


LEADERSHIP
One Team

ROLE
CLARIFICATION

UNIFIED DECISION
MAKING


➤ **Ben Grebinski, LEADS**

It Is Simple, But Not Easy!

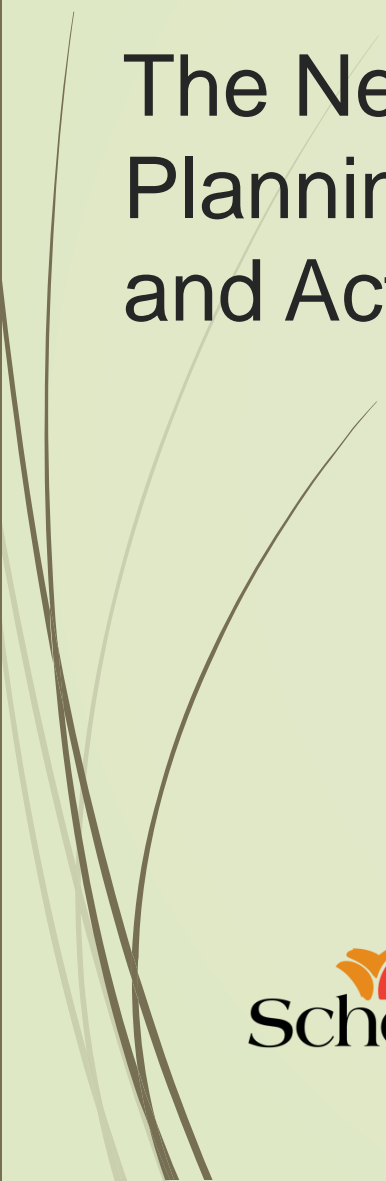


Purpose of Presentation


- Leadership as One Effective Team
- Clarification of Roles
- Unified Decision Making



The Need for Planning and Action




- *“Even if you are on the right track, you’ll get run over if you just sit there.”*
(Will Rogers)
- *“The future never just happened. It was created.”* (Will and Ariel Durant)
- An appointment to the Board or to a Senior Administrative role is not a RISE to POWER but Rather an elevation of RESPONSIBILITY.

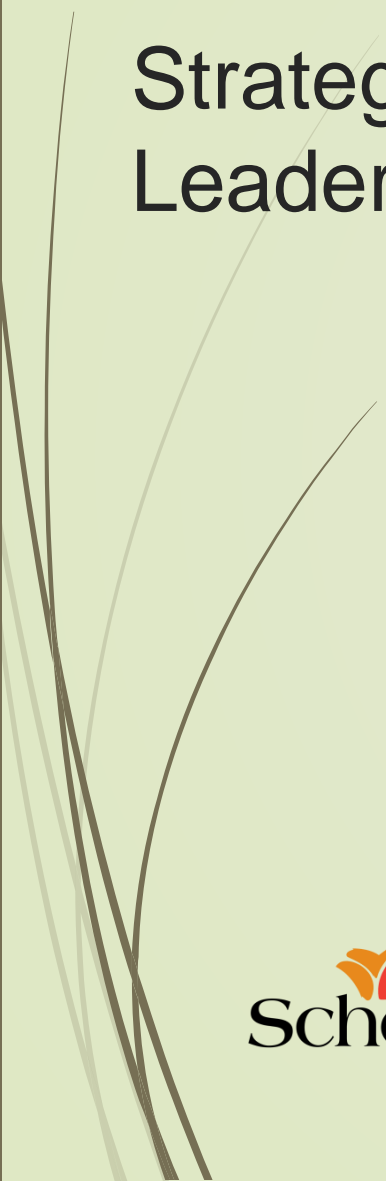


What is Strategic Leadership?

- It is the ability to anticipate, prepare and position the organization for future success. It entails mobilizing and focusing resources and energy on things that make a difference.




