Companion Website Contents xvii
Foreword by Debbie Silver xxii
Acknowledgments xxv
About the Authors xxix
Introduction 1

It's All About Student Success 2
This Book Is About Real Work 2
We Use Real Educators' Stories 5
Our Research and Experience Taught Us to Focus on Work 10
This Book Is Practical, Reflective, and Tool-Based 11
Take Advantage of the Benefits of the Book 13
The Book Comes From Our Converging Journeys From Diverse Roots to Common Paths 13

Section I. The Foundational Principles of Fake Work and Real Work—and Knowing the Difference

Chapter 1. Fake Work: A Road to Nowhere 19

Real Work and Fake Work Defined 19
Fake Work Negatively Influences School Boards, Administrators, Teachers, and Students 20
“Standing on the X”: Focusing on the Point, the Pinnacle, and the Launching Pad for Success 26
Fake Work Is Illusive and Easily Misdiagnosed Because It Is Work—Often Hard Work 30
The Nature of Work Has Changed and Educators Are Overwhelmed With the New Reality

Section II. Understanding the Causes of Fake Work: How It Damages the Work Environment

Chapter 2. Exploring the Origins of Fake Work in Education

Fake Work Is Plentiful and Complicated

The Root Causes of Fake Work

Chapter 3. The Culture of Fake Work and Four Causes That Enable Dysfunctionality

Cause 1—A Complacent Culture: Organizations Allow Old Habits to Inhibit Excellence
Culture Drives Performance and Is Threatened by an Accumulation of Flaws

Cause 2—Ineffective Teams: Teams Have Few Common Goals and Minimal Collaboration

Chapter 4. Fake Work Results From Poor Strategies, Weak Priorities, and the Failure to Align

Cause 5—No Strategic Clarity: Without a Clear and Common Roadmap, Organizations Flounder

Cause 6—Unclear Work Priorities: Too Often, Critical Tasks Are Not Linked to Strategies

Cause 7—No Strategic Alignment: Without Alignment, Teams Default to Silos and Lack Collaboration and Cohesion
Chapter 5. Two Causes That Undermine Executing and Sustaining Strategic Implementation

Cause 8—Failure to Execute: Organizational Intent Falters Without Real Work Plans and Being Accountable for Them

Cause 9—Diminishing Long-Term Commitments: Individual and Team Effectiveness Dwindles When Teams Fail to Manage, Maintain, and Sustain Implementation

Summary of the Causes of Fake Work and Transitioning to Real Work

Section III. The Paths to Real Work: A Step-by-Step Process for Strategy, Alignment, and Execution

Prologue: Five Fundamentals for Doing Real Work

Build a High-Performance Culture

Vision and Mission Provide a Mythic Quality to a Very Real World

Culture Thrives in a Moral Fabric With Values Interconnected by Trust

Teams Are the Operational Reality of a Performing Culture

Prioritize Strategic Plans That Focus on Ambitious Targets

Adhere to the Process for Real Work: The Work Itself

Embrace the “Everyone a Leader” Type of Leadership

Ensure That Your Work Is Renewable and Sustainable

Path 1: Create a High-Performance Educational Culture

The Essence of Culture

Step 1: Assess Your Organization to Find Out Who You Are Now

Step 2: Create an Inventory of Behaviors You Want to Cultivate

Step 3: Transform Teams Into Cooperative and Collaborative Powerhouses
Step 4: Prioritize Communication and Communication Planning
Summary and the Path to Action

Path 2: Think Strategically

Step 1: Invest in Strategic Thinking to Gaze Into the Future
Step 2: Find the Right Questions and Turn Them Into Insightful Answers
Step 3: Do a SWOT Analysis to Gauge Your Fitness and to Penetrate Factors That Affect Planning
Step 4: Conduct a Stakeholder Analysis to Plan for Partnerships and Potential Distractions
Summary and the Path to Action

Path 3: Plan Strategically

Step 1: Understand the Elements of a Strategic Plan
Step 2: Engage Strategic Leaders at Every Level
Step 3: Collect Data Strategically
Step 4: Write an Executive Summary
Step 5: Formulate a Vision and Mission That Epitomize Your Highest Aspirations for the Future
Step 6: Identify Your “Navigational Stars”—the Values Vital to Your New Culture
Step 7: Create Objectives That Focus on Your Biggest Challenges
Step 8: Create a Dashboard for Your Objectives and Watch Them Closely
Step 9: Create a Portrait of a Graduate
Step 10: Develop Strategies to Achieve the Objectives
Step 11: Partner With the Board to Work on the District’s Vision
Summary and the Path to Action
Path 4: Focus on Your Real Work Priorities

Step 1: Develop a Task List That Reflects What You Do at Work 192
Step 2: Consult With Your Team 192
Step 3: Relate Your Work to the Strategic Plan 194
Step 4: Prioritize Real Work Tasks 194
Step 5: Narrow and Refine Your Real Work Tasks 196
Step 6: Shift Your Work Paradigm 197
Summary and the Path to Action 199

Path 5: Align Cultures, Leaders, Teams, and Schools 201

Step 1: Ensure That Alignment Is a Team Process 204
Step 2: Establish Alignment as the Essential Connection—the Glue—Between Strategy and Execution 206
Step 3: Create Alignment at Every Level—Systemwide 208
Step 4: Build the Critical Steps to Establish Alignment 209
Summary and The Path to Action 212

Path 6: Execute the Real Work 215

Step 1: Develop Real Work Plans for Each Priority 216
Step 2: Plan for Strategic Execution of Your Real Work Plan 219
Step 3: Plan to Cascade Real Work Plans and Priorities Throughout the Entire Organization 220
Summary and the Path to Action 222

Path 7: Sustain the Real Work 223

Step 1: Cascade the Real Work Process Throughout the Organization 224
Step 2: Monitor Performance to Promote Accountability and Teamwork 225
Step 3: Perform Quarterly Reviews to Demonstrate Ongoing Commitments 231
Step 4: Establish Real Work Meeting Guidelines
Step 5: Celebrate Success and Stimulate Renewed Commitment
Step 6: Empower People and Build Leaders
Summary and the Path to Action

Epilogue: And Then There Was Transformation
References
Index

Visit the companion website at stopfakeworkineducation.com for downloadable resources.

Note From the Publisher: The authors have provided video and web content throughout the book that is available to you through QR (quick response) codes. To read a QR code, you must have a smartphone or tablet with a camera. We recommend that you download a QR code reader app that is made specifically for your phone or tablet brand.

Videos may also be accessed at stopfakeworkineducation.com