



Building & Leading Your Leadership Team

COSA New Superintendents Academy

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Dr. Heather H. Cordie





Welcome, New Superintendents!

- Introductions
 - Your name and district
 - One question/thought you have about building and leading your leadership team
 - A little about my history

As Jim Collins, author of *Good to Great*, puts it...

It's all about getting the right people in the right seats on the bus...

- Every administrator opening should be viewed as a golden opportunity
- Do you have someone already on the team with the strengths and skill set needed?
 - If yes, how to go about moving people?
 - Is it new to your district's culture to move administrators?
 - What are the politics related to moving people?
 - Worth the risk?
 - How to prep your Board?
 - If not, get busy recruiting to find the very best! (Btw, we don't do enough of that in K-12 education.)

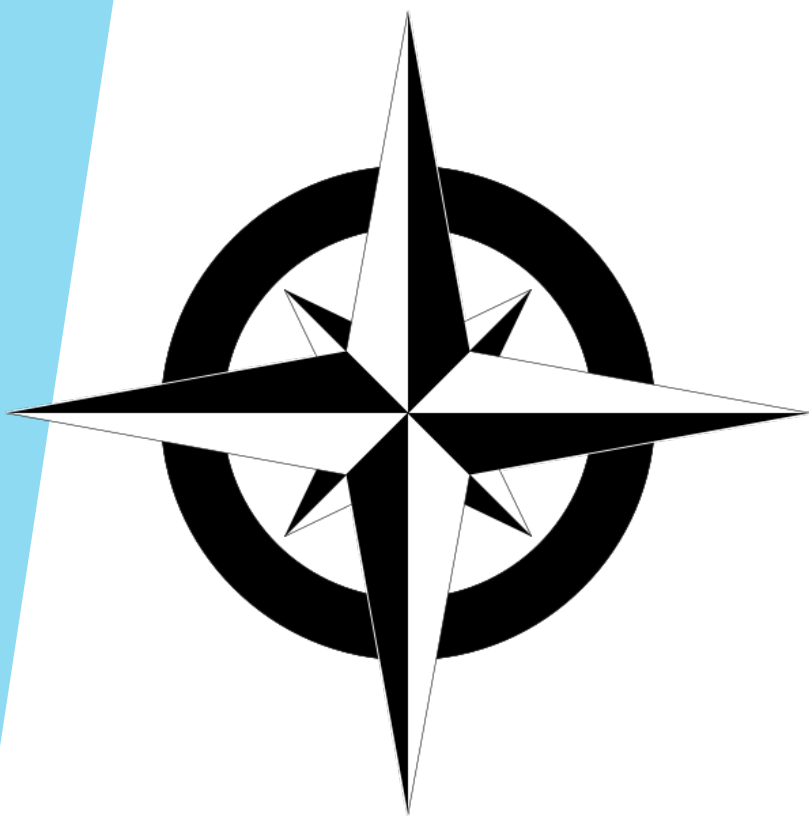


What do you look for when you hire?

- *The Ideal Team Player* by Patrick Lencioni
 - Three virtues: Humble, Hungry, Smart
 - We have started incorporating these elements into our interview processes
 - It's led to some awesome recent hires!

You've got your team in place – Now what?

- How well do you know your admin team?
 - Focus on strengths
 - *Strengths-Based Leadership* by Tom Rath and Barry Conchie
 - Based on *StrengthsFinder Assessment*, by Tom Rath
 - Compass Activity
- *Five Dysfunctions of a Team*, by Patrick Lencioni
 - Absence of Trust
 - Fear of Conflict
 - Lack of Commitment
 - Avoidance of Accountability
 - Inattention to Results



Compass Activity

What direction best describes you?

North

- ▶ Acting - "Let's do it"; likes to act, try things, plunge in.



