dmv INDEPENDENT SCHOOL ALLIANCE

Leadership & Development Round Table
Wednesday, December 6, 2017 @ Stone Ridge
Discussion Leaders: Andrew Harrington, James McDowell and Dennis Giuliani

I.   <u>LEADERSHIP</u>

Leadership Qualities

The best leaders align with the following characteristics and can recite the following questions. These questions can also be asked of staff -- MIT Management Research, 2017

Be trustworthy
Be respectful to your employees
Have humility to know what you don't know
Set a vision for your team
Foster a sense of team work
Build cultural guardrails
Make tough calls

Who are you as a leader as the person behind the title
What's your personal motivation
When are you most engaged at work
Why did you join this organization
Why do you stay
When you consider the organization's future, what are you most excited about
What are you most anxious about
Who knows this

Strategy – Develop and refine formal action plan.
Question: how often do you enhance, modify and refine leadership & development strategy.
Question: how is the strategy applicable to each individual staff member and skill set.

Initiative – Implementing daily leadership practices. Re-inforce leadership during staff meetings, reviews and with all direction.
Question: what measures are in place to evaluate staff talent and identify other talents.
Question: identify barriers that prevent staff from accomplishing goals.
Question: adopt solutions to enhance performance and productivity.

Question: incorporate campus-wide leadership & development initiatives that dovetail with other departments, equally important, the school's mission.

Engagement – *the extent to which employees commit both rationally and emotionally to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment* – Stanford University School of Leadership Seminar, 2015

Culture – Align facilities and school cultures. Foster ethnic diversity. Enhance your culture. *Question*: who is your market, who is your client, who is applying for positions.

Expansive View: Facilities is most often response focused & task orientated missions. It's sometimes more difficult to create and implement an enduring strategic plan. Perhaps it would prove helpful to present strategy to school leadership and contemporaries. Implement & reinforce elements of the strategy to staff. Create, publish and promote leadership & development. Rather than showing someone how; explain the why.

Elements of Fairness – *violating the norm of fairness creates dissention and unrest. Pay people well and pay people fair* -- Daniel Pink Research, 2017.
Encourage continuing education & additional language skill, computer classes, various trade seminars, staff leadership initiatives and re-imbursement.

Psychological Safety – *is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. Be an inclusive leader: be accessible; proactively invite input; acknowledge your own fallibility; by being inclusive, you lower the psychological cost of speaking up, and raise the psychological cost of silence.* -- Amy Edmundson, Harvard Business School, 2016.

II. DEVELOPMENT

Personal Engagement – Benefits of bilingual. Honor staff culture, language, food, music, staff cookouts, holiday party, good job and thank yous, personal letter or card.
Question: what steps, activities, personnal relations do you initiate to make staff a part of the facilities family & school culture.

Most Effective Teams (College & University Planning Research, 2016)
How often teams socialized outside of the office
Team members had the same interests & hobbies
Team members had similar levels education
Team members motivated by the same rewards
How long a team had been together
How frequently they ate together

Motivation -- *management is compliance. It's getting people to do what you want done. Staff, however, has to feel engaged – not disengaged or actively disengaged. Create a culture that is fair, safe, and affords staff control over core aspects of their work, sovereign to make independent decisions that are in the best interest of the school. People do not engage by be controlled; people want to exhibit front-line self-direction, which should be encouraged, to create a sustained autonomous workforce.*

Pay for two or three members of staff to go to lunch off-campus and table ideas to enhance process & work flow. Refer to it as "Genius Hour." Ideas matter. People matter. We are fixers, let's fix – not just things – but process. Behavioral studies reveal that practices like this deepens the loyalty of good people, which engages staff and builds culture. – Daniel Pink Research, 2017.

Mastery – Encourage feedback. Most companies –and, some schools, are feedback desserts. And, yet, people receive instant feedback online, through facebook, text messaging, etc. It's the pace to which we are accustomed. Annual performance reviews have been abandoned by leading companies, in large part, because engaging staff more frequently makes them feel part of the process and that their voice matters. Perhaps is worthy to consider monthly one-on-ones centered around the following topics, for instance, month one: *how are you doing and what do you need.* Month two: *what's working and what's not working.* Month three: *what are some the obstacles that prevent us serving clients best.* Month four: *what should we stop doing.* Month five: *what are your long term plans.* Month Six: *what can I do better as a boss.*

Coaching Talent – Teach. Train & Motivate. Lead by example. Every day is the first day on the job. Every day is a job interview. It is sometimes helpful to abandon *how* and utilize *why.* Rather than showing someone *how;* explain the *why.* For example there is no shortage of tedious and repetitive jobs performed on campus. Perhaps, grass cutting sometimes falls into this category. On why that job is important and the staffers efforts make a difference: *Thanks to your efforts, we are recognized as having one of the best independent school fields and grounds. That enhances our school's appearance and may, on occasion, influence a parent's decision to send their child here*. You're part of a larger puzzle, and your piece makes a difference. Keeping folks engaged -- they are masters of their own autonomy, that they have a choice or self-direction, which means they are invested and are part of a high-performance team.

Developing High-Performance Teams (World Series Winners Chicago Cubs Locker Room White Board)
      A common goal
      Clear understanding of Roles & responsibilities
      Good communication skills
      Shared commitment
      Good leadership & fellowship
      Rules of engagement & team norms