Leading from the Middle: Coherence-Making in a Time of Innovation

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Coherence
Coherence is…

• a shared understanding about the purpose and nature of the work. (Fullan, 2016)
Coherence is *not*...

- alignment
- harmony
- a road map
Initiatives, initiatives, initiatives…

• “…coherence is so difficult to accomplish under conditions of overload, fragmentation, and policy churn.” (Fullan, 2016)
Coherence Components

- Focus on purpose
- Collaborative cultural norms
- Structural connectivity
- Shared accountability
Coherence Assessment
Case Studies: Questions to Consider

• How does system coherence apply to this case?
• What strategies could be used to promote institutional coherence and how might they be adopted for your institution?
• What role can middle leaders play in building organizational coherence?
Leading from the Middle
LFM Curriculum includes:

- Why Lead?
- Using Design Tools
- Engaging Resistance
- Building Coalitions
- Making the Case
- Failing Successfully
Sample Projects:

• guided pathways ***
• professional development program development
• institutional navigation
• acceleration/compression
• programs promoting inclusion for unique and under-served populations
I would describe it as a journey of self-discovery and development. Calling it "training" is almost misleading, insofar as there was little direct instruction and more reflection and guided activities. The bottom line is that one develops their leadership skills by DOING rather than by listening to others lecture or read about it.

Leading from the Middle Participant
For more information about Leading from the Middle

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Leading from the Middle website

http://rpgroup.org/Leading-from-the-Middle
Next Steps…

• “Make a difference by being a coherence maker in chaotic times.” (Fullan, 2016)