

INSTRUCTIONAL
LEADERSHIP
ASSOCIATION

Episode #62

Continuity Project, Part 3

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Three Kinds of Challenges

- On a *practical* level, how will we get the work done?
- On a *cultural* level, what will unite us as a staff when we can't meet in person?
- On a *relational* level, how will we maintain strong relationships when we're physically separated?



Two Kinds of Change

- **Technical** change—solving problems using our existing knowledge and processes
- **Adaptive** change—solving problems by changing *ourselves*

What Leaders Must Provide

- Ritual
- Metaphor

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Essential Question

How can we use metaphors to help people in our school communities comprehend and make sense of change?

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Comprehending the Unprecedented

We have trouble understanding situations we've never experienced before.

In unfamiliar situations, we think in metaphors, and use them to decide how to act:

“This is like...so I should...”

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Metaphors for Masks



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Metaphors for Masks



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Fear Frame

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“You can wear a mask if you feel afraid, but I’m not afraid, so I’m not going to wear a mask.”

Fear Frame → Seatbelt Metaphor



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Reframing as Social Contract



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Social Contract Frame

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“My mask protects you; your mask protects me.”

Reframing Handshakes



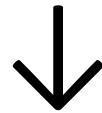
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Reframing Handshakes



“You won’t shake my hand, so you might be carrying a dagger.”



“We smiled and waved, so we’re on good terms.”

When We Need New Metaphors

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Unhelpful feeling → unhelpful action

Identifying Needs for New Metaphors

- What new behaviors are needed?
- What are people confused about?
- Where are our intuitions and social norms misleading us?
- What do people feel guilty or anxious about?
- What's getting in the way of relationships?



Virtual Instruction

“If my students aren’t in the room with me, I’m not teaching them.”

What new metaphor could help reframe this situation?

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Self-Quarantine

“If I stay home from school when have symptoms but *could* make it, I’m being lazy and letting others down.”

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Attitude

“This is annoying and terrible.”

What metaphor could help someone deal with a bad attitude about precautions?

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From Metaphor to Ritual



See Session 2 in Continuity Project

Why We Need Rituals

- Replace what will be lost
- Make people comfortable with what's new
- Strengthen relationships
- Reinforce procedures
- Reduce anxiety

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Designing Rituals

- What do I need people to do?
- How do I want people to feel?
- What rituals would create consistency and comfort?
- How can we teach these rituals in a welcoming way?
- How can we “brand” these rituals to make them *our way*?

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Your Turn

- Where are you detecting confusion, guilt, or anxiety?
- What metaphors will you need to develop to help people make sense of our current situation?

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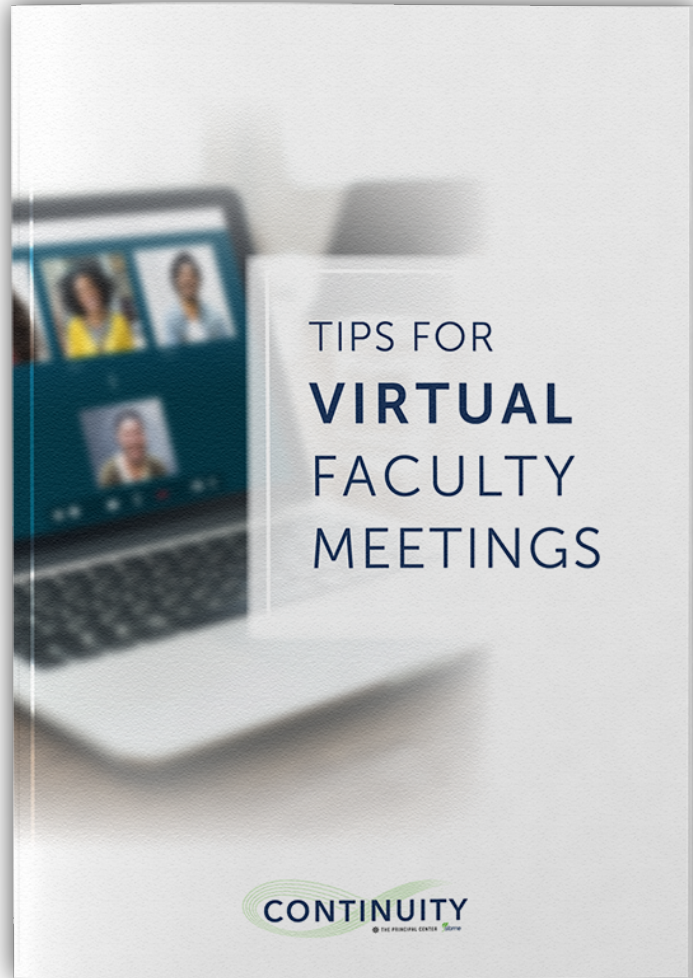
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