Transforming People Problems

Rachel Gonatas

Omega Graduate School

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Dr. David Ward Ph.D.

Assignment

### *60 Day Developmental Readings*

Review 100-day assignment, course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

Each OGS program and Core has specific grading criteria for Developmental Readings. Follow the **Developmental Reading Rubrics** for the **required number of sources, comments, and quality criteria**.

See the **General Helps** in **AA-101 The Gathering Place in DIAL**for the following resources:

* Refer to the “NEW Student Guide to Developmental Readings” for updated information on sample comments, rubrics, and key definitions related to developmental readings.
* Download the “NEW Developmental Reading Assignment Template” Word document to begin writing your developmental reading assignment.
* For **grading criteria**, go to the “NEW Developmental Reading Rubrics” document.
* Document all sources in APA style, 7th edition ([APA 7 Reference Example](https://drive.google.com/file/d/1MOW2xmjS9fBRboojA-ADFQBlpahm2iFM/view?usp=sharing), [APA 7 Quick Guide](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/documents/APA%20Poster%2010.22.12.png)) for in-text citations and for Works Cited. Include page numbers.
* Include a separate **Works Cited** page, formatted according to APA style, 7th edition.
* Submit through **DIAL** to the professor.

### This Paper will address: Reframing an organization’s perspective by restructuring/reframing problem-solving within an organization.

**Source One:** Bolman, L. G., & Deal, T. E. (2017). Reframing organizations: Artistry, choice, and leadership.

**Comment 1:**

**Quote/Paraphrase:** There has never been a time when there has been a greater demand placed on the intellect, inventiveness, and adaptability of leaders, and there has also never been a time when the effect on the health and happiness of an organization's stakeholders has been more crucial. The growing number of advanced institutions has resulted in a rise in the structure of behavior among people.

**Essential Element:**  Transactional and Transformational Leadership-People problems in organizations- Leader’s roles in people problems

**Additive/Variant Analysis:** This adds to my prior comprehension that the high demands and competition in fast-paced organizations have a significant impact on employees' perception of stability and contentment at work.

**Contextualization:**  This is evident in my everyday position with the ever-increasing certification and professional development requirements for our instructors. If the additional work is not delivered in a relevant manner, it causes discontent and a feeling of a state of chaos.

**Comment 2:**

**Quote/Paraphrase** A frame is a mental model, a collection of assumptions or concepts, that you keep in your brain to help you comprehend and handle a particular scenario. The primary cause of cluelessness is not a person's personality or capabilities; rather, it is an inability to make sense of complicated circumstances. The most often used method for improvement is the enhancement of leadership abilities. A leader's ability to manage an organization's culture and development successfully requires key capabilities, including intuitive thinking and reflective analysis.

**Essential Element:**

Personality types-Leader’s role in people problems

**Additive/Variant Analysis:** This adds to my recent comprehension of how an in-depth understanding of an organization's culture enhances a leader's ability to effectively steer an organization.

**Contextualization:** In the past five years I have had the opportunity to be executive director at a Montessori Cooperative School and most recently Director of a Gifted School. Both environments were drastically different from typical educational institutions. In order to lead in a manner that would steer the school in the direction of the foundational missions, a deep understanding of their cultures and foundational principles was necessary. This was very difficult at times because there had been so many leadership changes that the mission was not clearly identified to all the stakeholders.

**Comment 3:**

**Quote/Paraphrase** A frame is a cohesive collection of ideas or beliefs that create a prism or lens that allows you to see and comprehend what's going on in the world around you more clearly. It is based on classic logical pictures but delves far deeper to provide a diverse and effective means of understanding social architecture and its implications. A structure offers the framework for achieving an organization's strategic objectives. It serves as a framework for internal participants' expectations and interactions. The structural frame's basic ideas express trust in logic and confidence that an adequate variety of roles and duties would reduce distracting personal clutter and increase the focus of individuals on the task. It is important to be organized before doing anything so that when you do it, everything is not confused.

