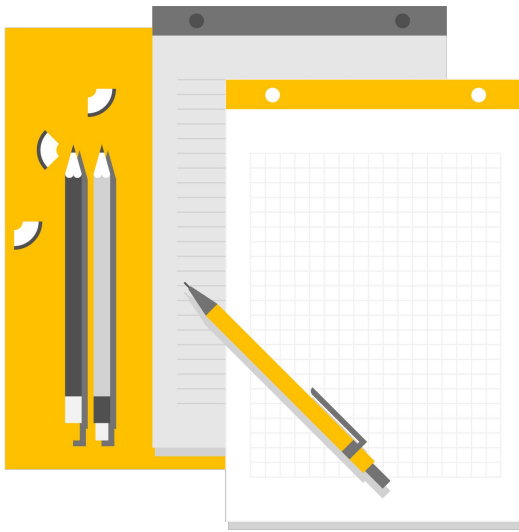


SESSION 2

Healthy Board Culture & Engagement

WiFi: quantumONE
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Objectives



- Understand Why and How the Leaders Create Clarity
- Review the 5 Dysfunctions of a Team
- Explore Strategic Framework: 6 Critical ?'s
- Understanding the Stage and Type of your Board
- Walk through the 5 Pillars of Talent Management

THE FIVE DYSFUNCTIONS OF TEAMS

Summary

LEADERSHIP ROLE

Focus on collective outcomes

Confront difficult issues

Force clarity and closure

Mine for conflict

Go first!

