Name: Nancy Clarke

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**3 – 2 – 1**

**!!! 3 things learned**

* **MAXIMIZING**-pg.37 The Maximizing Leader’s Mental Model
  + The challenge for a leader is using both the cognitive and affective domains in adult learning to maximize performance of individuals and faculties. The Mental Model is very helpful for reflection and planning.
  + The Mobilizing Leader recognizes that knowledge and skills, as well as beliefs and attitudes contribute to effectiveness.
  + Maximizing leaders consider factors related to individual as well as factors related to the broader community, or the collective.
  + Collective Efficacy (Marzano)
* Pg. 42-The examples of QUALITY QUESTIONS for MAXIMIZING PERFORMANCE for Individual Growth, To Work Toward Organizational Goals, & For Building Collective Will to Meet Challenges are great for team building and school faculties. These questions will be helpful to me when planning work with schools.

* **MOBILIZING**-Getting people on board, to motivate to act
  + When individuals have the opportunity to find meaning in a proposed plan of action do they develop a deep, internal commitment that will not only move them to action but also sustain their course over time.
  + Deep change-in how people think, what they believe, and how they see the world-are difficult, if not impossible, to achieve through compliance. Commitment is the force needed for organizations to make lasting change.
  + Pg. 51 has several examples of quality questions for MOBILIZING.

**++ 2 connections made**

* Leaders come to mind that have displayed these skills as I read about Maximizing and Mobilizing. They had the ability to use these skills with authenticity. It wasn’t contrived; it was a natural part of their disposition.
* We have been able to assist in the change process in schools and systems by engaging leaders in these skills with their faculties. It reminds me of a project we did this year with a system. By appealing to all levels-system, school, and teacher-leaders with aspects of these qualities, commitment has occurred.

? 1 question

* How can we optimize these leadership qualities in individuals and how can we help leaders use these skills to aid commitment in their buildings?