



By All Means Convening Keynote:

Equity & Collective Impact in Systems Change

Introductory Remarks: *Harvard Graduate School of Education Dean James Ryan*

Keynote Address: *Dr. Michael McAfee, President, PolicyLink*

Creating the Container to Accelerate, Scale and Sustain Results

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Equity

Equity is just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.



Promise Neighborhoods Results

- Children enter kindergarten ready to succeed in school
- Students are proficient in core academic subjects
- Students successfully transition from middle school to high school
- Youth graduate from high school
- High school graduates obtain a postsecondary degree or credential
- Students are healthy
- Students feel safe at school and in their community
- Students live in stable communities
- Families and community members support learning in PN schools
- Students have access to 21st century learning tools

Challenges

- Fantasy
- Psychological Projections
- Establishing a Strong Results Framework
- Establishing a Disciplined Approach
- Aligning Contributions
- Structuring Effective and Accountable Partnerships
- Using Data for Learning, Continuous Improvement and Shared Accountability
- Financing
- Moving From Programs and Building a Cradle to Career Continuum of Solutions



Guiding Questions

- What is your population/What is your number?
- What are you building?
- What results are you working to achieve?
- How will you measure progress?
- What shared infrastructure is needed to accelerate, scale, and sustain results?
- What must change in your person, role, and system in order to make progress?

A Leader's Coaching Approach to Accelerating, Scaling and Sustaining Results



Organizational And System Barriers Might Look Like:

- An unwillingness to name dysfunctional behaviors or practices that are impeding the results work.
- A lack of accountability on promises and commitments that are made.
- An over-commitment on activities that may not contribute to achieving the desired result.
- An ongoing and persistent gap between what is wanted and what is happening.

Countering Work Avoidance

Diversion of Attention Might Look Like:

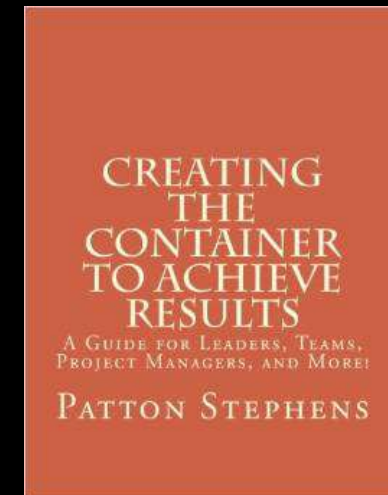
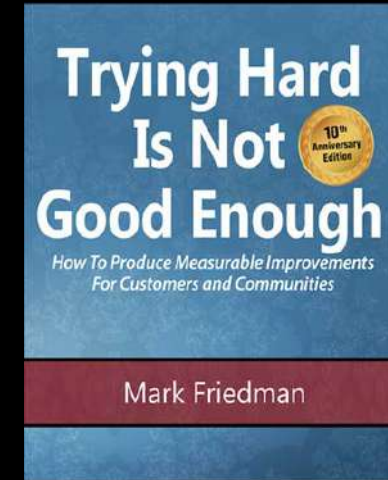
- Defining the problem to fit current knowledge and expertise
- Denying the problem exists
- Avoiding the conflict
- Creating a proxy fight, such as a personality conflict, to avoid addressing the real problem
- Discounting solutions that threaten legacy behaviors and relationships
- Offering fake, pretend, or marginal solutions

Displacing Responsibility Might Look Like:

- Marginalizing or attacking the person trying to raise the difficult issues
- Scapegoating someone or externalizing the “enemy”
- Attacking or blaming formal authority
- Delegating the hard work to those who can’t do anything about it

Lessons Being Learned: Skill And Discipline Matters

- **Point Of View**
- **Results-Based Accountability**
- **Using Self**
- **Addressing Intersectionality**
- **Adaptive leadership**



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**APRIL 11-13
CHICAGO**



PolicyLink
National Equity Summit 2018

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