

# BCSD Culture: Accountability & Defined Autonomy



**Georgia Professional  
Standards Commission**  
*Protecting Georgia's Higher Standard of Learning*

**GaPSC's Georgia  
Ethics Symposium**

**August 29, 2018  
Macon, Georgia**

Dr. Curtis Jones, Superintendent

# BELIEVE



If you can conceive something in your mind and believe it to be true, then you can achieve it."

-NAPOLEAN HILL

# What We Believe In

## OUR VISION

Each student demonstrates strength of character and is college or career ready.

## OUR MISSION

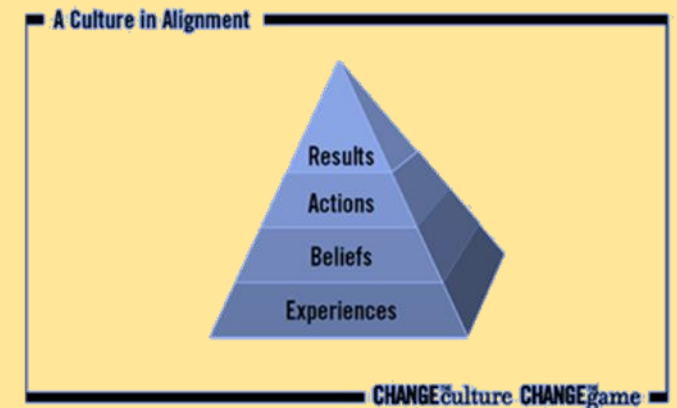
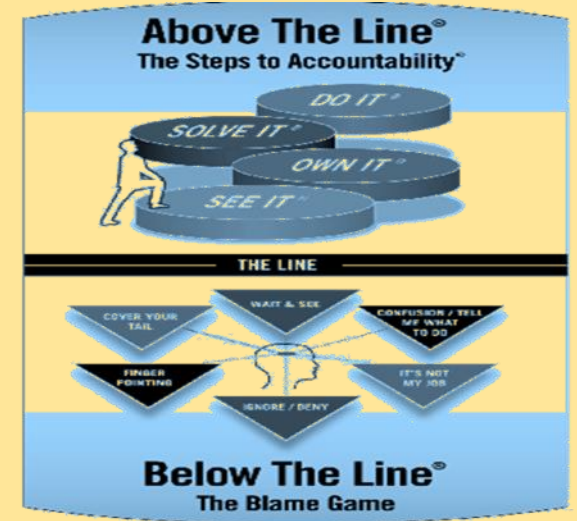
The Bibb County School District will develop a highly trained staff and an engaged community dedicated to educating each student for a 21<sup>st</sup> century global society.

## OUR VALUES

- COMPETENCY
- LOYALTY
- OPEN COMMUNICATION
- DEFINED AUTONOMY
- HONOR

## OUR NON-NEGOTIABLES

- PBIS
- RTI
- FIP
- TKES & LKES



# COMPETENCE

- **Competence** is the ability of an individual to do a job properly.
- **Competence** is a combination of practical and theoretical knowledge, cognitive skills, behavior and values used to demonstrate performance.
- To be **competent** a person would need to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire
- **Collective Competence** is a distributed capacity of a system that is an evolving dynamic that is context driven.
- **Competence** is a core value.

## Turn & Talk Activity

1. What are your district's values?
2. Are they defined?

# Treating People Right



“If you treat  
people right  
they will treat  
you right...  
ninety percent  
of the time.”

– Franklin D. Roosevelt

# What We Believe About Culture

- Either we Manage the Culture or it will Manage Us
- Leaders Create the Culture
- Culture Produces the Results
- Most Effective Culture is a Culture of Accountability

# How Culture Produces Results

## A Culture in Alignment



CHANGEculture CHANGEgame

Experiences foster beliefs, beliefs influence actions, and actions produce results. The experiences, beliefs, and actions of the people in your organization constitute your culture, and as the Results Pyramid demonstrates, your culture produces your results.



