

# STOP FAKE WORK in EDUCATION

Creating Real Work Cultures That Drive Student Success

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CORWIN

Thank you

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Please enjoy this complimentary excerpt from *Stop Fake Work in Education* by Gaylan Nielson and Betty Burks. In this excerpt the ten key characteristics of high-performance cultures are outlined.

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### Figure III.3 Ten Key Characteristics of High-Performance Cultures

#### **Cultural Ecosystem: Transform the Workplace**

1. Create a vision and a mission that are loftier than your reach.
2. Establish values as your navigational stars—the aspirational guides for the culture.
3. Strengthen leadership and the processes that fortify the culture: teamwork, communication, and effective behaviors.
4. Nurture a proactive planning culture: commit to strategic planning, communication planning, implementation planning, and celebration planning.

#### **Strategy: Identify the Critical Intent of Your Most Ambitious Targets**

5. Be strategic leaders and thinkers—understand your stakeholders and target vital objectives to transform the culture serving those stakeholders.
6. Create strategies that accelerate the work required to achieve those objectives so that your team can make the changes necessary to make a difference.

#### **Alignment: Develop the Core Strategic Work Through the Unified Lens of the Team**

7. Establish priorities for every leader and every staff member to focus on Real Work and eliminate Fake Work.
8. Adjust priorities to serve the cohesive needs of the team and its role in serving the organization and especially students.

#### **Execution: Ensure That Strategy Is the Focus of Daily Work and That the Process Is Institutionalized**

9. Create Real Work plans and execute them with discipline and passion to make a difference for you, your team, your organization and—ultimately—students.
10. Sustain these processes; make them the habits of continuous improvement.



## EXERCISE P1.1

### Snapshot of Your Culture

Respond to each statement as honestly and accurately as possible.

1 = don't agree at all, 4 = neutral, 7 = agree completely

STATEMENT	1	2	3	4	5	6	7	SCORE
1. Our leadership is excellent about communicating key messages.								
2. I know the strategies of my organization and can state them.								
3. Our team has worked together to determine work priorities and connect them to common goals.								
4. We regularly review our work priorities as a team.								
5. Our organizational values are well stated and guide the way we work together.								
6. We have consistent discussions about organizational goals.								
7. It was easy for me to create priorities with a clear connection to our organizational strategies.								
8. Most of our meetings are purposeful, well run, and a good use of time.								
9. We have a cohesive team and we work effectively with other teams.								
10. Many people were involved in developing our district's goals.								
11. I work on projects that have full support and have purpose.								
12. Strategies that the administration developed are being applied in all our schools with fidelity.								
<b>Total</b>								