


Kenilworth Schools

McConnell LEADERSHIP GROUP



**PREPARING FOR THE COMING LEADERSHIP CRISIS:**  
*It Begins In Schools*

## The Issue...



- A gap in future leadership talent confronts our organizations
- 1 in 5 top management positions and 1 in 4 middle management positions could soon be vacant
- The next generation of leaders are presently in our schools

Today we are going to share the journey of one New Jersey school district that's changing its culture to grow leaders, administrators and students alike... and the impact they're making on closing the leadership gap!

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Kenilworth Schools


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**OUR PARTNERSHIP**

*Long term relationship with Scott Taylor regarding his interest and passion for developing self-aware and reflective leaders functioning in a culture of collegiality and collaboration*

## Scott Taylor, EdD...



- Educator for over 22 years
- Led schools at all levels of public education
- Currently a K-12 superintendent
- Teaches leadership courses at Rutgers University
- Serves on the Board of Directors for the New Jersey School Development Council and the New Jersey Association of Supervision and Curriculum Development

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### Kim McConnell and Mark Flamendorf...



- Former public school teachers
- Over 50 years' experience in private sector providing managers and their support teams with the skills they need to become more effective leaders and active participants



- Strong interest and passion for developing school leaders

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### It's All About Discovery...



"The real voyage of discovery consists not in seeking new landscapes, but in having new eyes"

*Marcel Proust*

#### Today

- Provide you with new eyes in the way you view leadership development as an ongoing, lifelong pursuit beginning and continuing in schools
- Discover ways to apply your OD skills in new organizational settings that could use your services on a consulting or volunteer basis

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### Executing the Vision...



- Develop secure, confident, self-reflecting, emotionally intelligent students
- Build leaders based on their strengths
- Create a culture of collegiality and community
- Change the culture and get buy-in to that change

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**Partnering Up**

- Delivered a one-day leadership and management development program over six (6) sessions
- Introduced tools using a strengths-based approach
- Focused on driving the skills and behaviors learned to the student level
- Incorporated behaviors into new performance management system

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### Adapted the Framework...

LearnLeadProduce    LearnLeadEducate

Corporate Program

School Program

- Managing versus Leading
- Strengths
- Planning
- Organizational Culture
- Influencing People

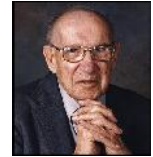


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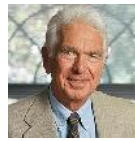
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### Managing versus Leading...

**Managers do things RIGHT!**



**Peter Drucker**  
Management & Leadership Expert



**Warren Bennis**  
Scholar and Leadership Expert

**Leaders do the RIGHT things!**

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### Managing versus Leading...

| MANAGERS...                        | LEADERS...   |
|------------------------------------|--|
| M1 - Accomplish goals              | L1 - Accept criticism and suggestions                |
| M2 - Administer rules and policies | L2 - Act with authenticity, honesty and integrity    |
| M3 - Answer emails                 | L3 - Are determined                                  |
| M4 - Budget                        | L4 - Build teams and allow them to make mistakes     |
| M5 - Delegate                      | L5 - Coach, guide and mentor                         |
| M6 - Design processes              | L6 - Consult with their team and work alongside them |
| M7 - Direct                        | L7 - Cultivate loyalty                               |
| M8 - Get people to do things       | L8 - Demonstrate flexibility                         |
| M9 - Give instructions             | L9 - Develop strategy and goals                      |
| M10 - Implement tactics            | L10 - Drive change                                   |
| M11 - Interview                    | L11 - Explain decisions                              |
| M12 - Make decisions               | L12 - Give responsibility to others                  |
| M13 - Measure                      | L13 - Have courage                                   |
| M14 - Monitor                      | L14 - Influence                                      |
| M15 - Organize resources           | L15 - Innovate                                       |
| M16 - Plan schedules               | L16 - Inspire and motivate others                    |
| M17 - Report                       | L17 - Keep promises                                  |
| M18 - Resolve conflict             | L18 - Listen   |
| M19 - Respond to requests          | L19 - Nurture and grow people                        |
| M20 - Review performance           | L20 - Shape culture                                  |
| M21 - