



## Reflecting on Your Hub Leadership Practice






### Why reflection?

When we fall behind even—though we are working hard—our response is often to just work harder. But in terms of **working smarter**, research suggests that **we should take time for reflection** (Francesca Gino & Gary Pisano, 2014).

The work of leaders who run improvement networks is complex, with high knowledge demands across many areas of work practice. Launching and supporting an improvement network means building a new learning organization that typically lives within an existing organization(s) who likely have competing structures and ways of working.

### Purpose of the tool

This tool is designed to support leaders of improvement networks (“hub” leaders) to reflect on and improve their practice across different domains of hub leadership practice.

<p>Developing and managing the hub organization</p> 	<p>Developing and managing the improvement network as an organization</p> 	<p>Supporting improvement activity within the network</p> 	<p>Managing relationships external to the improvement network</p> 	<p>Analyzing and improving the network as a learning system</p> 
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### Tips for use

- Identify an area you (and your hub team) seek to improve and use the tool to do a deep dive in that area (Using the whole tool all at once may feel overwhelming).
- Have each hub team member individually scores your hub’s work in that area.
- Tally the responses in each column
- Schedule a meeting with your hub team to discuss
  - any areas of misalignment
  - areas of momentum to build on
  - areas on which to focus your improvement
  - next steps
- Define measures and a process to track your improvement
  - Will you use the rubric again in six months? 12 months?

Will you build other measures and routines to know you are improving in that area?



Five Domains of Hub Leadership Practice

Developing and managing the hub organization	Developing and managing the improvement network as an organization	Supporting improvement activity within the network	Managing relationships external to the improvement network	Analyzing and improving the network as a learning system
 <p>Establish and maintain a vision for the hub team’s work</p> <p>Establish the hub team</p> <p>Develop the hub as a team</p> <p>Coordinate and manage hub operations</p> <p>Build improvement capabilities in the hub</p> <p>Specify a process to continuously improve hub operations</p>	 <p>Build membership and engagement</p> <p>Build network connections</p> <p>Build network culture</p> <p>Support logistics</p>	 <p>Define and iterate on theory of improvement</p> <p>Build improvement culture</p> <p>Design tools and routines to support improvement work</p> <p>Build improvement capacity</p> <p>Build a balance of structure and agency</p> <p>Design knowledge management system</p>	 <p>Secure and manage funding</p> <p>Align with local environments</p> <p>Build partnerships at all levels of the organization</p> <p>Build support for the work</p> <p>Build support for the site teams</p> <p>Build communication routines</p> <p>Structure and manage administrative relationships</p> <p>Maintain and leverage technical relationships</p>	 <p>Build a measurement system</p> <p>Monitor network health</p> <p>Use data to improve the network</p> <p>Monitor team structures and routines</p> <p>Report progress to stakeholders</p>



**Self-Reflection Tool for Hub Leadership Practice Domain:  
Developing and Managing the Improvement Network as an Organization**

Goal: Develop structures, tools, and routines to support the launch and development of a learning organization, cultivating a strong network community.

- Consider how well your hub team is building and managing the improvement network as an organization.
- Put your initials in the box that best fits where you think your team is at this moment in time.
- If you are pretty good or great, name a strategy that you use.
- This domain has four sub-sections. Feel free to focus on one or two, or reflect on all four.
  - Build membership and engagement
  - Build network connections
  - Build network culture
  - Support logistics

**Build Membership and Engagement**

<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Build Membership and Engagement</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<b>Build and monitor network membership</b>	Build a network membership framework to guide ongoing recruitment and selection of network members. The membership framework identifies: (1) important characteristics of network members (e.g., commitment to aim, diverse knowledge, skills, and expertise); and (2) criteria for network participation.				
	Develop and enact procedures for recruiting new members.				
	Adapt the network membership framework as necessary to support the network's changing needs.				
	Include individuals/organizations in the network who represent diverse contexts in which to engage in testing and improvement research (e.g., opportunities to learn from variation).				



