Organizational Dynamics

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Challenge and Change: A Complete Metamorphosis

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

**Comment 1:**

**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. Reflecting on the culture of the workplace and subsequently assessing whether or not your business is suffering from a slow and painful death will determine the need for engagement in deep change.

**Essential Element:**  People Problems in Organizations

**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. 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 were not 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. However, because of careful scheduling and family groups, we could 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 2:**

**Quote/Paraphrase:** It makes sense for groups to oppose change. Organizational procedures and structures favor stability over change. 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 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 re-framing an organization, emotional intelligence and cultural awareness are just as crucial as data analysis.

**Essential Element:**  Group and Teamwork Dynamics

**Additive/Variant Analysis:** This is additive and reinforces that shifting our viewpoint opens many creative opportunities.

**Contextualization:** Two months before 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 needed to make the presentation successful 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 3:**

**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 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:** Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This adds to my prior experiences that, occasionally, we must confront the system for it to evolve. You advance toward a slow downfall if you do not compromise with opposing standards.

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

**Comment 4:**

**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 that cause problems to persist.

**Essential Element:** Group and Teamwork Dynamics

**Additive/Variant Analysis:** The concept that considering new opportunities and ideas establishes an organization's future adds to my prior understanding.

**Contextualization:** Educators often attempt to implement fresh curricula to improve 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 lead to a continuous cycle of challenges.

**Comment 5:**

**Quote/Paraphrase:** Reframing is placing a situation in a different frame that matches the facts of the same actual scenario or, even better, and, as a result, alters the whole meaning. It also refers to altering the emotional environment or perspective regarding which a situation is perceived. Reframing is a successful transformation method because 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:**  Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This is an additive to my knowledge. Reframing involves looking at a situation from a different angle or shifting the perspective to see it more positively or constructively. Changing the emotional environment or perspective can alter how a situation is perceived and potentially find new solutions or opportunities. This technique can effectively reduce stress, resolve conflicts, and foster creativity and resilience.

**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.

**Source Three:** Kozak, C. (2021). Servant Leadership as Organizational Mindfulness.

**Comment 6:**

**Quote/Paraphrase:** The servant-leadership hierarchical model upends traditional organizational structures. This illustrates a thoughtful concept of community in which the leader serves everyone rather than everyone serving the leader. Research shows unexpected links between mindfulness and servant leadership, including those with forgiveness, spirituality, and morality. Due to cultural consciousness, servant leadership encourages acceptance of, presence with, and openheartedness toward others. This business culture's work satisfaction and employee retention matrices strongly correlate with mindfulness practices.

**Essential Element:** People Problems in Organizations and Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This supports my understanding that recognizing an organization's culture and each individual's value is crucial for various reasons. It fosters cohesion and collaboration, increases employee engagement and retention, encourages innovation and creativity, boosts morale and job satisfaction, promotes diversity and inclusion, and promotes ethical behavior. By aligning employees' behaviors with the organization's values, employees are more likely to collaborate effectively and support each other. A culture that values integrity and ethical behavior guides employees' actions, promoting trust and accountability. Overall, recognizing an organization's culture and individual values creates a positive work environment, benefiting both the organization's performance and employee well-being.

**Contextualization:** For a while, I oversaw a cooperative school. We all contributed to completing every activity, including event planning, renovation, plumbing concerns, and upkeep of the grounds. I'm reminded of a time when I was mulching the front gardens and a cooperative member said that because I was the head of school, I shouldn't be doing it yet the reality is that was precisely why I should be doing it. Inspiring people to support and feel satisfied is more successful when done via servant leadership.

**Source Four:** 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 7:**

**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

**Additive/Variant Analysis:** This is an additive to my knowledge that misconceptions and poor communication can hinder the quality of education. Clear communication between teachers, students, parents, administrators, and policymakers ensures everyone understands expectations, goals, and methodologies. Misconceptions, whether from misinformation or lack of communication, can lead to misunderstandings, ineffective teaching methods, and ultimately a disservice to students. It's essential for all stakeholders to actively engage in open dialogue, listen to each other's perspectives, and work collaboratively to address any misconceptions or communication barriers that arise.

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

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

**Comment 8:**

**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. Children are encouraged to speak out about their education.

**Essential Element:** People Problems in Organizations and Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This is additional knowledge that supports the idea that children are considered stakeholders in education due to their fundamental right to education, the impact on their lives, unique learning preferences, empowerment, and agency. They have a right to education, which can influence their personal development, career prospects, and overall well-being. Involving children in decisions about their education allows for a more tailored and effective learning experience. Active involvement fosters a sense of ownership and responsibility for their learning journey, fostering motivation and engagement. Providing opportunities for children to express their thoughts and concerns can lead to more inclusive and student-centered practices. Ensuring children's participation in education involves creating mechanisms for their participation, such as student councils, feedback surveys, and open dialogue forums. By valuing their input and involving them in decision-making processes, we can create more meaningful and effective educational experiences for all children.

**Contextualization:** I was not 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 comprehend what was happening, but I could sense something was not quite right. I decided to conduct a 360-degree review of the program and all stakeholders to better understand. 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 several of our previous graduates and did the same. It was instructive, entertaining, and beautiful, eventually becoming a community marketing source. We have to remember the most important resources to what we are doing. Our students and their voices.

**Source Six:** Keller, S., & Schaninger, B. (2019). *Beyond performance 2.0: A proven approach to leading large-scale change*. John Wiley & Sons.