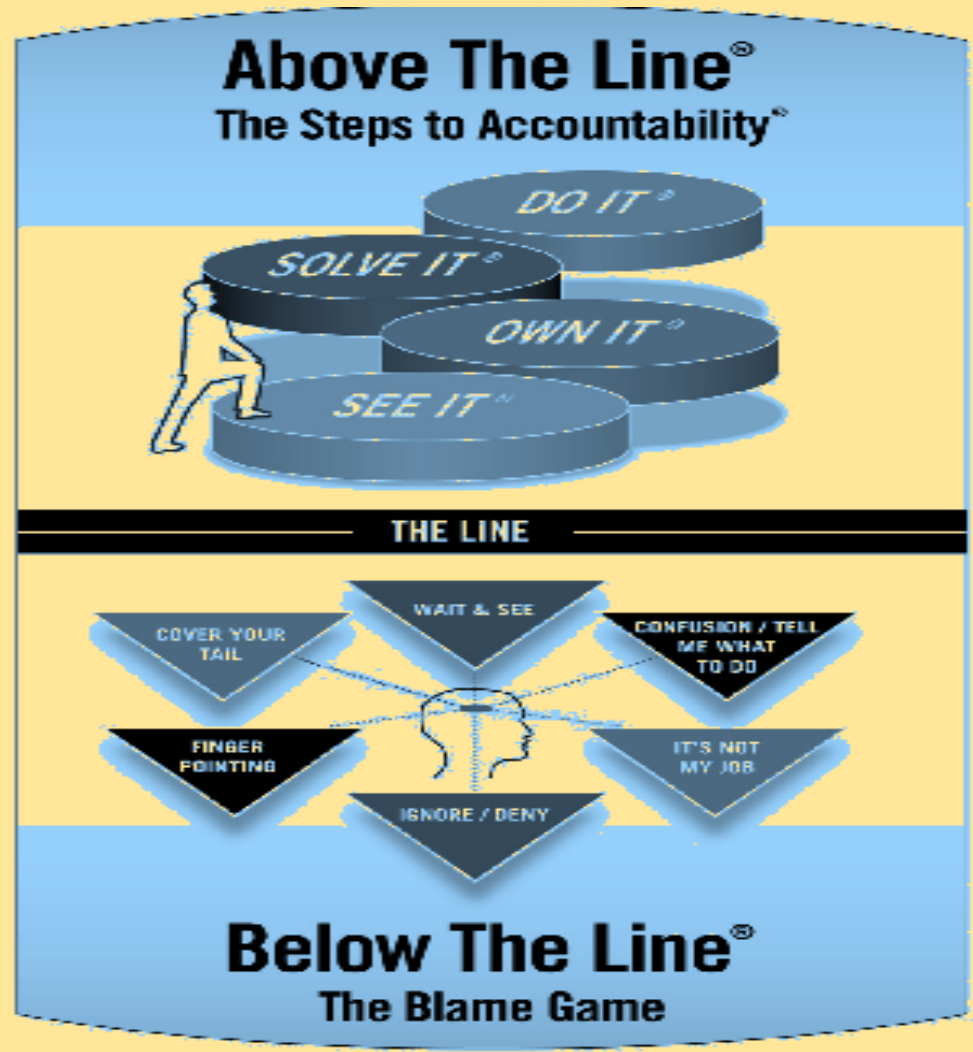
## Turn & Talk Activity

1. These two slides are the most important ones I have for you.
2. What are your thoughts about Culture and ethics after reviewing the two slides?

The  
**WISDOM**  
of  
**OZ**

**It's not about what you do; it's about how you think. For a different result . . . think differently. Think Above The Line.**

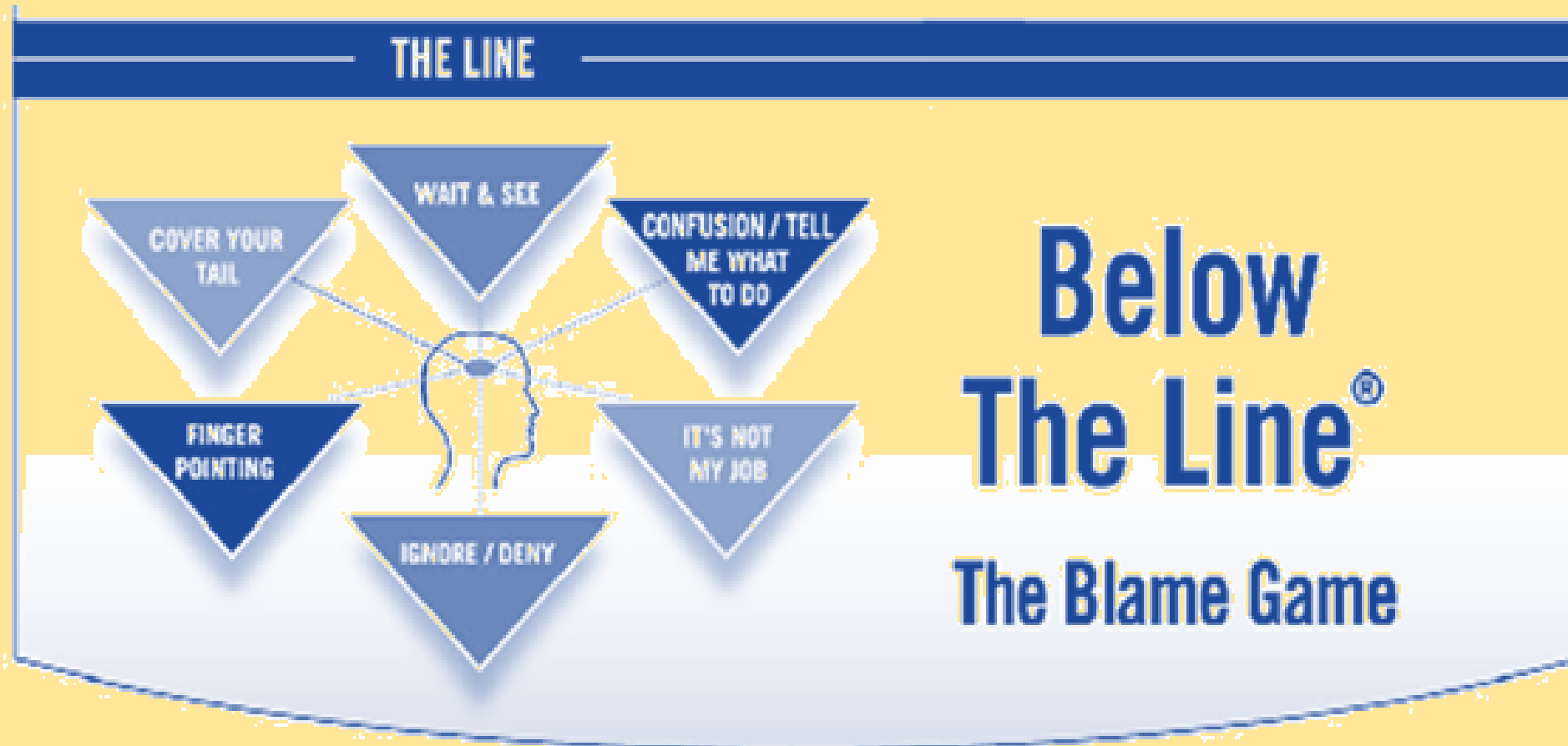
# The Steps To Accountability



# What Does It Mean To Be Below The Line

It simply means to have a **mind-set that allows you to stay stuck**, a victim of your circumstances. When you live Below The Line, you **externalize your lack of progress** toward the result you want or your failure to solve the problem you face. To reside Below the Line means you have **stopped trying to overcome the obstacles** and have decided that the solution lies beyond you, out of your control, that **someone else will need to solve** the problem for you.