Strategic Leadership

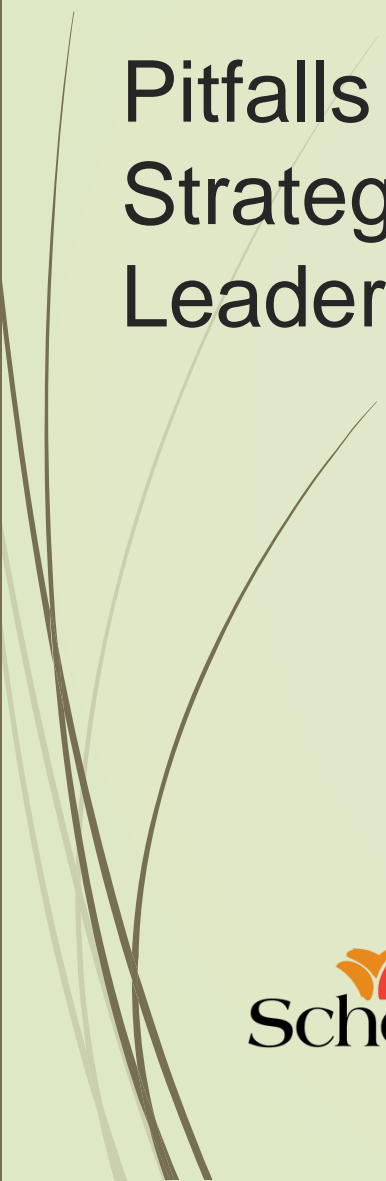


Key Roles


- Leader of leaders (entrepreneurial, status quo, disturbing).
- Servant leader (coach, model, mentor).
- Professional advocate (articulator, shared vision, planning).
- Standard of quality education (manage resources, whole-system values).



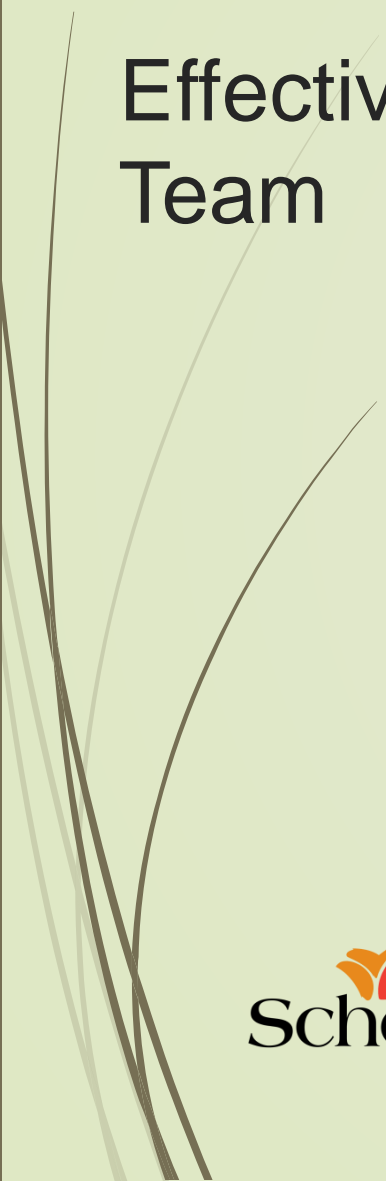
Pitfalls of Strategic Leaders




- Losing focus.
- Not engaging time for quality thinking.
- Being distracted by operational and financial details.
- Poor process for strategic planning.
- Avoiding legitimate challenges from others.
- Micromanaging strategy implementation.
- Averse to taking risks.
- Not developing capacity in others.
- Lack of clear vision and purpose.
- Not role modeling.
- Ducking the role of prime motivator.



Effective Team



- Comfortable, relaxed atmosphere.
- Everyone usually participates.
- Clear, realistic, challenging goals.
- Good listening skills.
- Disagreement not suppressed.
- Decisions work toward consensus.
- Criticism is frank and frequent.
- Clear assignments when action taken.
- Leader does not dominate – shifting leadership.
- Trust and support among team members.
- Honest communication.
- High value given to new, creative approaches and solutions.
- Decision-making reflects vision and purpose of organization.



The Five Dysfunctions and Functions of a Team

- Patrick Lencioni

The Five Dysfunctions of a Team

1. Absence of Trust
2. Fear of Conflict
3. Lack of Commitment
4. Avoidance of Accountability
5. Inattention to Results









RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST



RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

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The Five Dysfunctions of a Team

1. Absence of Trust

Members of teams with an absence of trust...

- Conceal their weaknesses and mistakes from one another.
- Hesitate to ask for help or provide constructive feedback.
- Hesitate to offer help outside their own areas of responsibility.
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.
- Fail to recognize and tap into one another's skills and experiences.
- Waste time and energy managing their behaviours for effect.
- Hold grudges.
- Dread meetings and find reasons to avoid spending time together.

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2. Fear of Conflict

Teams that fear conflict...

- Have boring meetings.
- Create environments where back-channel politics and personal attacks thrive.
- Ignore controversial topics that are critical to team success.
- Fail to tap into all the opinions and perspectives of team members.
- Waste time and energy with posturing and interpersonal risk management.

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3. Lack of Commitment

A team that fails to commit...

- Creates ambiguity among the team about direction and priorities.
- Watches windows of opportunity close due to excessive analysis and unnecessary delay.
- Breeds lack of confidence and fear of failure.
- Revisits discussions and decisions again and again.
- Encourages second-guessing among team members.

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The Five Dysfunctions of a Team

4. Avoidance of Accountability

A team that avoids accountability...

