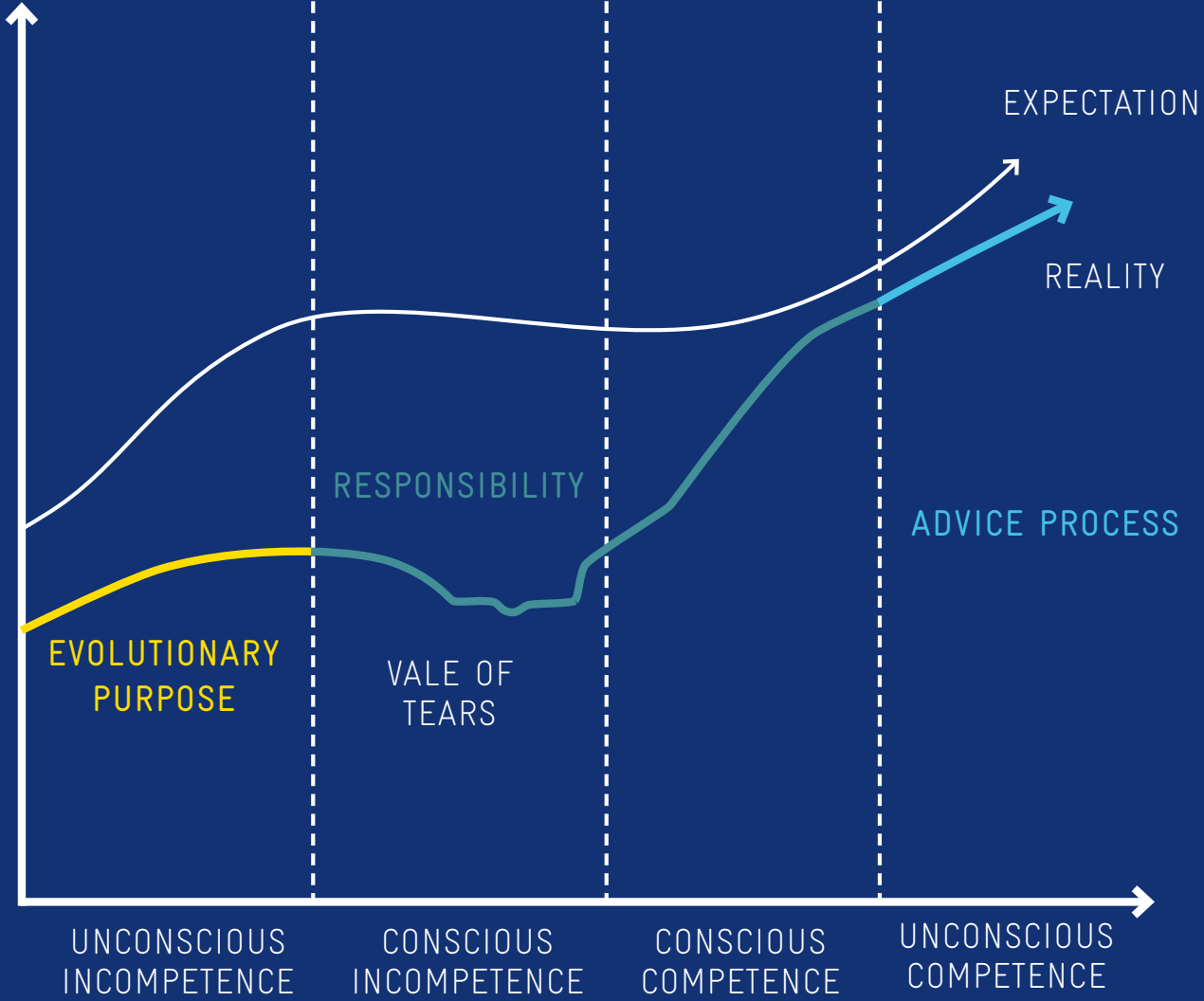
# REALITY



## SEVEN PITFALLS FOR DEVELOPMENT + NEXT STEPS TOWARD TEAL

- 1** Shock, trauma + phobia.
- 2** The goal is just a wish but not really wanted.
- 3** The time for reaching the goal is too short.
- 4** A current basic assumption about failing + not being successful.
- 5** An existing conflict.
- 6** Fight against difficulties.
- 7** No impact on the system to bring change about.