# Below The Line



# Components of Below The Line

- The Blame Game
- The Six Stages of the Victim Cycle



# Rules of The Blame Game

- Rule #1: Never blame someone who offers a better excuse than you.
- Rule #2: Always be prepared to pass the buck, pin the blame, or point the finger, particularly when it is your fault.
- Rule #3: Remember, a good excuse can be just as good as getting the result.



# Rules of The Blame Game

- Rule #4: The quality of an excuse increases proportionally with the degree the “reason” lies outside of your control.
- Rule #5: Turn to the standard “scapegoat” excuses when normal deflecting tactics are not working.
- Rule #6: When all else fails, admit your mistake but blame your childhood.





## Turn & Talk Activity

1. Have you seen the Blame Game rules in play?
2. What is the relationship between the Blame Game rules and ethics?

# The Six Stages of The Victim Cycle

1. Ignore/Deny
2. Not My Job
3. Finger Pointing
4. Confusion/Tell Me What To Do
5. Cover Your Tail
6. Wait and See

# Stage #1: Ignore/Deny

If you ignore a toothache, pretend a leaky pipe will fix itself, or deny there are weeds in your yard, what happens? Right: A root canal, a flooded basement, and the prettiest dandelion farm in three counties.

Similarly, if you bury your head in the sand and remain stuck *Below The Line*, life only gets worse. Just ask the lowly ostrich. According to experts at the San Diego Zoo, “when an ostrich senses danger and cannot run away, it flops to the ground and remains still, with its head and neck flat out in front of it. Because the head and neck are lightly colored, they blend in with the color of the soil. From a distance, it just looks like the ostrich has buried its head in the sand.” Neither burying your head nor flopping to the ground and playing dead is a decent option.

So, get yourself to your dentist, patch the leak and grab a hoe.



**IGNORE**

# Stage #2: It's Not My Job

While visiting a local restaurant, we saw a number of employees enjoying their break. Burgers and fries done and break over, they were joking and shoving one another when one of them spilled his tray. Garbage and fry sauce hit the floor. This got a big laugh as everyone walked off, leaving the kid to stand there over his mess. We then heard him say, word for word, "It's not my job." Laughing, he walked off to join his buddies, leaving the floor for somebody else.

Now, this might not seem like a big deal to you, but it's a symptom of something huge, not just for this restaurant but for society in general. There is a pervasive lack of ownership out there, a wide spread lack of personal integrity; the buck is passed from one person to another to another. Though you may think you are getting away with something, ducking responsibility will, in the end, only paralyze your life and keep you from getting any real results.

From now on, when you see a mess, pick it up, especially if you're the one who made it in the first place.



# Stage #3: Finger Pointing

“Bradley” recently told his wife that, after many years of struggle, he has come to the conclusion that he’s “meant to be miserable so there’s no sense fighting it.”

For years he has cycled through disabling depression, an unhappy marriage, a lackluster career, financial trials, struggling children, and an unfulfilled life. Through it all he has tried psychology, psychiatry, medication, religion, lack of religion, and just about anything else he and others in his circle of friends think might help. His conclusion? “it’s heredity.”

Armed with that trusty diagnosis, he now points the finger of blame at his parents. To compound the situation, this once-capable wife now feeds his victim frenzy by also piling on his parents.



# Stage #4: Confusion/Tell Me What To Do

A lot of people think confusion lets them off the hook.

When the soup hits the floor, the kids say, “I don’t know where Mom keeps the mop.” The dishwasher needs to be emptied. “I can’t reach the cupboard, so I can’t put the dishes away.” The lawnmower runs out of gas. “I don’t know where Dad keeps the gas can.” So it’s back to video games.



Confusion reigns. Accountability wanes. And another “tell me what to do” victim qualifies for the victim cycle hall of shame. Confusion is the great defender of the status quo.

Nothing and no one will ever change when we get lost in the swamps of confusion and “tell me what to do.”

# Stage #5: Cover Your Tail

We all do it. No one wants something bad to be their fault, and everyone has a story ready about why it's not. The phenomenon is everywhere. Turn to any page of the paper or watch any news channel and you'll quickly find examples.

ABC News ran a story entitled *MEXICAN TEXTBOOK RIDDLED WITH ERRORS*. It revealed that 235 million school textbooks had been printed with the kinds of mistakes teachers expect their students to avoid: misspellings, grammatical and punctuation errors, geographical blunders, etc. No sooner did the news get out than the tail covering began.

The Mexican education secretary called the errors “unforgivable” and blamed Mexico’s “previous administration.” The head of the Education Commission protected himself by blaming the books editors. The editors chalked up the errors to their low pay.

And so it goes. Oh, did you catch the fact that they had printed books? That's a lot of tail covering.



# Stage #6: Wait and See

Imagine yourself standing in the path of a roaring wall of water. Hurricane Katrina is hurtling toward your town and you're told to evacuate immediately. What would you do?

Would you leave or move to higher ground? Would you sit on your front porch, waiting to see if the wind and water would sweep you away? Sadly, during Katrina, rescuers needed to evacuate thousands of people who had heard the news but chose to stick around to wait and see.