- Creates resentment among team members who have different standards of performance.
- Encourages mediocrity.
- Misses deadlines and key deliverables.
- Places an undue burden on the team leader as the sole source of discipline.

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5. Inattention to Results

A team that is not focused on results...

- Stagnates/fails to grow.
- Rarely defeats competitors.
- Loses achievement-oriented employees.
- Encourages team members to focus on their own careers and individual goals.
- Is easily distracted.



Organizational Culture



- Culture is about values, beliefs, motivations, relationships, behaviours, decision mechanisms, symbols, structures, artifacts, metaphors, language.

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The Five Functions of a Team

1. Members of Trusting Teams
2. Teams that Engage in Conflict
3. A Team that Commits
4. A Team that Holds One Another Accountable
5. A Team that Focuses On Collective Results

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The Five Functions of a Team

1. Members of Trusting Teams

- Admit weaknesses and mistakes.
- Ask for help.
- Accept questions and input about their areas of responsibility.
- Give one another the benefit of the doubt before arriving at a negative conclusion.
- Take risks in offering feedback and assistance.
- Appreciate and tap into one another's skills and experiences.
- Focus time and energy on important issues, not politics.
- Offer and accept apologies without hesitation.
- Look forward to meetings and other opportunities to work as a group.

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The Five Functions of a Team

2. Teams that Engage in Conflict

- Have lively, interesting meetings.
- Extract and exploit the ideas of all team members.
- Solve real problems quickly.
- Minimize politics.
- Put critical topics on the table for discussion.

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The Five Functions of a Team

3. A Team that Commits

- Creates clarity around direction and priorities.
- Aligns the entire team around common objectives.
- Develops an ability to learn from mistakes.
- Takes advantage of opportunities before competitors do.
- Moves forward without hesitation.
- Changes direction without hesitation or guilt.

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The Five Functions of a Team

4. A Team that Holds One Another Accountable

- Ensures that poor performers feel pressure to improve.
- Identifies potential problems quickly by questioning one another's approaches without hesitation.
- Establishes respect among team members who are held to the same high standards.
- Avoids excessive bureaucracy around performance management and corrective action.

The Five Dysfunctions and Functions of a Team

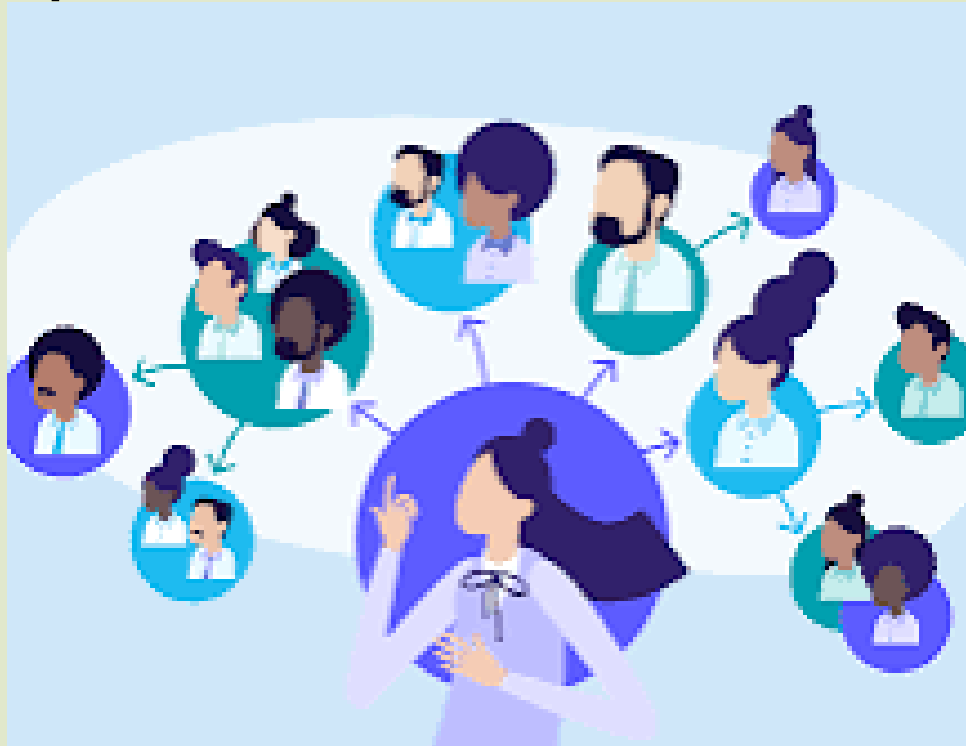
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The Five Functions of a Team

5. A Team that Focuses on Collective Results

- Retains achievement-oriented employees.
- Minimizes individualistic behavior.
- Enjoys success and suffers failure acutely.
- Benefits from individuals who subjugate their own goals/interests for the good of the team.
- Avoids distractions.


