**Tradition –vs- Innovation**

**Overview**

**Proposed Scorecard:**

1. Initiative Success
	1. Alignment with Mission
		1. Achieving Focus
		2. Minimizing Resistance
	2. Clarity of Vision
		1. Efficacy of Communication
		2. Aligning Various Perspectives
	3. Commitment
		1. Engaging Others
		2. Engendering Ownership
		3. Manage Key Stakeholder Expectations
	4. Detailed Plan
		1. Develop / Implement / Evaluate Actions
2. Board Satisfaction (Dashboard)
3. Faculty / Staff Satisfaction (Dashboard)
4. Student Satisfaction
5. Community Satisfaction (Dashboard)
6. Pace of Implementation

**Timeline:**

The participant will act as Head of School. The simulation will span a 6 to 7 month period of time. The first decision will occur within the first week. The remaining choices will occur after 4 to 5 months have lapsed.

**Decisions / Options:**

The Board announces a goal to more fully integrate technology into the school, especially into the Jewish Studies Department.

1. How do you initiate this change process?
	1. Share the mission with faculty. **(BR)**
		1. Ask for their ideas of how we might implement this initiative.
	2. Ask the faculty to identify problems with current methodologies.
		1. This is an opportunity for you to understand and begin to manage their expectations.
	3. Clearly explain the benefits associated with this initiative.
		1. Focus on the needs of the students and get faculty to do the same.
	4. Speak with key faculty members first.
		1. Get their commitment then ask them to influence others.

After several months of discussions and ideas, it becomes clear that the Director of Jewish Studies favors more traditional methodologies. He is stalling and avoiding your efforts to stimulate change.

1. With persistent resistance from the Department of Jewish Studies, which of the following tactics will you use to get things moving?
	1. Ask the Board President to postpone the process for a year.
		1. Explain that you feel it’s important to clear several obstacles first.
	2. Call a meeting with the Jewish Studies Department faculty.
		1. You need to resolve the growing impasse.
	3. Meet with the Director of Jewish Studies.
		1. Emphasize that the two of you need to sort this out and move forward.
	4. Explain to the Director of Jewish Studies the need for alignment. **(BR)**
		1. Tell him that if he is not able to align that you will not renew his contract.
2. How do you respond to the email from the DOJS?
	1. Send him an email expressing your frustration with his “foot dragging”.
		1. Explain that the time to consider his feelings has come and gone.
	2. Send him an email acknowledging your mistake.
		1. Admitting to your error may clear the way for finding common ground.
	3. Ignore his email.
		1. David is just baiting you and buying more time.
	4. Meet with David. **(BR)**
		1. Identify specific actions and associated timelines.
3. How do you respond to the letter from the parents?
	1. Write an email to the parents.
		1. Thank them for their input and assure them that there are no immediate plans for the Rabbi’s departure.
	2. Meet with the parents and thank them for their input.
		1. Find out how they obtained confidential information about the Rabbi’s stand.
	3. Write a letter to the parents.
		1. Acknowledge receipt of their letter promising internal follow-up, with no further details.
	4. Ignore the letter. **(BR)**
		1. This is an internal matter and it’s obvious that someone is hoping to leverage a small faction within the community to get more power and time.
4. How will you respond to the Director of Jewish Studies’ lack of performance?
	1. Call the Board President. **(BR)**
		1. Discuss the situation and the way forward.
	2. Write a formal letter to the Director of Jewish Studies.
		1. Remind him of the importance of confidentiality and warn him of further breaches.
	3. Call a meeting with the Department of Jewish Studies faculty.
		1. Stress the importance of not sharing confidential information with parents.
	4. Let it go.
		1. It’s just one more thing for you to have to deal with.
5. You are seeking to create alignment. In what order will you do the following steps?
	1. Make a proposal.
	2. Allow him to express specific concerns.
	3. Express understanding of his concerns
	4. Express your concerns
	5. Have him express understanding of your concerns
	6. Brainstorm ideas that overcome obstacles
	7. Build an action plan
6. With the backing of the President of the Board, how will you proceed regarding Rabbi Dinosaur’s continued resistance?
	1. Meet with Rabbi Dinosaur in your office. **(BR)**
		1. Give him an ultimatum. Explain that he either gets on board or resigns. Otherwise he will be terminated.
	2. Visit Rabbi Dinosaur’s office.
		1. Explain that although you agree with his concerns, this is a Board directive and he needs to get behind it.
	3. Write an email to Rabbi Dinosaur.
		1. Inform him that his contract will not be renewed next year.
7. Following your meeting with the Rabbi, what will you do now?
	1. Arrange a follow-up meeting.
		1. After an appropriate “cooling off” period, meet again and offer to work with him to resolve your differences of opinion.
	2. Call and emergency meeting with the Board. **(BR)**
		1. Discuss the events that occurred and determine a plan of action.
	3. Don’t do anything.
		1. Allow time and “cooler heads” will prevail. Let this situation calm down.