We all know the Katrina story; for every person who joined the difficult evacuation, another ten ignored the warnings and stood waiting. A writer friend of ours likes to say, "Do something, even if it's wrong."

Action, any action, produces more results than paralysis ever will.

**WAIT**

**AND**

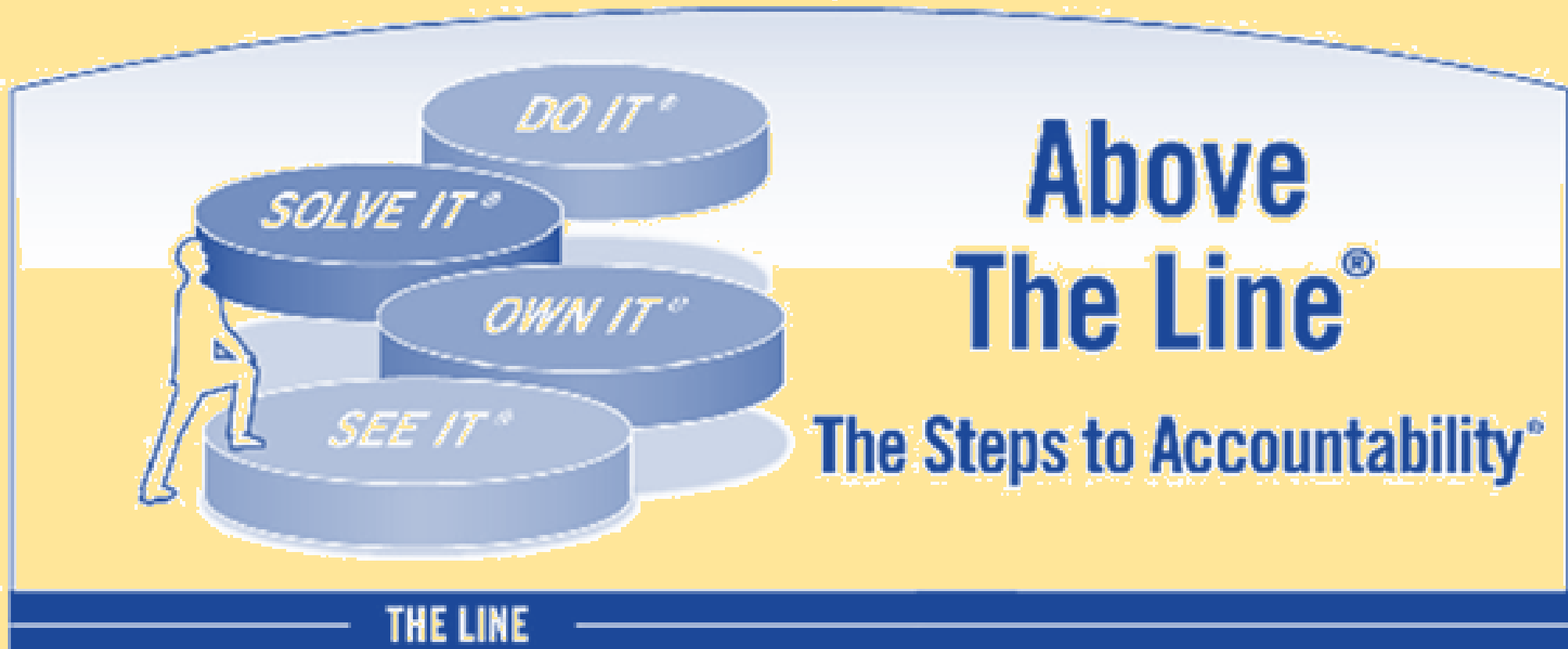
**SEE**



## Turn & Talk Activity

1. Do you believe the Six Stage of The Victim Cycle really exist?
2. How can the Victim Cycle lead to unethical behavior?

# Above The Line



# See It

**See It**, means moving Above the Line or staying there whenever a new challenge arises. When you **See It**, you relentlessly obtain the perspectives of others, communicate openly and candidly, ask for and offer feedback, and hear the hard things that allow you to see reality. These best practices apply up and down the hierarchy in the organization, from boss to subordinate, from peer to peer, from function to function, and among peers. They help you courageously acknowledge reality.

# Own It

**Own It**, means being personally invested, learning from both successes and failures, aligning your work with desired company results, and acting on the feedback you receive. When you **Own It**, you align yourself with the mission and priorities of the organization and accept them as your own. Ownership depends on linking where you are with what you have done, and where you want to be with what your are going to do. The **Own It** step lies at the heart of true accountability.