Roles and Responsibilities



Staff of School Division and Conseil Scolaire

- 42(1) Subject to subsection (3), every board of education and the conseil scolaire **MUST** appoint a director who meets the qualifications set out in section 43.

- *School Division Administration Regulations*
(September 2017)




The Role of the Director and Others in Working with the Elected Board

The Director as CEO is responsible for building collaboration, leading the organization, executing the strategy and carrying out the will of the Board while maintaining operational oversight.


Specifically, this translates into the following major functions:

- **Leadership in Education:** Setting and implementing the educational vision, curriculum, and academic standards.
- **Operational Management:** Overseeing the day-to-day operations of schools and educational programs.

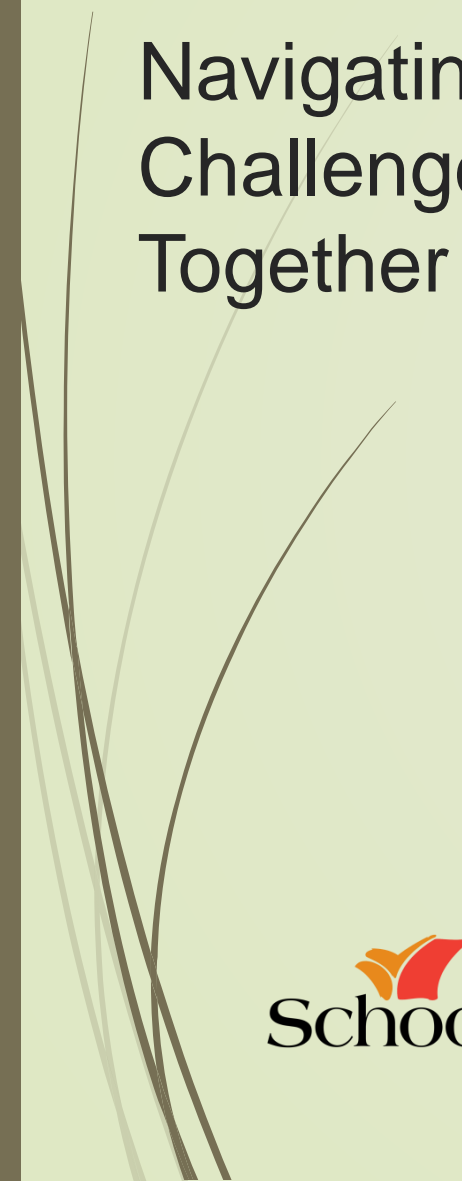


The Role of the Director and Others in Working with the Elected Board

- **Instructional Leadership:** Ensuring teachers and staff have the support and resources needed to succeed in the classroom.
- **Accountability for Outcomes:** Monitoring and reporting on student performance, ensuring goals and standards are met.
- **Financial Stewardship:** Ensure sound financial management and resource allocation.
- **Culture & People:** Foster a positive organizational culture and lead talent management efforts.
- **Advisory Role to the Board:** Providing expert advice to guide Board decisions on educational issues.




Navigating Challenges Together



- **Political Pressures:** The Director must navigate the political landscape that comes with a publicly elected Board, balancing community needs with Board decisions.
- **Conflicting Priorities:** The Director should manage and mediate when the Board has differing views on educational priorities.
- **Public Scrutiny:** Both the Director and Board will need to address public concerns and media scrutiny, particularly in times of crisis or controversy.
- **Crisis Management:** Work together to respond to educational crises (e.g., low performance, financial issues, or community concerns) with transparency and action.

Best Practices for Director- Board Collaboration


- **Regular, Open Communication:** Establish frequent touchpoints between the Director and the Board, including formal reports and informal conversations. **NO SURPRISES**
- **Joint Goal-Setting:** Collaborate on developing clear and measurable educational goals for the district.
- **Conflict Resolution:** Develop strategies for addressing conflicts or disagreements respectfully and productively.
- **Trust-Building:** Foster mutual respect and trust, with the Director recognizing the Board's authority and the Board valuing the Director's expertise.



Roles and Responsibilities: CEO and Management - A High-Level Summary

Responsible for:


- Work with Chair to build relationship of trust.
- Carry out Board direction.
- Responsible for management of entity.
- Provides Board with information.
- Owns relationship with government officials/ stakeholders.



Roles and Responsibilities: Board - A High-Level Summary

Setting direction:

- Clarity of purpose.
- Governance Framework – Policies regarding how the Board will operate.
- Human resource stewardship.
- Financial stewardship.



Roles and Responsibilities: Board - A High-Level Summary

Monitoring and reporting:

- Performance Measures – Establishing and monitoring.
- Compliance monitoring.
- Evaluation – governance/management.
- Reporting.

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Thank You!