**Essential Element:** Nature of man from theological, sociological, and psychological perspectives-Maslow’s Hierarchy of Needs Model- Communications-Conflict resolution

**Additive/Variant Analysis:** This broadens my understanding of strategic planning and illustrates how a good strategy may serve as a road map for keeping on target.

**Contextualization:** This resonates with me as I continue to learn about educational policies, missions, and philosophies in my present role. I've seen a lot of confusion as a result of rapid change and the lack of a consistent framework and a strategic plan that is followed with allowances for cultivating time. When a solid framework is not clearly articulated, it is possible to go into a survival mode that might lead an organization away from its original mission.

**Comment 4:**

**Quote/Paraphrase** Rules and policies govern working conditions and specify standard methods for completing tasks, addressing personnel issues, and interacting with clients and others. In order to avoid individualism, which is a response to specific issues based on personal preferences or political constraints, the objective is to ensure that similar situations are handled in distinct ways. Integration and differentiation are central to organizational design. Organizations divide work by establishing numerous specialized roles, functions, and entities.

**Essential Element:** Communication- Leader’s role in people problems- Behavioral motivation

**Additive/Variant Analysis:** This is a variant to my prior understanding of consistency and fairness in the workplace. I am intrigued to find more ways to incorporate differentiation.

**Contextualization:** I've always believed that equality, consistency, and fairness must be followed. When I read this book, I realized that, just as each of my children responds differently to rules and discipline, individuals' personalities within organizations are also different and require different strategies to handle similar situations in distinct ways while still maintaining fairness. Differentiation is vital in intra-organizational communication.

**Comment 5:**

**Quote/Paraphrase** The most essential role of leaders is not to accurately answer every question or make every choice. Leaders cannot avoid their daily obligations, as well as financial and political demands. There are indications all throughout the globe that institutions are suffering from crises of purpose and moral authority. Finally, ethics must be established in the soul, with an organization devoted to firmly ingraining identity, beliefs, and values. Each frame provides a viewpoint on companies' ethical duties and leaders' moral authority. Each organization must have a strong sense of its own ethical and spiritual core. The frames serve as spiritual guides for the journey.

**Essential Element:** Transactional and Transformational Leadership- Leader’s Role in people problems- Communications

**Additive/Variant Analysis:** This is a variation of what I previously understood. The most important responsibility of a leader is to guarantee that the rules for moral behavior and spiritual direction are established, not to provide all the answers.

**Contextualization:** In my previous position, there was a board of trustees governed by parents. It became immediately apparent to me that my role was not to always have all the answers or make all the decisions, but rather to instill the importance of mission alignment and ethics regardless of individuals' desires or agendas. The aim of the board of trustees was to speak with a unified voice as they departed the board room, and that voice had to support the school's mission and philosophy rather than individual preferences.

**Source Two:** Quinn, R. E. (1996). Deep change: Discovering the leader within.

**Comment 6:**

**Quote/Paraphrase** Everyone has the potential to die a slow death if they do not continue to grow or if they do not have the determination to go beyond what is comfortable for them. The same may be said about other organizations. The process of reflecting on the culture of the workplace and subsequently reflecting on whether or not your business is suffering from a slow and painful death will determine the need for engagement in deep change.

**Essential Element:**  Transactional and Transformational Leadership-Behavioral motivation

**Additive/Variant Analysis:** This furthers my knowledge of how an organization must see ongoing expansion as essential to a program's well-being and viability. In order to survive and prosper, one must be ready to adapt to the culture of the time.