# THE CHANGE MODEL



# FREE FALL



# LEADERSHIP DIMENSIONS

- 1 Inspire
- 2 Manage the processes
- 3 Coach
- 4 Intervene – if required

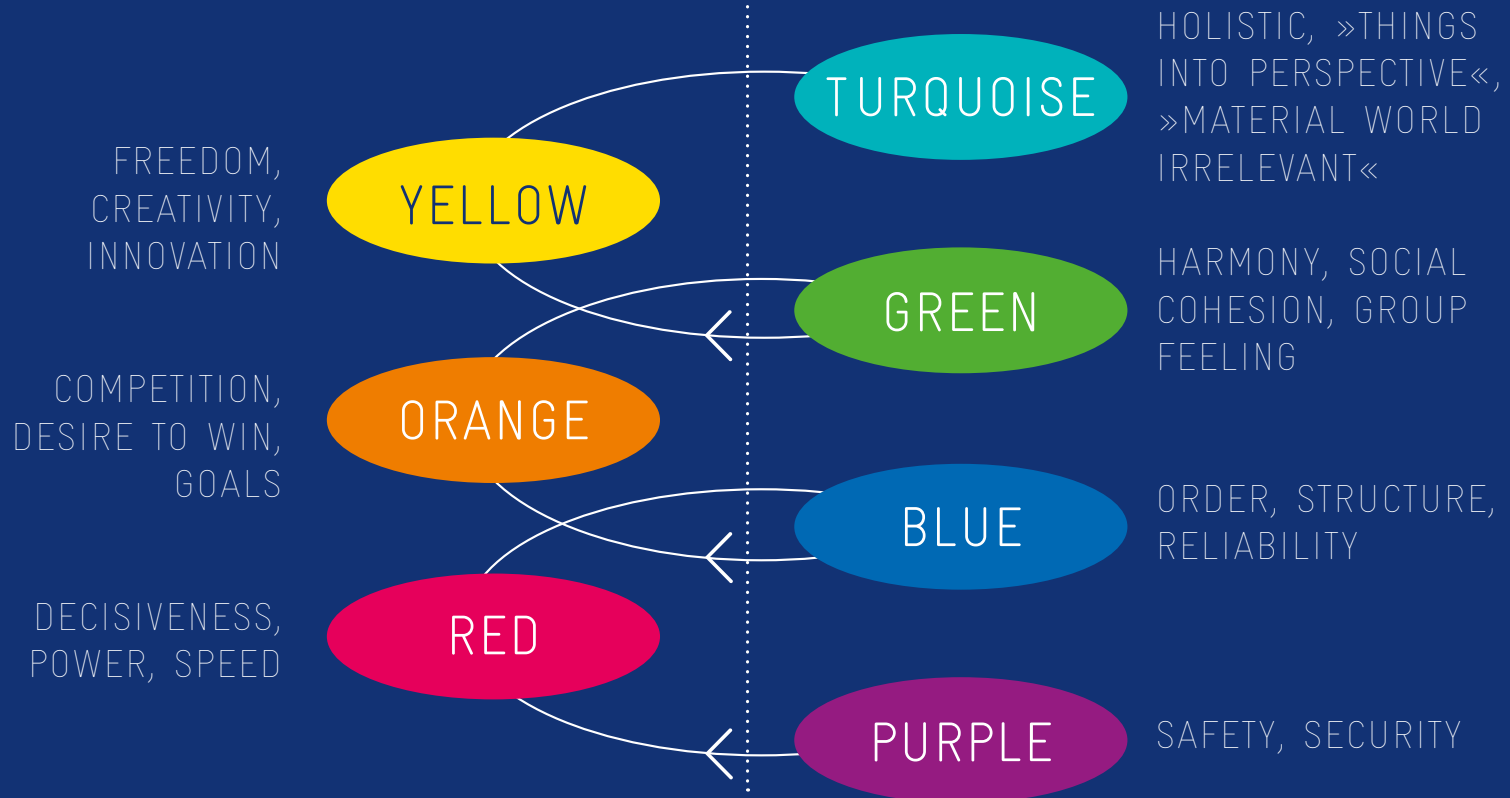
# INTEGRAL LEADERSHIP STYLE ...