Inattention
to RESULTS

Avoidance of
ACCOUNTABILITY

Lack of
COMMITMENT

Fear of
CONFLICT

Absence of
TRUST

HINDRANCES

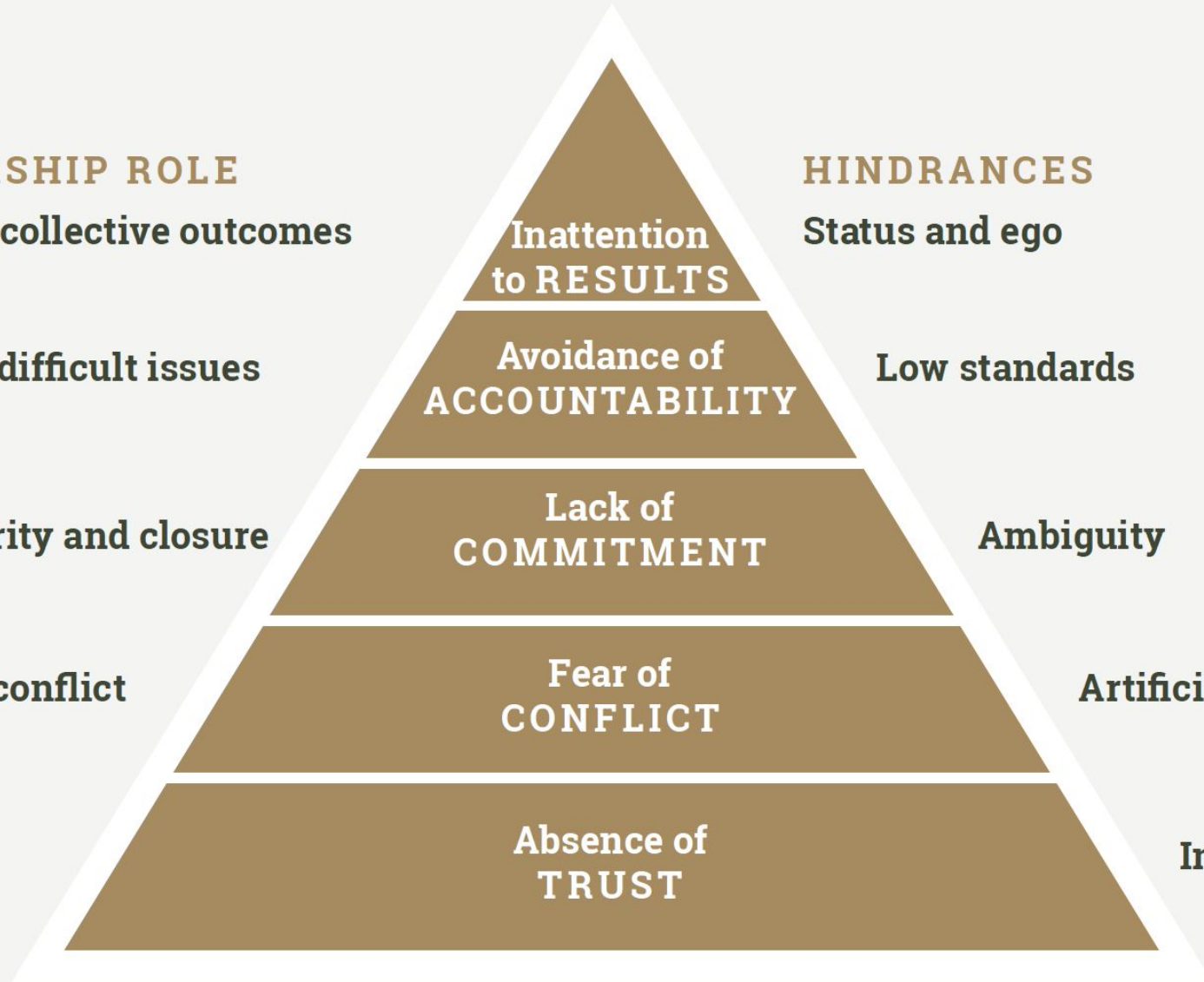
Status and ego

Low standards

Ambiguity

Artificial harmony

Invulnerability



Where are the leaders in your community failing to
Love one another in the execution of their duties?

The 4 Disciplines of Organizational Health

Create Clarity



The Six Critical Questions

Why do we exist?

How do we behave?

What do we actually do?

How will we succeed?

What is most important,
right now?

Who must do what?

Why do we exist?

- What is your Final Cause, Telos, End, Core Purpose?
- Everyone in the organization must commit to the same statement of purpose and learn it by heart. If not, they will fill the void with their own personal answer.

How do we behave?

- In the heat of the moment, teachers don't have time to think through the perfect response, the need a short instruction to guide them.
- Only a few behaviors can be defined as the core.
- If they aren't defined yet, your school (likely) already has them, you just need to see them and name them.
- Human interactions are the raw material that builds your school's culture, what would be the impact on school culture if you your core behaviors were clear, understood, and practiced?

What do we do?

- Lencioni calls this your mission statement. It is your short answer when someone asks what you do, the basic business definition.
- The Mission Statement plays a key role in allowing you to make decisions about opportunities

How will we succeed?

- Strategic anchors are the guardrails that keep you on mission and help you successfully navigate the future.
- What are your strategic anchors?
 - What are your school's distinctives?
 - What is your school best at?
 - What are you known for?
- What categories do your distinctives fall into? These areas of strategic commitment separate you from the pack and direct your actions and choices. These are your strategic anchors.

What is most important right now?

- If we can only accomplish 1 thing in the next 3-9 months, what does it need to be?
- Thematic Goal
- Case Study - Firestone tires

Who needs to do what?

- This one is straightforward and crucial. Don't let up at the finish line.
- Thematic goals often involve non-regular work. Establishing clarity around who needs to do what by when is critical to helping your team stay on task and achieve results.

Sample Playbook

WHY DO WE EXIST?

The mission/ vision statement

We educate students in
the classical tradition,
preparing them to lead
full and virtuous lives.

HOW DO WE BEHAVE?

The Core Behaviors

Passionate team player
Joyful heart of charity
Intentional work ethic

WHAT DO WE DO?

The Business Statement

We operate a classical,
K-12, public charter
school.

HOW WILL WE SUCCEED?

The Strategic Anchors

- Commitment to Academic Excellence in Authentically Classical Education
- Protect and Promote Healthy Student Culture
- Promote Healthy Faculty Culture
- Provide Clarity, Support, and Direction through Servant Leadership

WHAT'S MOST IMPORTANT RIGHT NOW?

The Thematic Goal

Make Summer Training
Glorious!

WHO MUST DO WHAT?

The Defining Objectives & their owners

WHY DO WE EXIST?

*The mission/
vision statement*

To form faith-filled
men who lead...

HOW DO WE BEHAVE?

The Core Behaviors

Fully Present
Fully Responsive
Full of Hope

WHAT DO WE DO?