**Contextualization:** The Montessori school I led did not favor using technology in the curriculum. Observation and environment are crucial to the curriculum approach in the Montessori Method, which also emphasizes a highly hands-on approach to learning with particular instructional materials. It was damaging to the development of the Montessori Philosophy of education when the covid-19 epidemic struck and schools were closed. At this school, I had a relatively small support staff network. For students who weren't used to utilizing computers, we had to hastily reorganize the Montessori curriculum within two weeks. Although it was difficult, we took enormous risks, and with creativity, resourcefulness, and innovation, a successful outcome was produced. Although it could have been disastrous, it strengthened our team, the students, and the school. It was a big risk to reimagine Montessori in this manner, but because of careful scheduling and family groups, we were able to keep our school gardens and allow kids to preserve their connections to the gardens, forests, and trails. We may have lost the whole program if we had taken a gamble.

**Comment 7:**

**Quote/Paraphrase** It makes sense for groups to oppose change. Organizational procedures and structures favor stability over change. In order to attain excellence, power must be released. Risk-taking and the possibility of failure are requirements for change. Changing our perspective presents us with many possibilities for innovation. In times of extreme duress, decision-making may transform into a ritual that provides solace and support. Using analysis, intuition, and creativity, one must choose a context for evaluating something or comprehending another's perspective. When it comes to re-framing an organization, emotional intelligence, and cultural awareness are just as crucial as data analysis.

**Essential Element:** Transactional and Transformational Leadership- Nature of man from theological, sociological, and psychological perspectives-Leader’s role in people problems-Maslow’s Hierarchy of Needs Model.

**Additive/Variant Analysis:** This is additive and reinforces the fact that shifting our viewpoint opens us many opportunities for creativity.

**Contextualization:** Two months before the start of my first year at a previous school, I hired a marketing company to make a beautiful presentation full of data for the first annual meeting I had to host. The culture and personal connection that was needed to make the presentation a success was not shown. The next year, instead of a beautiful presentation, I picked a moderate presentation that I made myself, but I spent 6 months making video series with families and students and cultivated personal conversations and interviews with past and present stakeholders. , I joined the neighborhood city council, as the treasurer of the 7th ward. At the annual meeting that next year, I spoke from the heart and told everyone what I had learned. I also spoke about the school's history and plans for the future from the point of view of how our school culture was correlated. This was a more successful approach.

**Comment 8:**

**Quote/Paraphrase** You are not doing your job if you are not gambling on it every couple of years. Making a difference is critical for both individuals and organizations. Sometimes we have to take on the system in order for it to change. Failure is a steady companion that travels next to every great leader. You take more steps toward a slow death if you do not make concessions to opposing standards.

**Essential Element:** Transactional and Transformational Leadership

**Additive/Variant Analysis:** This adds to my prior experiences that occasionally, we must confront the system in order for it to evolve. If you do not make compromises to opposing standards, you advance toward a slow downfall.

**Contextualization:** I can relate to this since I found it difficult to debate at board meetings at first because I didn't want to raise tensions. However, advancement in development requires being willing to give in to opposing viewpoints.

**Source Three:** Watzlawick, P., Weakland, J. H., & Fisch, R. (2011). *Change: Principles of problem formation and problem resolution*. WW Norton & Company.

**Comment 9:**

**Quote/Paraphrase** The only way for organizations to construct the future is if their leaders experience new emotions, consider new thoughts, and take new actions. Instead of addressing Transformational Challenges, teams deal with technical issues, causing the problems to persist.

**Essential Element:** Transactional and Transformational Leadership

**Additive/Variant Analysis:**  The concept that consideration of new opportunities and ideas establishes the future of an organization, adds to my prior understanding.

**Contextualization:** I often see in education that educators are attempting to implement fresh curricula to achieve improved student results. While occasionally necessary, the best strategy is usually to involve students in the lessons. Better results will result from inspiring students, assisting their need to master executive functioning, and kindling their creativity. Examining the same source, such as the curriculum, as the problem with student performance might make the issue lead to a continuous cycle of challenges.