- ... acts with the inner rightness of the purpose.
- ... is able to keep the ego under control.
- ... is able to say what is important.
- ... invites others to say what is important for them.
- ... says what he or she needs to work in a good way.
- ... says what he or she is up to.
- ... says what he or she is responsible for.
- ... listens to the needs of others.
- ... asks (clarifying) questions if required.
- ... intervenes when necessary.
- ... is able to withstand uncertainty.
- ... expresses his own ideas and gives feedback.

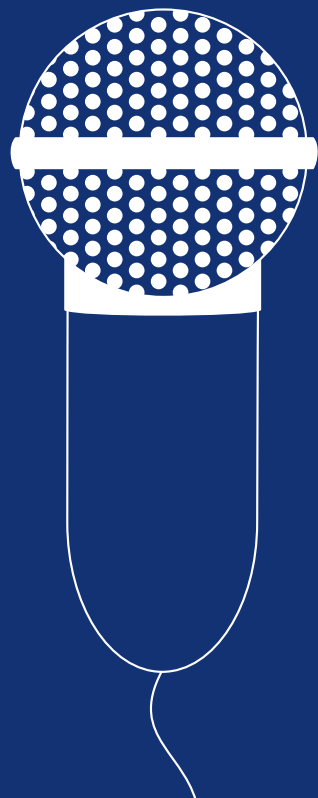
# SPIRAL DYNAMICS

INDIVIDUAL

GROUP



GIVE EVERYBODY A VOICE + LISTEN





# CONFLICT RESOLUTION PROCESS

- Develop an escalation procedure + structure the steps from face-to-face conflicts up to termination.
- Peers must resolve their disagreement between themselves + are discouraged from spreading the conflict.
- All parties are expected to respect confidentiality during + after the processes.
- If you are irritated, you
  - 1 listen to yourself + become clear within you
  - 2 if not resolved, talk to the other person
  - 3 if not resolved, ask someone to mediate
  - 4 if not resolved, ask someone to decide

# THE FOUR QUADRANTS

INTERIOR

EXTERIOR

COLLECTIVE

EXPLORE +  
CHALLENGE  
PERSONAL  
BELIEFS

ROLE-MODELLING  
FROM PEOPLE  
WITH MORAL  
AUTHORITY  
PUT IN PLACE

INDIVIDUAL

ORGANIZATIONAL  
CULTURE

SUPPORTING  
STRUCTURES,  
PROCESSES,  
PRACTICES



# CHALLENGING BELIEVE SYSTEMS

- Be open to different values  
+ different states
- Create possibilities to share  
+ to participate
  - e.g. by recognizing one own's biographies
- Get in dialogue about positive  
+ negative characteristics  
+ behaviors in your value system.

