

## **The Six Pillars: A Framework for Collaborating for Change**

Building and sustaining collaboration for reform that responds to the needs of the 21st century is the focus of the Six Pillars of Dynamic Schools that are the heart of this book. These pillars are:

1. Communication and relationships
2. Leadership and empowerment
3. Planning and evaluation
4. Collaboration
5. Accountability and responsibility
6. Consistency and redundancy

Each of the Six Pillars maintains a thematic focus that individuals or groups can work on. If a person or a group makes a commitment to improve and concentrates on the Six Pillars, amazing things will happen.

The next chapter will explore how the Six Pillars were developed through the reform process at a school much like many others that are in urgent need of change, and the remainder of this book will look at each of the Six Pillars in more depth. But first, to get started in thinking about how the Six Pillars can combine with the trends discussed in this introduction to produce maximum influence on the culture and change process, consider Table 1.1. Look, for example, at some of the ways the Pillar of *communication and relationships* intersects with the four macro trends:

- Globalization—Build collaborations with people who are skilled in finding and using knowledge.
- Localization—Share the wealth of problems solved and progress made.
- Digitalization—Seek out, reframe, and articulate multiple perspectives salient to your causes.
- Fragmentation—Work, celebrate, and be with people regularly.

When the four macro trends are used as a context for leaders' work *and* the Six Pillars are used as a guide for thinking, doing, and communicating, a leader's influence on organizational culture becomes a powerful force for positive change. Table 1.1 elaborates on the intersections of the macro trends and the Six Pillars.

SAMPLE FROM SIX PILLARS OF DYNAMIC SCHOOLS (pp 15-17)

Table 1.1 The Six Pillars in the context of the Four Macro Trends

The Six Pillars	The Four Macro Trends	
	<i>Globalization</i>	<i>Localization</i>
Communication and Relationships	<ul style="list-style-type: none"> <li>Convey a message about use of knowledge and how it is accessed. (We can find the answers that will help us because we will find them together. All questions are answerable and all problems are solvable.)</li> <li>Build collaborations with people who are skilled in finding and using knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Export the organizational culture via technological tools.</li> <li>Expand Problem-Based Collaboration Teams to include locals from around the world.</li> <li>Share the wealth of problems solved and progress made.</li> </ul>
Leadership and Empowerment	<ul style="list-style-type: none"> <li>Model the way in use of technology tools for work.</li> <li>Celebrate with and allow those who have skill with and knowledge of new technologies enjoy their accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>Enable all members of the organization to be connected and included.</li> <li>Encourage members of the organization to show pride in the collaborative culture.</li> </ul>
Planning and Evaluation	<ul style="list-style-type: none"> <li>Keep up with and use new technology tools to plan and evaluate work. (Consider only tools that make work easier and more enjoyable.)</li> </ul>	<ul style="list-style-type: none"> <li>Plan together, play together, and persevere through the hard times by giving support to others.</li> <li>Evaluate what is important for strengthening the local identity.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Consider the real problems of the work and build a culture of collaboration to solve them (ex., Problem-Based Collaboration Teams).</li> </ul>	<ul style="list-style-type: none"> <li>Continually define the unique aspects of the organizational culture that strengthen individual and group identity.</li> </ul>
Accountability and Responsibility	<ul style="list-style-type: none"> <li>Choose professional and personal growth in terms of keeping up with useful technology tools and expect others to do the same.</li> </ul>	<ul style="list-style-type: none"> <li>Be responsible for identification of how successful organizational methods and goals are shared and demonstrate accountability to all stakeholders by sharing.</li> </ul>
Consistency and Redundancy	<ul style="list-style-type: none"> <li>Stay on message about getting better every day and enjoying the work.</li> </ul>	<ul style="list-style-type: none"> <li>Stay connected and help others get connected on a personal level with current and new technology.</li> </ul>

SAMPLE FROM SIX PILLARS OF DYNAMIC SCHOOLS (pp 15-17)

Table 1.1 The *Six Pillars* in the context of the *Four Macro Trends* (Continued)

The Six Pillars	The Four Macro Trends	
	Digitalization	Fragmentation
Communication and Relationships	<ul style="list-style-type: none"> <li>Model reaching out across the Web for building collaboration teams and relationships.</li> <li>Seek out, reframe, and articulate multiple perspectives salient to your causes.</li> </ul>	<ul style="list-style-type: none"> <li>Work, celebrate, and be with people regularly.</li> <li>Set up work spaces for different types of work habits.</li> <li>Play should be part of work and learning.</li> </ul>
Leadership and Empowerment	<ul style="list-style-type: none"> <li>Empower others to take risks concerning global relationship building and reward success.</li> <li>Share your own successes in terms of expanding and growing the organization via virtual teaming.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage stakeholders to see the symbolic nature of what the organization does.</li> <li>Reward creativity.</li> </ul>
Planning and Evaluation	<ul style="list-style-type: none"> <li>Plan with the virtual world at the forefront of your strategic thinking.</li> <li>Evaluate the innovative strategies based on project-by-project success and overall organizational growth.</li> </ul>	<ul style="list-style-type: none"> <li>Plan with an understanding that no one image of a subculture or a person can cover the diversity that lies within.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Collaborate with stakeholders across the globe via the Web.</li> </ul>	<ul style="list-style-type: none"> <li>Use symbols to extend greetings and invitations of inquiry about what the organization does.</li> </ul>
Accountability and Responsibility	<ul style="list-style-type: none"> <li>Set personal goals to think outside of the box when it comes to technology use and test ideas with stakeholder groups (ex., I will test two new ideas a week).</li> <li>Be responsible for finding better ways to do things.</li> </ul>	<ul style="list-style-type: none"> <li>Search for, find, and build up the core of every person by getting to know and understand who they really are.</li> </ul>
Consistency and Redundancy	<ul style="list-style-type: none"> <li>Stay focused on improvement of work and service and keep modeling.</li> </ul>	<ul style="list-style-type: none"> <li>Stay true to yourself regardless of pressure from other people.</li> </ul>