**Comment 10:**

**Quote/Paraphrase:** Reframing is placing a situation in a different frame that matches the facts of the same actual scenario as well or even better and, as a result, alters the whole meaning. It also refers to altering the emotional environment or perspective in regard to which a situation is perceived. What makes reframing such a successful transformation method is that once we comprehend the alternative perspective, we cannot return to the torment of the previous perception of reality. It is almost hard to return to our previous futility and discouragement regarding the potential of a solution after someone has revealed it to us.

**Essential Element:** People problems in organizations- Communications- Conflict resolution

**Additive/Variant Analysis:** This is an additive to my knowledge, changing the emotional environment or perspective from which a situation is perceived is an effective reframing technique.

**Contextualization:** I was on a capital campaign board for a local private school program a few years back. The school board requested us to look at constructing a $500,000 educational/multipurpose classroom for our middle school students, who were few in number at the time. Prior Capital Campaign members were tasked with this responsibility, and although they delivered a plan for a magnificent facility and much-needed multifunctional space, the cost was 2.7 million dollars. This was beyond the scope of the small educational program and also did not match the school's existing love and appreciation of the quaint nature-like atmosphere. We ultimately decided to contact two of the schools' adjoining homeowners about acquiring their properties after repeated efforts to acquire improved blueprints and several zoning rejections. This was completed, which boosted our property value, reduced the cost of remodeling properties into educational facilities, and provided us with a parking lot and playground alternatives. By reframing the event in a new frame, the facts of the identical real circumstance were matched better than the original idea. The idea and expense of doing it the first way now seem incomprehensible.

**Comment 11:**

**Quote/Paraphrase** The categorizing of our experiences of the world into various classes is the foundation upon which our understanding of the universe is built. Because these classes are mental constructions rather than actual things, their order of reality is completely distinct from that of the objects themselves. Not only do the material characteristics of things play a role in the formation of classes, but also the power of the things' meanings and values plays a significant role.

**Essential Element:** Nature of man from theological, sociological, and psychological perspectives- Maslow’s Hierarchy of Needs Model.

**Additive/Variant Analysis:** This adds to my knowledge, not only do the physical qualities of things play a role in how classes are made, but the meanings and values of things also have a big impact.

**Contextualization:** This reminds me of a time when my oldest son, now 24 years old, was 3 years of age. We were in church and they put the words to a song on an overhead projector, casting a shadow on the screen of the person’s hand. In my son’s loudest whisper, he said “Oh now I can see Jesus! There is his hand!” His capability to consciously form a mental construction of who God is, what He looks like, and how He exists in the church was not yet formed. He only had his existing knowledge and experiences to go on.

**Source Four:** Jankel, S.,Nick,(2020).*Now Lead The Change: Repurpose Your Career, Future-Proof Your Organization, and Regenerate Our Crisis-Hit World By Mastering Transformational.* Switch On.

**Comment 12:**

**Quote/Paraphrase** A succession of preconceptions, closed minds, and antiquated ideas produce or intensify an identity crisis. Fear and aggression within organizational stakeholders set in, which can only be neutralized by a broadening of our caring and compassion and a widespread desire to migrate our comforts to change an organization to connect more deeply and promote positivity in our organization and the world. Individual and collective organizational preconceptions are what prevent natural evolutions and changes from occurring. The desire to feel correct is an outdated leadership notion that stops organizations from adapting.

**Essential Element:** Leader’s role in people problems-Conflict resolution

**Additive/Variant Analysis**: This is additive to my understanding that preconceptions at the individual and organizational levels hinder natural developments and changes from taking place. An antiquated leadership idea that prevents businesses from evolving is the need to feel right.

**Contextualization:** This reminds me of my first board of trustees meetings at the Montessori Co-operative School. Some board members had served many terms, while others were new. Long-term board members would often dwell on previous experiences and how things had always been, or debate solely to be regarded as correct. Incoming board members with new ideas and no preconceived notions would introduce new ideas or ways of reframing the situation more effectively in a different frame that matches the facts of the same actual scenario and would be shut down or intimidated into not contributing to the discussion. It took a long time of reframing board meetings and including Robert's Rules of Order to get to a place where everyone could be appreciated and progress could happen.