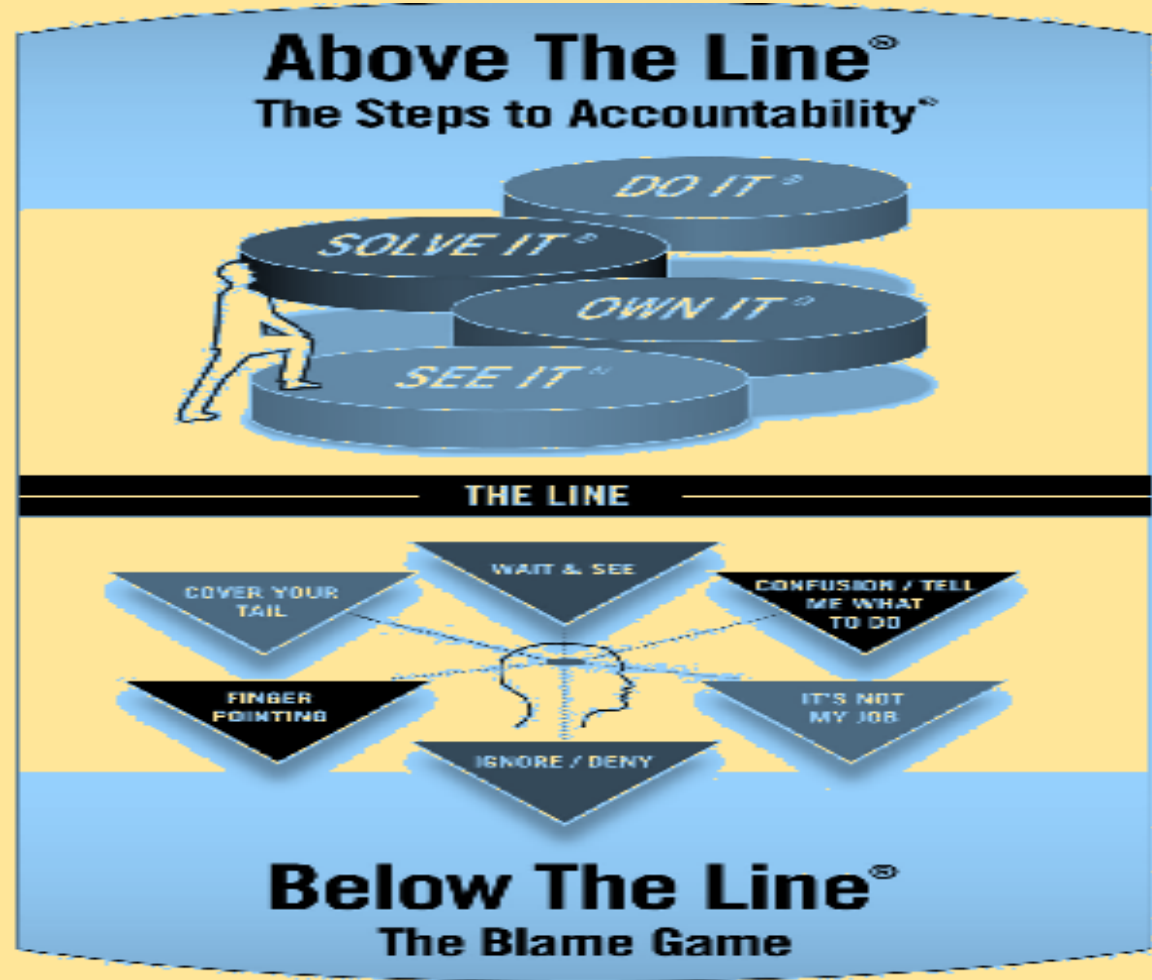
# Solve It

**Solve It**, requires persistent effort as you encounter obstacles that stand in the way of achieving results. When you take this step, you constantly ask the question, “What else can I do?” to achieve results, overcome obstacles, and make progress. **Solve It** includes overcoming cross-functional boundaries, creatively dealing with obstacles, and taking necessary risks. You cannot skip this step.

# Do It

**Do It**, the final step in the process represents the natural culmination of the first three steps: Once you **See It**, **Own It**, and **Solve It**, you must get out there and **Do It**. That means doing what you say you will do, focusing on top priorities, staying Above the Line by not blaming others, and sustaining an environment of trust. You can take all three previous steps, but to stay Above the Line and achieve the result, you must take the crucial fourth and final step and **Do It**.

# The Steps To Accountability



## Turn & Talk Activity

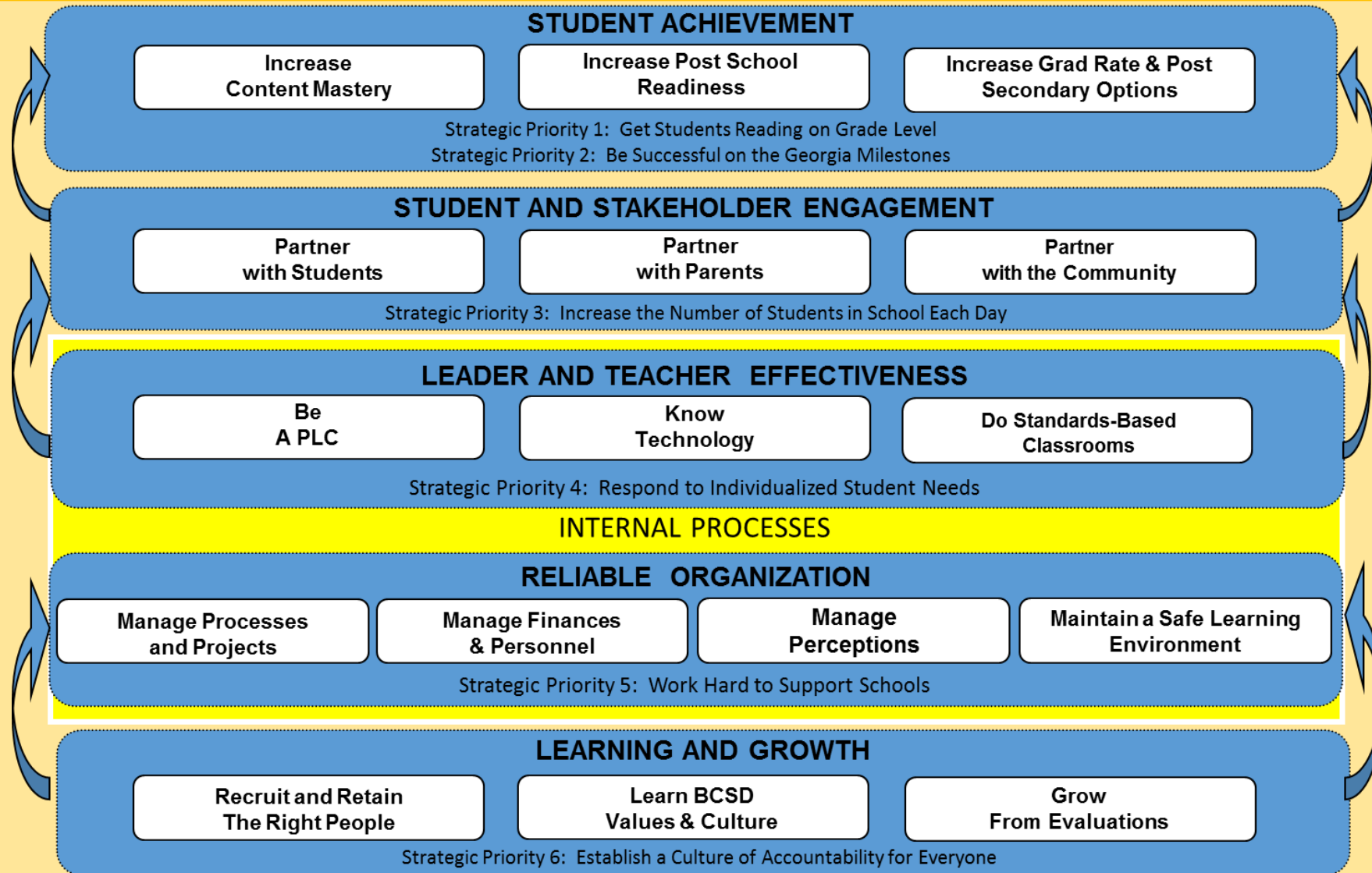
1. What do you think of The Steps to Accountability?
2. Can you take them back to your District?



