

Tools for the 21st Century Leaders

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The panel

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Today

- Introductions
- Leadership at Geneva and IASBO
- What will we do today
 - How instruments are used for leadership in a school district
 - How you can use – soon, easy.
- Leadership instruments
 - Leadership style (LIFO)
 - 360 feedback (LPI)
- Creating your own development plan – Today!

Leading and School Administration

- Leadership During Lean Times
- School Leaders Uniquely Qualified to Lead During Economic Downturn
- Staff, Parents, and Community Look to School Leaders to Lead During Economic Uncertainty

Leading and School Administration

- In Order to Lead During Lean Times, Ask Yourself These Two Questions:
 - What kind of a leader are you?
 - What kind of team do you want to have to lead your school district?
 - What kind of team do you have?
 - What are your teams strengths?
 - What are your teams blind spots?

Where We Have Been

- Walk the Talk 360
- 21 Irrefutable Laws of Leadership
- LIFO
- Large Scale Meeting Design Techniques
- Myers-Briggs/FIRO-B
- 360 Feedback Surveys (first generation)
- Small Scale Meeting Design Techniques
- Situational Leadership

Where We Are Going

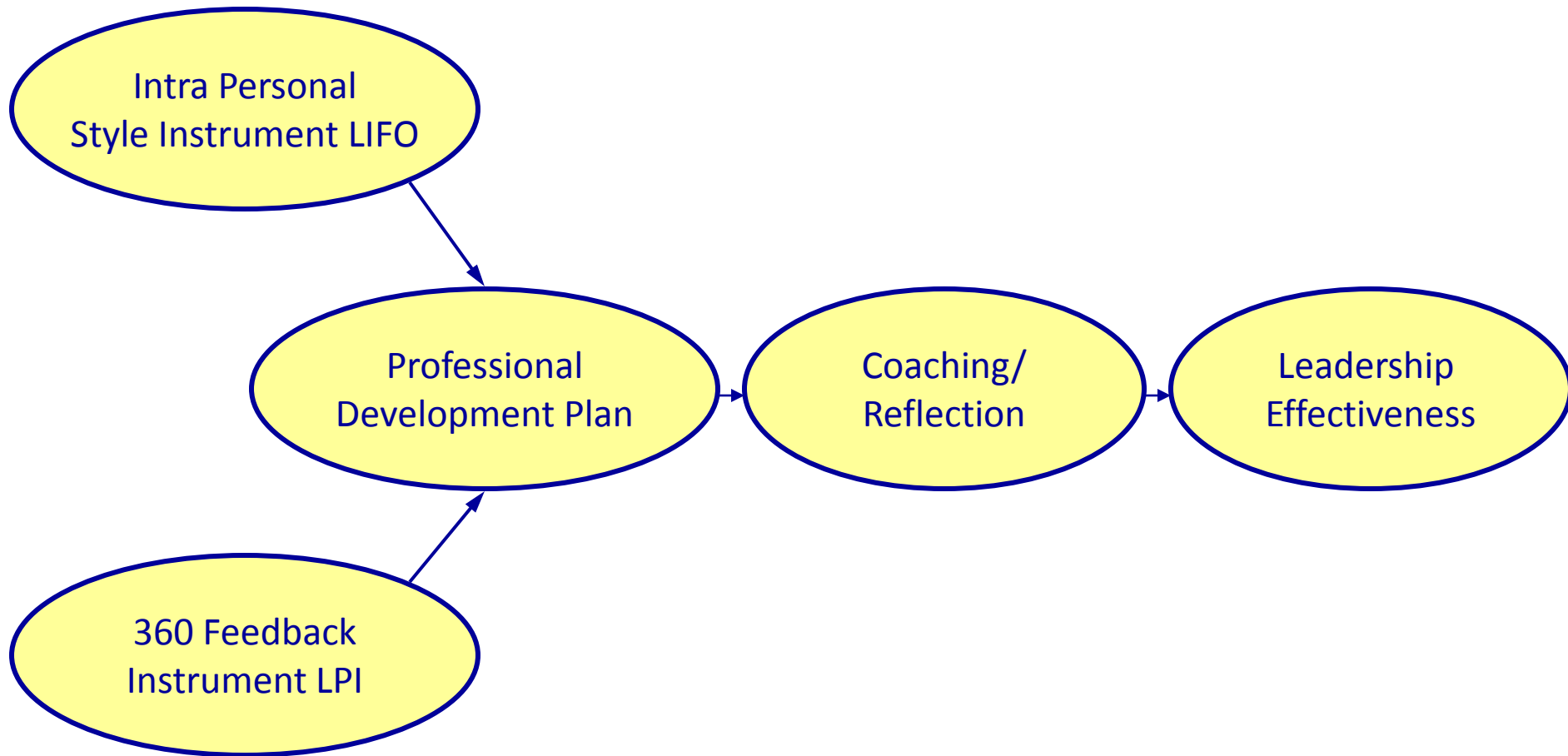
- 2009-2010, new Administrator Academy
- August 2008, Administrator Academy - Expanding Your Personal Effectiveness As a Leader
- 360 Feedback Survey (Leadership Practices Inventory)
 - Superintendent/Assistant Superintendents (Winter/Spring 2008)
 - Building Principals/Central Office Administrators (2008-2009)
 - Assistant Principals/Deans / directors (2009-2010)
- Development of Professional Growth Plans