**Source Five:** Cui, F., & Ye, Y. (2022). The Relationship Between Teachers’ Perceptions Towards School Climate and Their Decision-making Styles In Baoshan Foreign Language School Affiliated With Shanghai University, Shanghai, China

**Comment 13:**

**Quote/Paraphrase** An open school climate characterizes a vibrant and active school that satisfies the social demands of its employees. Teachers and administrators may display leadership in both simple and responsible ways. All stakeholders in a school should appreciate and understand teachers' viewpoints on the school environment and decision-making. School administrators must choose the best way to establish and provide extra opportunities and platforms for teachers to share ideas and participate in decision-making. A healthy organization exists in a social environment and must constantly increase its adaptability to survive. A healthy educational climate refers to a school's characteristics, organization, and values.

**Essential Element:** People problems in organization-Maslow’s Hierarchy of Needs Model- Communications

**Additive/Variant Analysis:** This adds to my knowledge that a healthy organization has to continually improve its flexibility to survive in a social setting.

**Contextualization:** This relates to my work in educational administration as I recall an occasion when choices for professional development were made over the summer and were not well accepted by many of the teaching staff. Opportunities for professional development differentiation were desired by some of the teachers. While it is critical to guarantee that specific professional development happens, some instructors need more specialized content-oriented training that helps the ever-changing and unique area of interest and need. Student needs and family relationships have changed, and teachers must be equipped to handle these changes.

**Source Six:** Morgeson, F. P., DeRue, D. S., & Karam, E. P. (2010). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of*

*Management*

**Comment 14:**

**Quote/Paraphrase** Focusing on the role of leadership in encouraging team success may result in the emergence of new leadership by creating a team structure and integrating team leadership, which will manifest leadership within itself. Transitioning to this technique requires extensive planning in terms of purpose, aim, and performance requirements. Putting together an ideal team of individuals and assuring performance capabilities among those team members. Allowing time for the team to thoroughly connect with the fundamental mission of the company will assure the desired functional outcome. When restructuring and growing an organization's team, the most vital responsibilities of a leader are purpose definition, creating clear objectives and expectations, strategic structuring and planning, and team development.

**Essential Element:** Communications

**Additive/Variant Analysis:** This adds to my knowledge that cultivating a team takes time and clear communication.

**Contextualization:** I've come to understand that job descriptions within teams may need to be adjusted based on the skills and capabilities that each member of the team has. If team members are given the opportunity to develop and nurture their skills and abilities, they will be more satisfied, confident, and ready to rise up and lead in their area of competence.

**Source Seven:** Holmes, W. T., & Scull, W. R. (2019). Reframing organizations through leadership communications: the four frames of leadership viewed through motivating

language. *Development and Learning in Organizations: An International Journal*.

**Comment 15:**

**Quote/Paraphrase** Motivational Language Theory describes leadership communication as a method for motivating and fostering organizational learning. Improved leader decision-making, employee satisfaction, and organizational outcomes will result from a greater organizational understanding and more instruments for leader development.

**Essential Element:** Transactional and Transformational Leadership-

Behavioral motivation-Communication

**Additive/Variant Analysis:** This adds to my awareness of the need for a complete climate understanding in supporting employee contentment.

**Contextualization:** It is challenging to be in charge of an organization that you do not thoroughly comprehend. My previous two positions were at well-established schools. As a newcomer, I was tasked with leading the school, personnel, and families. It was imperative that I immerse myself in the climate and culture of the school in order to effectively and positively lead it.

**Source Eight:** Haddad, T. (2020). Angela M. Eikenberry, Roseanne M. Mirabella, and Billie Sandberg (eds.), Reframing Nonprofit Organizations: Democracy, Inclusion, and Social Change. Melvin & Leigh.