# What We Believe About Culture

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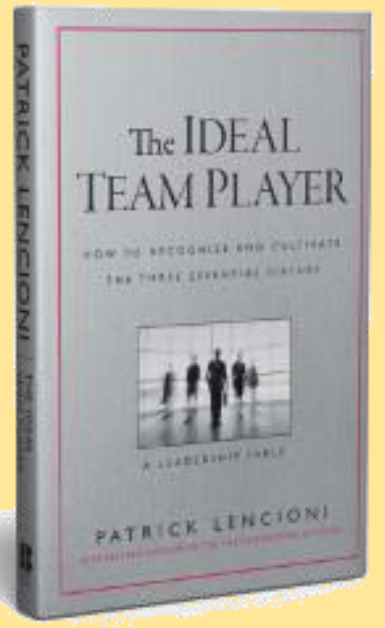
# Victory In Our Schools



Is Your Strategic Plan Creating The  
Experiences You Want Created?

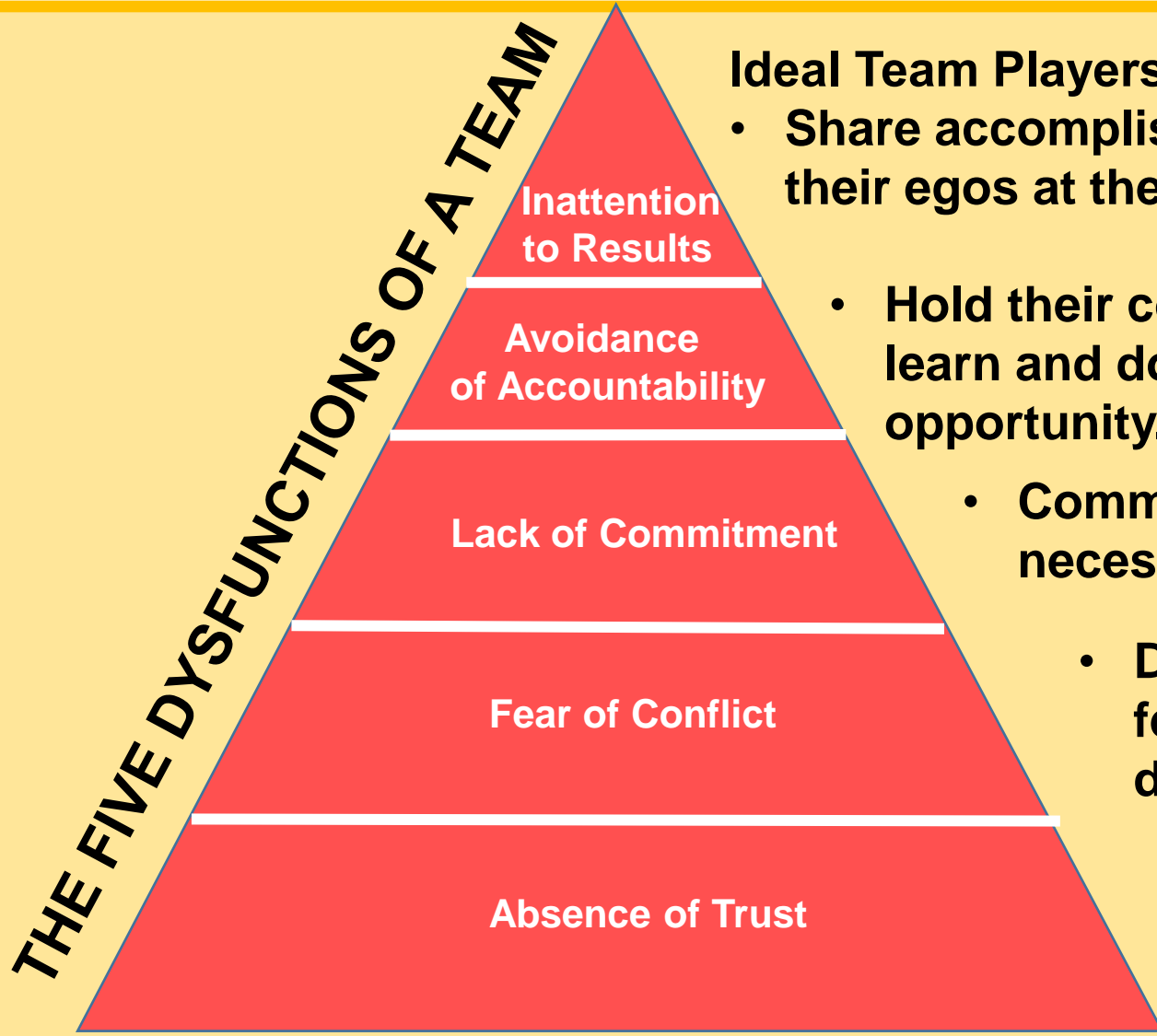


# The Ideal Team Player



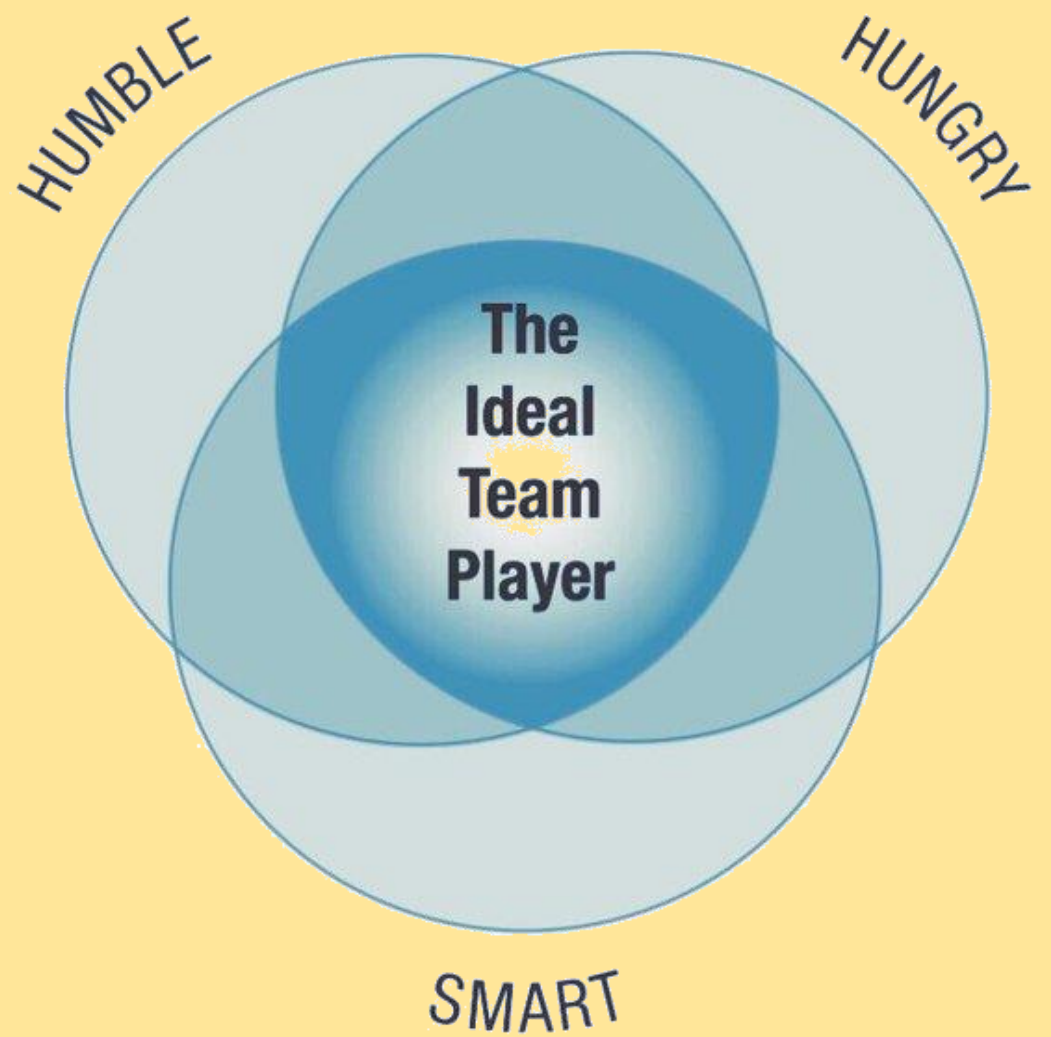
**THE IDEAL TEAM PLAYER CAN HELP  
YOU OVERCOME THE FIVE  
DYSFUNCTIONS OF A TEAM**

**TEAMWORK IS THE ULTIMATE  
COMPETITIVE ADVANTAGE**



### Ideal Team Players...

- Share accomplishments with everyone and leave their egos at the door.
- Hold their colleagues accountable, always strive to learn and do more, and constantly look toward the next opportunity.
- Commit to team goals and do whatever is necessary to accomplish objectives.
- Do and say the right things to help teammates feel appreciated and understood even when difficult situations arise.
- Build trusting relationships by being open and assessable.