Professional Growth Plan

- Teaching/Learning
 - Two goals
 - Goals related to District goals and/or School Improvement Plan
 - Goals focus on teaching and learning
- Leadership Goals
 - Two goals
 - Goals generated from leadership instruments (LIFO) and feedback (LPI)
 - Goals focus on leadership effectiveness

Leadership Development Strategy

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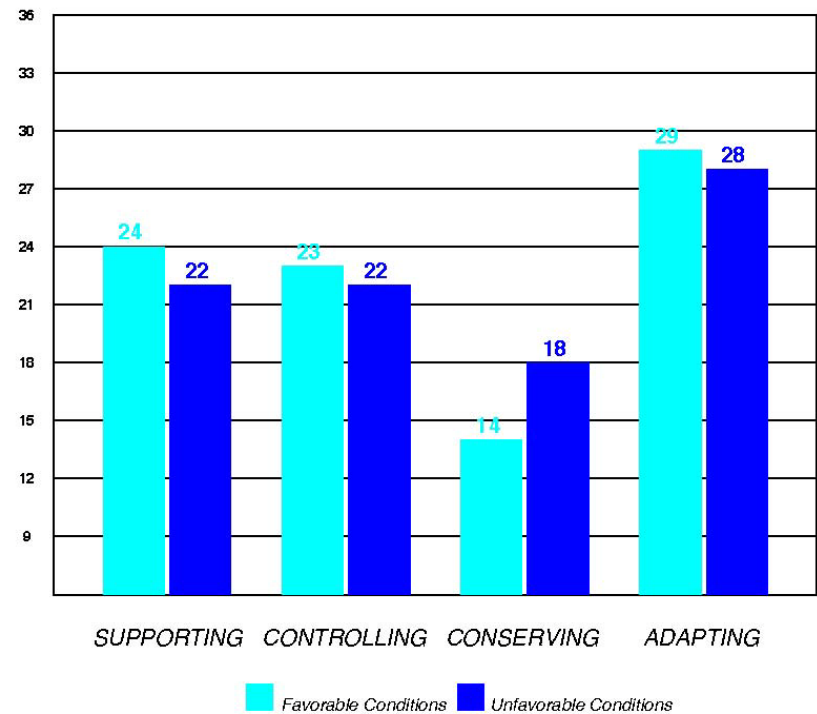
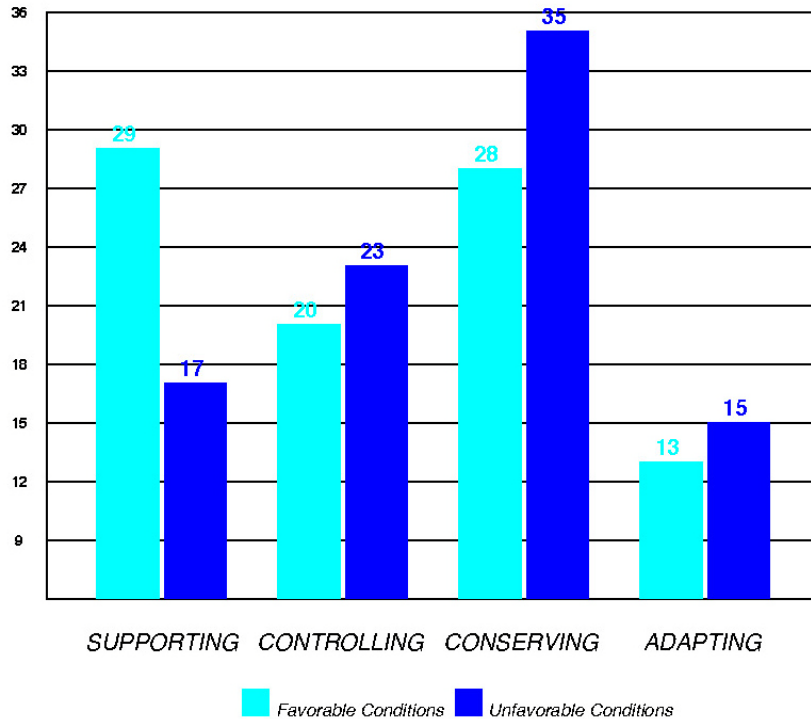
LIFO