The Business Statement

Operate a tuition-based,
all boys Catholic high
school.

HOW WILL WE SUCCEED?

*The Strategic
Anchors*

Faithfully Catholic
Individualized
instruction &
formation of men

WHAT'S MOST IMPORTANT RIGHT NOW?

*The Thematic
Goal*

We must stabilize
enrollment & retention

WHO MUST DO WHAT?

*The Defining Objectives
& their owners*

Bring Clarity of Vision - Chris
Hire Great Staff - Stephen
Get Athletics Right - Matt
Get Academics Right - Nancy
Focus on Student
Engagement - Brendan

Which of these questions do you need to shore up language around?

Where are the leaders in your community failing to love one another in the execution of their duty?

Why do we exist?

How do we behave?

What do we actually do?

How will we succeed?

What is most important,
right now?

Who must do what?



SIPKESS

"Today's meeting will be endless, with a half-hour break for lunch."

This */S* the work of governance.

Whom or What does the Board represent?

Whom or What does the Board represent?

The institution not the individual

What does the Board exist to do?

What does the Board exist to do?

Safeguard the mission for the long term

How will the Board best accomplish this work?

How will the Board best accomplish this work?

Divide and conquer:
Head of School - operations
Board - strategy

Stage 1: All Hands On Deck
The Managerial Board (Oversight)

Stage 1: All Hands On Deck
The Managerial Board (Oversight)

Main question: What is wrong?

Stage 2: Looking Down the Road

The Strategic Board (Foresight)

Stage 2: Looking Down the Road The Strategic Board (Foresight)

Main question: What's the plan?

Stage 3: Imagining the Future

The Generative Board (Insight)

Stage 3: Imagining the Future The Generative Board (Insight)

Main question: What is the key question?