**Comment 16:**

**Quote/Paraphrase** Marx's theory on ideology describes it as a system whose concepts, perceptions, and values form people's attitudes, which in turn shapes their reality. According to Marx, it also molds reality in such a way that it serves the interests of the dominant class while pitting those interests against those of the working class. It focuses on deconstructing common-sense views of the world and reveals that systems consist of various competing fragmented realities such as identifying groups and affiliations. While postmodern theory emphasizes the frequently multiple interpretations of "truths," it does so in the context of deconstructing common-sense views of the world.

**Essential Element:** Transactional and Transformational Leadership- Nature of man from theological, sociological, and psychological perspectives.

**Additive/Variant Analysis:** This adds to my knowledge that conceptions and perceptions, and values affect people's attitudes, which in turn shape their reality.

**Contextualization:** I can relate to this because I see it through the eyes of teachers and administrators, and how systems are made up of fragmented realities that compete with one another, such as choosing who belongs to which group and which group is correct. Truths get individualized. In order to achieve organizational stability, it is necessary to consider everyone's version of the truth.

**Source Nine:** Chebbi, H., Yahiaoui, D., Sellami, M., Papasolomou, I., & Melanthiou, Y. (2020). Focusing on internal stakeholders to enable the implementation of organizational change towards

corporate entrepreneurship: A case study from France. *Journal of Business Research*

**Comment 17:**

**Quote/Paraphrase:** Some of the processes that promote the engagement of internal stakeholders in the pursuit of a change process within an organization are connected to today's dynamic external environment, which is defined by instability and ongoing shifts, bringing challenges and risks to companies. There are theoretical and practical implications of adopting structural changes in order for a corporation to accept corporate entrepreneurship.

**Essential Element:** Transactional and Transformational Leadership.

**Additive/Variant Analysis:** This is additive to my prior experiences. Constant change without some normalization can cause confusion and instability.

**Contextualization:** In one of the schools that I led, the school had programs that were structured around prior era cultural structure that was designed 40 years prior. Several of the founding teachers were still very involved and rooted in the way things had always been. In the current community, however; Cultural displacement, shifting neighborhoods, gentrification, family dynamics, and working classes had drastically changed. The school was at risk if it did not engage in structural changes that adapted to societal needs.

**Source Ten:** Tan, S. C., Chan, C., Bielaczyc, K., Ma, L., Scardamalia, M., & Bereiter, C. (2021). Knowledge building: aligning education with needs for knowledge creation in the digital age. *Educational Technology Research and Development*, 1-24.

**Comment 18:**

**Quote/Paraphrase** Despite reform attempts, misalignments for educational innovation persist in education, and adjustments often cause further disruptions. Innovations fail to find their way to policy and practice in the absence of a clear framework and continuous progressive change, resulting in a perpetual catch-up game and fragmentation at several levels.

**Essential Element:** Transactional and Transformational Leadership- Behavioral motivation-Conflict resolution

**Additive/Variant Analysis:** This increases my realization that without structure and slow change, new ideas don't make it into policy and practice. This leads to a constant game of catch-up and division on many levels.

**Contextualization:** This is seen in schools when new systems are implemented, instructors begin training, but complete support for full implementation is not provided. Teachers have fragmented knowledge or, at times, too many sources of fragmented systems, resulting in an inventive failure that loses time and money while causing division in cross-organizational systems. I have noticed this happens when schools are trying to get accreditation status and try to implement change so quickly in order to check all the boxes. The administration writes the policies and researches the innovation systems but full support for school-wide implementation and time frames are not established.

**Source Eleven:** Farmer, D. (2020). Teacher attrition: The impacts of stress. *Delta Kappa Gamma Bulletin*, *87*(1), 41-50.

