It is an Intentional Activity

Building Great School Board-Superintendent Teams
Zoom Activity
Why are Teams Important?

- "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." --Andrew Carnegie

- "Coming together is a beginning. Keeping together is progress. Working together is success." --Henry Ford
What Makes THIS Team Important?

- It can be as simple as the need to pursue a common mission and vision
- It can be as relational as sharing responsibility for success (or failure)
- It is really about being able to draw from the strength of the group to accomplish more than is impossible for each member to realize alone
"Unity is strength. . . when there is teamwork and collaboration, wonderful things can be achieved." --Mattie Stepanek
Important First Steps

- A team is a finite group of members

- The team may go forward as members leave and new ones are added, but a revolving door does not guarantee team continuity . . . a new team emerges with every revolution.
Perspective is Vital
For Understanding Where You Fit
In the “Big” Picture
Superintendents are part of the team, but they are not board members.

Board members are part of the team, but they are not superintendents.

Each have distinct, yet complementary roles on the team.
Role Definition

- There must be a single definition that defines board authority (both real and implied) as it pertains to the superintendent and to other district personnel.

- There must be a single definition for superintendent authority in relationship to the Board and to the rest of district personnel.
A Leader is a person you will follow to a place you would not go alone.

- Joel Barker
Being Led is not Being Weak

- It takes courage to lead; it takes trust to follow.

- A good team shares leadership to capitalize on individual strengths and to avoid inertia resulting from leader stress

- “A team is not a group of people who work together. A team is a group of people who trust each other.” –Simon Sinek
Leadership vs. Management

- Leadership vs. Management
  - Influence rather than power

- Leaders have followers; managers have subordinates
  - Leading people rather than managing work

- Inspiring rather than directing
The 12th Floor Perspective
Same View . . . On the Sidewalk
Team Leadership Areas

- Fiduciary
- Strategic
- Generative

- Governance Oversight
  - Board members *brush* against public education

- The work of school boards is almost exclusively on the 12\textsuperscript{th} floor
  - Their role is primarily from a leadership platform
Board members often have exaggerated views of their responsibilities.

- This occurs because of misperceptions and misinformation
- It also occurs because board members follow traditional definitions of board service
  - Often traditional definitions are contrary to the legal description of board member roles
- Exaggerated views continue for a couple of reasons:
  - Insufficient training
  - Willful disregard
Superintendent Work

- Superintendents work on the 12th floor and on the sidewalk, but they also spend quite a bit of time in elevator dialogue between the two.
  - Their role is both leadership and management
    - How much time is spent in each arena is largely dependent upon the size of the district
“... even closely held and long-standing tenets of an organization should be tested by thoughtful people from time-to-time.”

-- Kim Woodward
ISBA President
Roles and Responsibilities Activity
“It’s always best to start at the beginning . . .”

– Glinda

*Good Witch of the North*
The key to effective conversation with anyone is knowing what they value.

-- Jones Loflin
What do you esteem most highly about education and the people upon whom you depend to deliver its opportunities to the students in your school districts?
What is Core about Core Values and beliefs?

- Core values and beliefs represent what means the most to us.

- More importantly, values and beliefs that are core represent what . . . will not be compromised.

- They also represent an essential components within the criteria for employment.
Mission Impossible
Mission statements should only answer one question . . .

WHY?

Why are YOU?
It is not what is, but what can be
Who are These Statements For?

☑ Teachers
☑ Students
☑ Support Staff
☑ Parents
☑ Community
☑ Administrators
☑ School Board
The Result?

CV + CB + CM + CV = CGO

Common Values
Common Beliefs
Common Mission
Common Vision
Common Goals & Objectives
# Change, Change, Change, Change?

<table>
<thead>
<tr>
<th>First-Order Change When a change is perceived as:</th>
<th>Second-Order Change When a change is perceived as:</th>
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</thead>
<tbody>
<tr>
<td>Being an extension of the past</td>
<td>Breaking with the past</td>
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<tr>
<td>Operating within existing paradigms</td>
<td>Operating outside of existing paradigms</td>
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<tr>
<td>Being consistent with prevailing values and norms</td>
<td>Conflicting with prevailing values and norms</td>
</tr>
<tr>
<td>Requiring existing knowledge and skills to implement</td>
<td>Requiring new knowledge and skills to implement</td>
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Adapted from: Waters, T., & Cameron, G. (2007). *The balanced leadership framework: Connecting vision with action*. Denver: Mid-continent Research for Education
Teamwork makes the dream work, but a vision becomes a nightmare when the leader has a big dream and a bad team.

--John C. Maxwell
Teams Don’t Just Happen

- Building a team takes time
- Maintaining the team takes effort
- Supporting the team takes character
It Pays Dividends

- Building, Maintaining, & Supporting a Superintendent-School Board Team approach to school governance is a crucial first step to building an education-conscience culture in your school district.

- You are better when you work together!
It doesn’t all have to be serious!
Let this “END” be . . .

Your Beginning
Are you Ready?