## BASIC CONCEPTS + BELIEVES

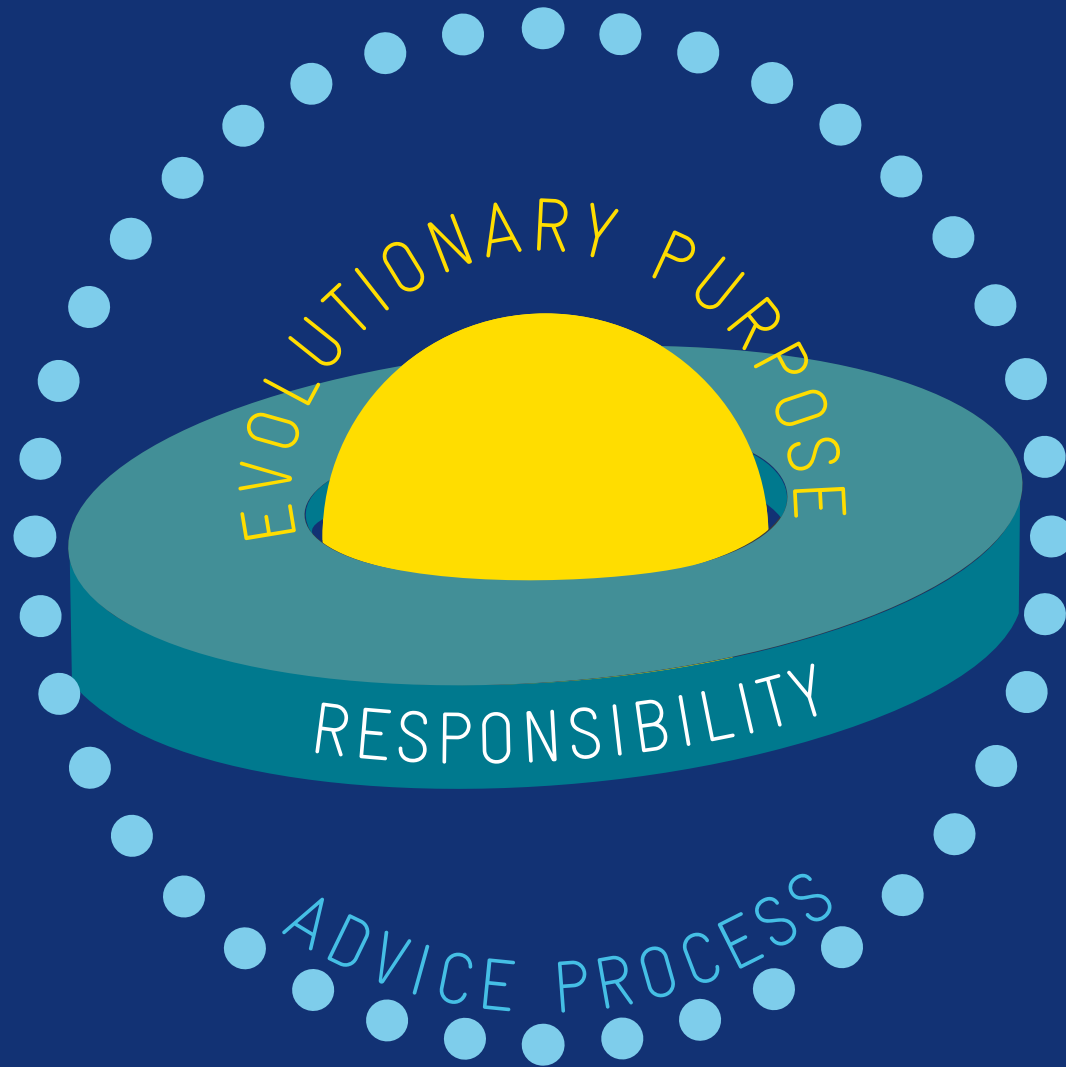
- Power, hierarchies + social injustice are accepted.
- Change means to live with unsecurity + unperfect situations.
- Individuality + the group are equally important.
- Masculine + feminine values + patterns are equally accepted + suitably combined.
- Longterm + shortterm orientation play together.

## FROM BELIEVES TO GUIDELINES

- Define go's + don't goes/do's + don'ts.
- Link these guidelines to the conflict resolution process.
- Challenge value systems + personal believes regularly.
- Evaluate the effectiveness of your guidelines.
- Shape + deepen the value process.

## RESULTS

- Increasing selfconsciousness + identification with the school.
- Release of energy + focus on the teaching task.
- Adults are a model in taking responsibility for students.
- Increasing satisfaction + creativity for all.
- Increasing professionalism, joy + fun at work.



# SUCCESS FACTORS FOR INTEGRAL CHANGE

**1 POTENTIAL** in the brain or brainsyndrome — there has to be a physical/emotional capability for growth.

**2 SOLUTIONS** of problems at present level — people have to see the possibility of solutions emerging.

**3 DISSONANCE** about conditions+future — that unsolved problems exist; dissatisfaction+frustration is building; what used to work no longer works.

**4 INSIGHT** into alternative forms+means — there must be some openness to possibilities beyond what is known.

**5 BARRIERS** to change identified+managed — using the Change Model +challenging personal believe systems.

**6 CONSOLIDATION +SUPPORT** in transition — there must be a way to get through the change process+stay together in a healthy way.



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