**Comment 19:**

**Quote/Paraphrase** The idea of work-related stress is well-known and permeates all aspects of a teacher's workday. To be able to refer students when needed, teachers must always be aware of each student's mental health. Many administrators treat employees unfairly and give them more work than they can handle on top of their regular responsibilities, which results in the exploitation of teachers. Teachers take the lead in safeguarding pupils' safety in instances when they are in immediate danger. There has never been a degree of compassion fatigue among teachers. The demands made on educators in their work environment are the reason for their stress.

**Essential Element:** Maslow’s Hierarchy of Needs

**Additive/Variant Analysis:** This adds to my knowledge of the factthat the demands made on educators in their work environment are the reason for their stress.

**Contextualization:** We put such great expectations on teachers. Our demands for many evaluations, frequent testing, and data reports divert attention away from student needs, accurate observations, and actual class teaching. The additional strain on teachers is tremendously taxing. The inability to do the additional task due to a lack of time adds to the stress.

**Source Twelve:** Sulthani, D. A., & Thoifah, I. (2022). Urgency of Stakeholders in Improving the Quality of Education. *Riwayat: Educational Journal of History and Humanities*, *5*(2), 443-451.

**Comment 20:**

**Quote/Paraphrase** The quality of education is harmed by misconceptions and poor communication between teachers and anybody else interested in education. Stakeholders must be aware of their responsibilities, what they do, and what their rights and duties are when it comes to contributing information to education in the form of questions, comments, suggestions, and complaints. Prioritizing ethical principles and functions is crucial while working with the school for all involved. It is also crucial that educational institutions keep the procedures and guidelines pertinent to their role and the learning process up to date.

**Essential Element:** People problems in organizations- Communications

**Additive/Variant Analysis:** This is an additive to my knowledge that the quality of education is harmed by misconceptions and poor communication between teachers and anybody else interested in education.

**Contextualization:** This connects with me as I reflect on a series of board meetings conducted at a parent-cooperative school for which I directed. Inadequate communication between educational professionals and board members reduced the quality of the education. When making recommendations and choices about education, board members must be aware of their rights and responsibilities. Policies and procedures must be revised on a regular basis. It cannot, however, undermine the educational program's ethical philosophies and foundational principles.

**Source Thirteen:** Leal Filho, W., & Brandli, L. (2016). Engaging stakeholders for sustainable development. *Engaging Stakeholders in Education for Sustainable Development at University Level*, 335-342.

**Comment 21:**

**Quote/Paraphrase** Listening to and learning from stakeholders while providing information is part of the engagement process. The main purpose of stakeholder engagement is to support companies' operational excellence and strategic direction, as well as to contribute to the kind of sustainable development that benefits organizations, their stakeholders, and society as a whole. The majority of experts recognize the benefits of stakeholder engagement and that it lets decision-makers work more effectively and create better outcomes; it may raise the possibility of equality in decision-making and provide solutions to conflict situations; and it allows ideas to be tested and developed before being implemented.

**Essential Element:** Communications

**Additive/Variant Analysis:** This adds to my knowledge that strategic planning and stakeholder buy-in is essential in the development of organizations.

**Contextualization:** I remember several years back, our school's president invited me to speak at the state capital as a parent and school leader on the need for school choice funding. It is my obligation as an administrator to be knowledgeable in all areas of the educational process, needs, and educational requirements. It is also my obligation to educate our community leaders, as well as state and federal government agencies, about the current demands of school-wide networks.

**Source Fourteen:** Adler-Kassner, L., & Harrington, S. (2010). Responsibility and Composition's Future in the Twenty-first Century: Reframing" Accountability". *College Composition and Communication*, 73-99.

**Comment 22:**

**Quote/Paraphrase** The word "accountability" is commonly used when discussing what should happen in the classroom, however, it is not a good guiding concept for evaluations that are designed to improve teaching and learning. Before suggesting a different assessment framework with "responsibility" as its cornerstone, examining debates surrounding evaluation for both internal and external goals is necessary.

