Taking Rubrics Home

Offered by David Grant
Thursday, October 1, 2020
1:30 pm
why

how

what
Constructing an Analytic Scoring Rubric
This response, performance, or product provides evidence of proficiency in: ____________________________

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For you, what will be the issues or challenges with Taking Rubrics Home?
The Iceberg Model

**EVENTS**
What is happening?

**PATTERNS OF BEHAVIOR**
What trends are there over time?

**SYSTEMS STRUCTURE**
How are the parts related?
What influences the patterns?

**MENTAL MODELS**
What values, assumptions, and beliefs shape the system?
The Iceberg Model

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Increasing Leverage

Design Culture Change
This is DESIGN work

What is DESIGN THINKING?
From Tim Brown, *Change by Design*
From Tim Brown, *Change by Design*
From Sam Kaner, The Facilitator’s Guide to Participatory Decision-Making
“Culture eats strategy for lunch.”

What is a culture of High Performance?
From Simon Sinek

Why

High Performance

How

What
From the Leap Ambassadors:

High performance is the ability to deliver—over a prolonged period of time—meaningful, measurable, and financially sustainable results for the people or causes the organization is in existence to serve.
The Seven Pillars of High Performance

• Courageous, adaptive executive and board leadership
• Disciplined, people-focused management
• Well-designed and well-implemented programs and strategies
• Financial health and sustainability
• A culture that values learning
• Internal monitoring for continuous improvement
• External evaluation for effectiveness
The Seven Pillars of High Performance

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What gets in the way of this work?

• Time
• Resistance to Change
Beckhard’s Change Model: Vision < Resistance
Where Resistance to Change Comes From

The psychological meaning of change:
(from Robert Evans)

1. loss
2. incompetence
3. confusion
4. conflict
Beckhard’s Change Model:

Vision < Resistance
?

Vision x

First Steps x

DISSATISFACTION with status quo

D x V x F > R
Effective Assessment (rubrics):

\[ D \times V \times F > R \]

\[ IS \ a \ FIRST \ STEP \]

- Sharpens VISION
- Increases DISSATISFACTION
- Reduces RESISTANCE to change
Effective thinking about assessment makes change more likely.
Adding to the Change Model

\[ D \times V \times F > R \]

Plus LEADERSHIP

\[ D \times V \times F \times L > R \]
Observation

The **later** an organization made performance measurement part of its culture, the **more disruptive** the process was.
Questions? Comments?
Other Questions?    Comments?

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