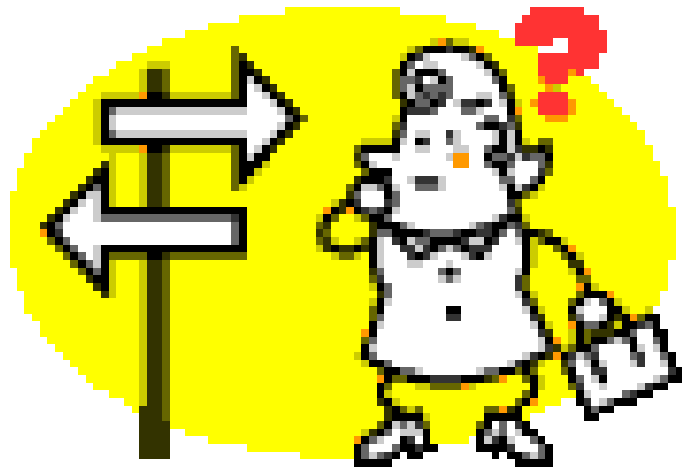
South

- ▶ Caring - likes to know that everyone's feelings have been taken into consideration and that their voices have been heard before acting.



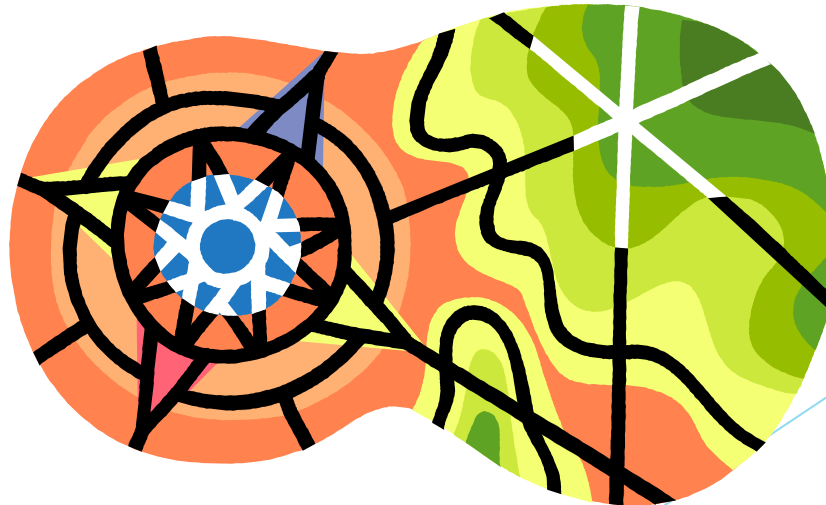
East

- ▶ Speculating - likes to look at the big picture and the possibilities before acting.



West

- ▶ Paying attention to detail; likes to know the who, what, when, where and why before acting.



North

Acting - "Let's do it"; likes to act, try things, plunge in.



West

Paying attention to detail; likes to know the who, what, when, where and why before acting.

East

Speculating - likes to look at the big picture and the possibilities before acting.

South

Caring - likes to know that everyone's feelings have been taken into consideration and that their voices have been heard before acting.

Compass Activity

- ▶ In your journal, write your direction. (Must choose...you cannot be an intermediate direction.)
- ▶ What strengths do the people in your direction bring to the organization?
- ▶ What about your direction drives other people in the organization crazy?
- ▶ Which other direction does your direction find it most difficult to work with and how do you see this direction helping you?
- ▶ Go to your direction and share responses 1 and 3 with your group.
- ▶ Share thinking with whole group

Some random ideas...

- Regular check-in meetings w/direct reports
 - Use these to help address technical challenges, as well as adaptive leadership challenges
- Always ask, “What do you need from me?”
- When you have coaching and/or feedback -- good or bad -- don’t wait.
 - Share it ASAP -- and remember that by being honest and direct, you are investing in their success.
- Have personal notecards made
 - Inexpensive way to encourage others -- handwritten, sent in mail -- means more to others than you can imagine!