**Build Membership and Engagement (continued)**

<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Build Membership and Engagement</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<b>Build and monitor network membership (continued)</b>	Include critical domains of expertise: knowledge of the problem (e.g., literacy), knowledge of the contexts or systems where improvement work is being done, improvement science methods, and network organizing.				
	Design and enact onboarding routines. [Train new members intentionally / strategically. What expertise do new members need to have to be successful? What training do new members need to have in order to successfully join an existing network?]				
	Enact formal contracts/agreements with network members.				
	Develop a system for tracking network membership.				
<b>Develop Network Roles &amp; Engagement</b>	Articulate a plan for member engagement with a clear value proposition.				
	Build understanding, buy-in, and alignment with members.				
	Develop member capabilities for improvement (e.g., support ongoing development of continuous improvement mindset and capability among network members, design and lead continuous improvement training opportunities for hub and network members through coaching, modeling the use of improvement tools).				
	Develop member capabilities for social learning (e.g., design for and teach effective collaborative practice).				
	Use member framework to onboard new members (e.g., Why are new members joining—attrition/to support network expansion?).				
	Identify district and school leaders to champion the work. They should have the authority necessary to support members in their practice improvement work. (See External Relationships for more detail on this step.)				
	<b>Tally for Build Membership and Engagement</b>				



<b>Build Network Connections</b>					
<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Build Network Connections</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<i><b>Build connections between the hub and network members</b></i>	Build participation structures that specify members' roles and clear expectations for ongoing engagement in the network. This likely includes planning and executing: (1) network meetings and (2) activity during action periods between meetings.				
	Hub-member connections: Engage in interactions with local improvement teams that support team and network learning.				
	Member-member connections: Support connections within and across local improvement teams that contribute to team and network learning.				
<i><b>Launch strong improvement teams</b></i>	Identify the roles in the organization that need to lead the work.				
	Identify the skills, experience, and knowledge members need to have to engage in this work.				
	Recruit improvement teams, informed by the roles and skills needed, as well as the number of people who can effectively collaborate around this problem of practice. Specify key roles; identify necessary experience, expertise, authority; establish norms.				
<i><b>Build internal team learning</b></i>	Identify regular times when the team will meet, what work the team will do during the meeting, and what work each member will do in between meetings.				
	Design/co-design improvement team norms and reflection routines (e.g., reflecting on team processes to improve team learning).				
	Build leadership support for team learning and collaboration (e.g., leaders must make time for teams to meet, prioritize the work/remove competing initiatives, establish sharing routines for teams to spread the work/share learning).				



<b>Build Network Connections (continued)</b>					
<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Build Network Connections</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<b><i>Build cross-site learning</i></b>	Identify cross-team learning and collaboration routines for members				
	Design cross-team learning and collaboration routines for leaders (strive for high engagement, role alike groupings, opportunities for teams to share high-leverage strategies, promising practices, and other important learning)				
	Evaluate and improve network connections (see connections to Measurement rubric)				
	<b>Tally for Build Network Connections</b>				



<b>Build Network Culture</b>					
<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Build Network Culture</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<i>Support a norm shift</i>	Explicitly identify ways in which this work is different from how people have done their work in the past, supporting a shift in ways of thinking and working.				
<i>Build an evidence-based culture</i>	During action periods, hub leaders will help network members consistently subject their practice to disciplined inquiry and document and share what they learn through that process.				
	Support a culture of evidence use (see connections to Measurement rubric)				
	Use research knowledge (e.g., to develop change ideas, inform a root cause analysis, identify a problem of practice, build practical measures)				
<i>Build a social learning culture</i>	Regularly engage members in community building processes, which enable them to see their participation as a contribution to a broader learning endeavor that will benefit them and the collective.				
	Engage members in network decision making				
	Foster a distributed leadership culture, allowing each voice to be heard.				
<i>Build a collective identity</i>	Elaborate and refine a shared narrative in collaboration with network members. The narrative speaks to the urgency of the problem and a rationale for forming this network to address the problem.				
	Communicate a narrative about the network's work in its various forums (e.g., network meetings, coaching interactions).				
<i>Build trust</i>	Monitor how members respond to hub actions, and to each others' actions, with specific attention to any responses that signal a breach of trust.				
	Utilize consistent methods for making decisions and sharing decision making.				
	<b>Tally for Build Network Culture</b>				



<b>Support Logistics</b>					
<b>Leadership Skill</b>	<b>Methods for building the skills of Developing and Managing the Improvement Network as an Organization: Support Logistics</b>	<b>We really need to do this</b>	<b>We could probably get better at this</b>	<b>We're pretty good at this</b>	<b>We're great at this</b>
<b><i>Establish communication tools and routines</i></b>	Build communication routines and structures to connect the hub, school teams, and district/school leaders.				
	Identify/build tools to support communication.				
	Support member use of communication tools, routines, structures				
	Evaluate and improve productivity of communication (e.g., frequency of communication touchpoints, value/relevance of information shared for each role group, ways in which you talk about continuous improvement)				
<b><i>Plan logistics</i></b>	Plan convenings and action periods (see connections to Improvement rubric)				
	Schedule cross-team learning opportunities far enough in advance to enable full participation				
	<b>Tally for Support Logistics</b>				