GOVERNING

Sets the long-range vision

Ensures legal compliance

Oversees performance

Hires/fires leaders

Promotes the mission

MANAGING

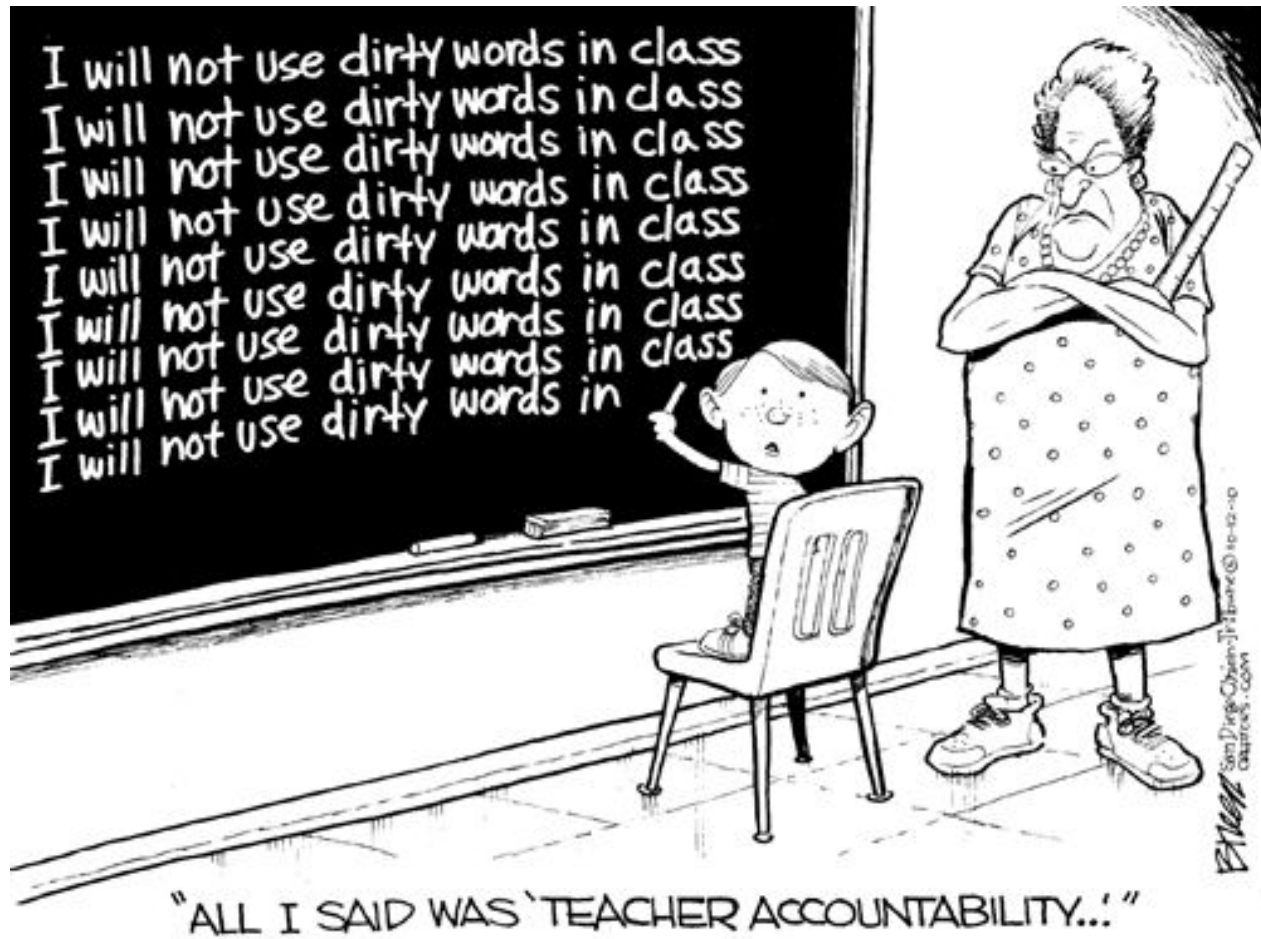
Sets management goals

Executes vision and plans

Oversees day-to-day operations

Hires/fires and manages staff

Supports the board in achieving its strategic goals



"School boards must care deeply about establishing disciplines that provide the new leader with clarity regarding the environment they are entering."

The Five Pillars of Talent Management

1. Hire Slowly
2. Onboard Comprehensively
3. Resource Intentionally (Gratuitously)
4. Review Consistently
5. Fire Quickly

Hire Slowly

1. Develop and share a clear job description
2. Establish compensation ranges and hiring timeline
3. Establish clear and consistent screening and interview steps
4. Understand current deficits in the school and consider how these will be addressed by the potential hires
5. Conduct interviews
6. Once top candidate has been identified, move decisively

Onboard Comprehensively

1. Once hired, have a clear plan laid out for helping the new leader understand the environment they are entering.
2. Share and discuss the hot button issues within the community.
3. Don't assume the leader will just figure it out as he or she goes along
4. The board should set aside time for the Head of School to take a deep dive into school financials, enrollment, teacher and student retention, and facility issues with the appropriate staff and department heads
5. Set aside time for an initial strategic meeting

Resource Intentionally

1. Be clear about areas of weakness the new leader has and what the board will provide to help close those gaps
2. Put a plan together in writing for the leader
3. Make members of the community available to the leader so that they are getting different perspectives and wisdom outside the echo chamber of the academic community

Review Consistently

1. Make sure you have a clear rubric in writing for evaluating success.
2. Communicate the rubric clearly to the leader and discuss the logic behind the rubric.
3. Be clear about the review process.
4. Do not let a school leader go an entire year without some understanding of how they are doing; the good, the bad, and the ugly.
5. Be sure to communicate your feedback to the leader before letting others outside the board know

Fire Quickly

1. If the above has been done with at least some consistency and intentionality, it will be clear not only to the board but to the leader whether things are going according to plan. When there is a clear plan (clearly articulated, written down, and executed against) everyone will know where the others stand in relation to that plan. Without it, everyone is stuck with hearsay, theories, and politics.
2. Firing quickly is not to be understood as some authoritative act of quick decision-making. It is fast not because it comes immediately or out of nowhere. It is fast because the elements needed to discern and address issues are outlined from the start.
3. Firing quickly is still difficult and can be painful. It is never easy to admit that things aren't working out. Hope springs eternal! But a Christian school board must ensure that the school's leader is capable of meeting the expectations of the role they are in, and solving for that upstream mitigates many possible rapids down river.

Peer Conversations

Boards | Breakout Room
HOS Eq. | Main Hall

NEXT UP: Lunch 11:45am back in AFO