**Comment 9:**

**Quote/Paraphrase:** Leaders should thoroughly evaluate each team member's skills and abilities and promptly take appropriate action based on their assessment. Many individuals discover that allocating time to create a visual representation of team members based on their skill sets using a basic matrix may provide a valuable understanding of the tasks that need attention. Utilizing approaches such as forced rankings or forced distribution might clarify each team member's individual capabilities and level of commitment.

**Essential Element:** Group and Teamwork Dynamics

**Additive/Variant Analysis:** Effective leadership involves assessing team members' skills and abilities to optimize team performance. This approach helps create well-balanced teams, assign tasks to individuals best suited for them, and improve productivity and efficiency. Leaders can also customize development plans to enhance strengths and weaknesses, increasing engagement and satisfaction. This leads to better decision-making, task delegation, resource allocation, and project planning. Effective communication is also fostered by clear communication and tailored feedback. To implement this approach, leaders should regularly assess skills, provide feedback, adjust roles and responsibilities, and encourage a growth mindset. This involves conducting performance reviews, skills assessments, or feedback sessions. They should also provide constructive feedback, offer guidance on improvement areas, and provide resources to help team members develop. Leaders should also adjust roles and responsibilities based on the assessment to maximize each team member's contributions. Lastly, leaders should foster a culture of continuous learning and development, encouraging team members to embrace challenges and strive for improvement. By doing so, leaders can build high-performing teams capable of achieving their goals effectively.

**Contextualization:** Upon assuming the position of Executive Director at a Montessori school, I inherited a program that was in decline but still maintained a staff of teachers and an administrative team. This was a challenge as I needed to find a solution to ensure that they felt appreciated in a scenario where my role was to implement significant modifications. Initially, I convened with the administrative personnel to develop a support group for the purpose of spearheading the necessary program modifications. Our first activity was completing a personality assessment. Subsequently, we deliberated about our findings. Subsequently, I produced hard copies of the current job descriptions and instructed individuals to document any additional tasks they were doing that were not included in the descriptions. I requested them to create two distinct classifications: occupations they get pleasure from and occupations they find unenjoyable. We began the process of reorganizing the job descriptions to align with the unique abilities of each individual. We identified areas of deficiency and explored the possibility of employing a part-time staff member to handle some minor duties that were consuming a significant amount of time, hindering their ability to excel in their roles. We collectively renamed the jobs, fostering a sense of being listened to and appreciated for each individual. The formation of camaraderie among this new squad was remarkable to see. Although the individuals remained consistent, they derived satisfaction from their job, felt acknowledged, and gradually embraced my leadership.

**Comment 10:**

**Quote/Paraphrase:** Effective change agents do much personal work to share their narratives across the entire organization. If you want people to follow you, it's critical that you make yourself visible to them. Effective change management necessitates interacting with individuals inside and outside the organization.

**Essential Element:**  Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** Effective leadership relies on visibility, which fosters trust, improves communication, and strengthens team connections. It involves more than physical presence; it involves actively engaging with team members, listening to concerns, providing support, leading by example, and demonstrating commitment, competence, and authenticity.

**Contextualization:** I assumed the role of director at a Cooperative Montessori School. The previous director had neglected the maintenance of the school grounds and buildings. The school was situated on a 7-acre plot of land in a residential area, and many local residents expressed discontent with the school's presence. I formed a group of persons to create an efficient building and grounds committee. We took the initiative to clean, repair, and remove unnecessary items from the school buildings and grounds. Upon completing the project, which included extensive renovations and landscaping, we organized an open house event and presented our long-term goal to the local community. Additionally, I accompanied our students in a door-to-door campaign, distributing peace flowers to commemorate The International Day of Peace. Rebuilding community connections was a significant focus during my first six months at the school. A constant stream of neighbors, past students and families, and community politicians frequented my office. We needed to demonstrate our commitment and passion to the school and community in order to show families and the community our dedication and leadership. The Co-operative families soon embraced this spirit of change and continued with it.

**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 11:**

Motivational Language Theory describes leadership communication as a method for motivating and fostering organizational learning. Greater organizational understanding and more instruments for leader development will result in improved leader decision-making, employee satisfaction, and organizational outcomes.

**Essential Element:**  Group and Teamwork Dynamics and Organizations Relations to Society

**Additive/Variant Analysis:** This increases my awareness of how understanding climate issues is crucial for employee contentment, as it provides a sense of purpose, corporate responsibility, health and well-being, innovation and adaptation, and community engagement. Employees want to feel their work contributes positively to the world, and understanding climate issues helps them see how their contributions fit into larger efforts to address environmental challenges. Companies demonstrating environmental sustainability and responsibility can develop and implement effective sustainability initiatives, enhancing their employer reputation. Climate change can directly and indirectly impact employees' health and well-being, requiring measures to protect their health and safety. Organizations can anticipate and adapt to changes in their operating environments, fostering a culture of innovation and resilience.

**Contextualization:** Being in charge of an organization you do not thoroughly comprehend is challenging. My previous two positions were at well-established schools. As a newcomer, I led the school, personnel, and families. I needed to immerse myself in the climate and culture of the school to effectively and positively lead it.

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

**Comment 12:**

**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 and contribute to the kind of sustainable development that benefits organizations, their stakeholders, and society as a whole. Most 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 implementation.

**Essential Element:** Group and Teamwork Dynamics and Organizations Relations

 to Society

**Additive/Variant Analysis:** This confirms my knowledge that strategic planning and stakeholder buy-in are essential in organizational development.

**Contextualization:** 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. As an administrator, I am responsible for being knowledgeable about all areas of the educational process, needs, and requirements. I am also responsible for educating our community leaders, as well as state and federal government agencies, about the current demands of school-wide networks.

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