

Colorado Springs School District 11



The world is changing.
Meet the future.

Management Directive from the Superintendent

Date: August 1, 2017

Subject: Management Directive – Collaboration

Management Directive #: MD-G3

Purpose:

The district believes collaboration, a purposeful act, is an over-used term yet an under practiced skill. We tend to forget to collaborate and attempt to collaborate after the fact and that's not a good thing. Collaboration enables individuals to work together to achieve a purpose. Collaboration begins with an invitation and ends with a victory. Eight areas are impacted by effective collaboration.

1. Valued part of team
2. Stronger bond of responsibility for making the decision
3. Focus energy on future problem-solving
4. Allows for staff buy-in/ownership
5. Builds stronger relationships
6. To reach a better end result
7. Allows individuals to work together to achieve a purpose
8. Mitigates implementation challenges

The Management Directive MD-G3 Collaboration initiated during IBB Sessions in April 2017 was reviewed by the leadership of each employee group for input. It was shared by the superintendent at the Superintendent's Welcome Back Address in August 2017. The superintendent will discuss in greater detail with all Executive Professionals.

Directive:

Times When Collaboration Needs to Take Place:

1. A decision to be made that requires input since it has a significant impact on the school or district
2. A problem exists that needs defining and a solution
3. A change needs to occur that impacts the entire district and/or school and needs to be defined and agreed upon
4. An action is contemplated that impacts others

The purpose of a management directive is to provide authoritative direction beyond the scope of board policy and regulation. All district employees are required to comply with management directives for the benefit of District 11 students, staff, and stakeholders in order to ensure compliance with the Board of Education approved Business Plan.

Examples of Collaboration Process Tools:

1. Situation Appraisal
2. Decision Analysis
3. Problem Analysis
4. Potential Problem Analysis
5. Potential Opportunity Analysis
6. SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis
7. Communication Tools (e-mail, meetings, open discussion, etc.)

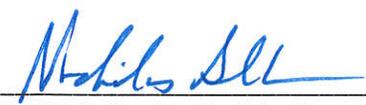
Criteria for Strong Collaboration Process:

1. Catalyst(s) gets the collaboration started...with explanation
2. Impacted stakeholders have a voice
3. Purpose clearly defined and has clarity
4. Agreement on defined outcome
5. Polite, open, and respectful communications
6. Comfortable climate that encourages open dialogue
7. Active, reflective listening behaviors
8. Potential impediments are discussed
9. Agreed upon final decision methodology

Criteria for Strong Collaborative Outcomes:

Will have included (as applicable):

1. Evidence of collaboration
2. Identified resources
 - a. Financial
 - b. Human capital/capacity
 - c. Other logistics (environmental items)
3. Cost/Benefit analysis
4. Identification of impediments and plan to address
5. Communication plan
6. Defined and agreed upon implementation
7. Defined change process

Signed: 
Dr. Nicholas M. Gledich, Superintendent

Date: 8-1-17