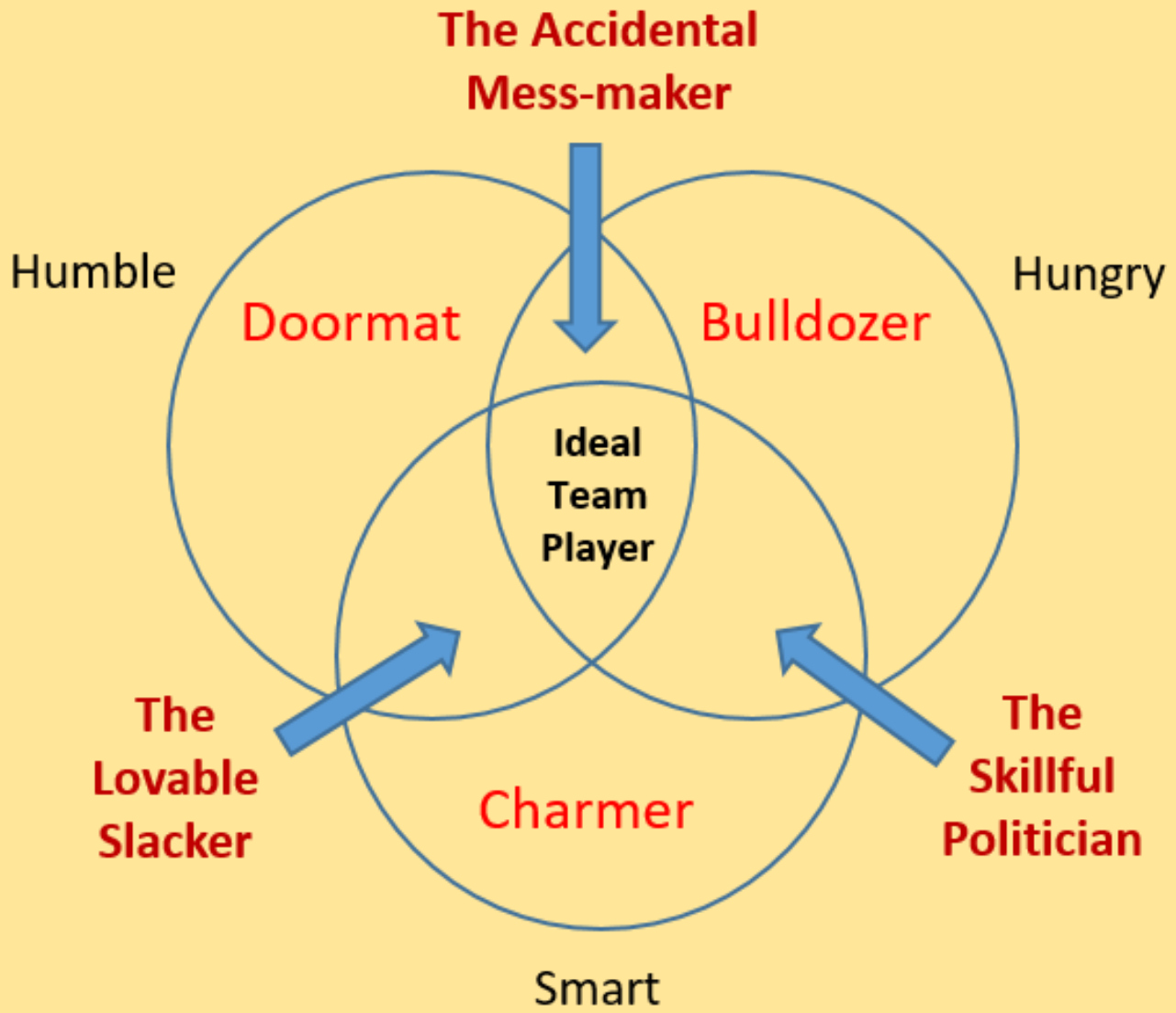


- **HUMBLE** - Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.
- **HUNGRY** - Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.
- **SMART** - Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.



# **Humble, Hungry and Smart— The Three Virtues Combined**

**What makes humble, hungry and smart powerful and unique is not the individual attributes themselves, but rather the required combination of all three. If even one is missing in a team member, teamwork becomes significantly more difficult, and sometimes not possible.**



**Doormat** are nice, unassuming people who don't have much drive to accomplish things and lack the social smarts to build effective relationships with others on the team. Because they are nice and get along, pawns tend to get tolerated by teams for a good period of time.

**Bulldozers** have great drive and can push the team forward, but they tend to break a lot of china along the way because they don't care much about other people's feelings. They are also "me" focused and want to take advantage of the team for their own purposes.

**Charmers** like to put on a good show for the team but don't contribute much. They like to tell people how good they are but don't really care for the team's success. Unfortunately, their entertaining style will keep them on the team even longer than the Pawn.

**Accidental Mess-Makers** are the “elephants in the china shop” that mean well and don’t want any credit but lack the people skills to communicate effectively with other team members. Their words and actions can often lead to frustration with other team members. But, they do contribute and are respected by others because they have the work ethic to move the team forward.

**Lovable Slackers** have the humbleness and people skills to get on well with other team members but lack the drive to contribute to the team’s goals. They often have other interest outside the team that are more important to them. Their friendly disposition often makes it hard for leaders to confront them on their lack of drive.

**Skillful Politicians** are the most dangerous people to have on a team because they are good at manipulating people to achieve their own objectives. They are hard working but like to bask in the glory of what *they* have accomplished. Skillful Politicians need to be identified, called out and corrected... or moved off the team as quickly as possible.



Remember, teamwork begins by building **trust**. And the only way to do that is to overcome our need for invulnerability." --  
*Patrick Lencioni*

**T** - Together  
**E** - Everyone  
**A** - Achieves  
**M** - More

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." --*Andrew Carnegie*

## Turn & Talk Activity

What, if any, was your key takeaway from our time together today?

# Conclusion

- 1. What you believe about culture matters**
- 2. Be intentional with the experiences you create**
- 3. All experiences matter**
- 4. Step up to Accountability**

# Thank You!