**Essential Element:** People problems in organizations- Leader’s role in people problems-Behavior problems-Communications-Conflict resolution

**Additive/Variant Analysis:** Accountability is a key to framework responsibilities internally and externally. This adds to my previous knowledge of this subject.

**Contextualization:** I recall a new evaluation instrument being discussed in the educational world some years ago. It was the latest buzz and was supposed to be incredible. I soon determined that in order to stay ahead of the competition, we would implement this immediately so that we could be outstanding and do the finest evaluations presently possible. The issues arose early when we were ill-equipped to implement, and when we did, it didn't truly match our students or curriculum. I fell short so swiftly while attempting to do good. I hadn't done the required research, and it cost us time and money, not to mention instability inside the program. It was a disaster, but I learned from it and researched, discussed it with staff, and took the time to collect the information needed to find a more appropriate evaluation instrument.

**Source Fifteen:** Nthontho, M. (2017). Children as stakeholders in education: Does their voice matter? *South African Journal of Childhood Education*, *7*(1), 1-7.

**Comment 23:**

**Quote/Paraphrase** Human rights include free speech. Children may openly express themselves on every aspect of life concerns. Regulations, laws, and worldwide agreements and protocols help children access these rights in schools. In an ideal society, children are the most impacted by proposed changes and the main players in recommended improvements. Policymakers, academics, professionals, and school leaders must see children as participants in change, not targets. A stakeholder is a partner, indicating equal decision-making authority. If schools are places of democracy where engagement goes beyond sending kids to school, true partnership is rooted in school practices where all stakeholders interact as co-learners and leaders, and children are encouraged to speak out about their education.

**Essential Element:** People problems in organizations- Leader’s Role in People problems-Maslow’s Hierarchy of Needs Model-Communications

**Additive/Variant Analysis:** This is additional knowledge that supports the idea that children are also stakeholders in their education. They should have their rights assessed and considered in the decision-making and policy incorporations.

**Contextualization:** I wasn't completely new to the Montessori school when I took over as Executive Director. My daughter had been going to the school for a few years. I chose it for her for a variety of reasons, but mostly because I believed she would grow best within the Montessori Philosophy. As I started my leadership there, there was instant confusion about whether it was an authentic Montessori program or a private school that used Montessori materials and certain Philosophy practices. It was difficult to really comprehend what was going on, but I could sense something wasn't quite right. I decided to conduct a 360-degree review of the program and all stakeholders in order to have a better understanding. The first move was to approach the most important stakeholders, the students. We created a video series called "What Does Montessori Mean to You?" We had every student create drawings and write statements on their Montessori experience. I then called out to several of our previous grads and did the same. It was instructive, entertaining, and beautiful, and it eventually became a marketing source in the community. We have to keep in mind the most important resources to what we are doing. Our students and their voices.

**Source Sixteen:** Alves, H., Mainardes, E. W., & Raposo, M. (2010). A relationship approach to higher education institution stakeholder management. *Tertiary Education and Management*, *16*, 159-181.

**Comment 24:**

**Quote/Paraphrase** University teaching and research are being reevaluated, with an emphasis on the value they bring to the local economy and community. This demands institutions to develop mutually beneficial relationships with their constituents and to incorporate their ideas and aspirations into their own management plans. In order to develop priorities and engagement strategies, institutions must first identify these stakeholders and their expectations.

**Essential Element:** People problems in organizations-Communications-Conflict resolution

**Additive/Variant Analysis:** This adds to my understanding that stakeholder identification is key in engagement and management planning.

**Contextualization:** It is not enough to have a terrific idea of what you want something to be. It is vital to cultivate the concept by doing market research. Schools must develop to meet the needs of the people served as communities and the economy evolve. The thing we must remember is to accomplish this in a manner that does not jeopardize the program's essential missions and dogmas.

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