- The original behavioral style instrument
- Based on strengths, preferences – not skills
- Application includes:
 - Confirming your strengths
 - Controlling / moderating excesses
 - Blending / bridging to others of different style
 - Extending the use of an underused style
 - Supplementing – using others' strengths

LIFO Strengths

- Supporting - *Excellence*
- Controlling - *Action*
- Conserving - *Reason*
- Adapting - *Harmony*

LIFO strengths - cases



LPI

- Based on 20 years of research
- Simple to use for leader and responder
 - One page can do it if you don't want to look at the other 70
- Five splits on data
 - Self, boss, peers, direct reports. others
- Measures clearly differences in perceptions – yours vs. followers

High

	<u>Practice</u>	<u>Self</u>	<u>Observers</u>
17. Shows others how their interests can be realized	Inspire	5	8.3*
13. Searches outside organization for innovative ways to improve	Challenge	4	7.8*
9. Actively listens to diverse points of view	Enable	4	7.7*
14. Treats people with dignity and respect	Enable	5	7.5*
30. Gives team members appreciation and support	Encourage	4	7.5*
26. Is clear about his/her philosophy of leadership	Model	4	7.5*
3. Seeks challenging opportunities to test skills	Challenge	4	7.5*
18. Asks "What can we learn?"	Challenge	8	7.3
27. Speaks with conviction about meaning of work	Inspire	5	7.3*
20. Recognizes people for commitment to shared values	Encourage	9	7.2*
19. Supports decisions other people make	Enable	4	7.2*
28. Experiments and takes risks	Challenge	6	7.0
16. Asks for feedback on how his/her actions affect people's performance	Model	6	7.0
23. Makes certain that goals, plans, and milestones are set	Challenge	4	7.0*
4. Develops cooperative relationships	Enable	8	6.8
15. Creatively rewards people for their contributions	Encourage	4	6.8*
6. Makes certain that people adhere to agreed-on standards	Model	8	6.5*
29. Ensures that people grow in their jobs	Enable	7	6.5
12. Appeals to others to share dream of the future	Inspire	2	6.5*
7. Describes a compelling image of the future	Inspire	7	6.3
24. Gives people choice about how to do their work	Enable	6	6.3
10. Expresses confidence in people's abilities	Encourage	5	6.2
5. Praises people for a job well done	Encourage	9	6.0*
25. Finds ways to celebrate accomplishments	Encourage	7	5.8
22. Paints "big picture" of group aspirations	Inspire	5	5.8
8. Challenges people to try new approaches	Challenge	4	5.8*
21. Builds consensus around organization's values	Model	7	5.3*
2. Talks about future trends influencing our work	Inspire	7	5.3*
1. Sets a personal example of what is expected	Model	6	5.2
11. Follows through on promises and commitments	Model	8	4.5*

Low

* Difference between Observer's and Self rating was greater than 1.5

Your development plan - today

Step one – five minutes

1. What would my followers, peers
 - Identify as MY 2-3 strengths
 - Identify as MY 2-3 needs to improve
2. Share with neighbor
3. Identify one – two behaviors to
 - Start
 - Stop
 - Continue
4. Share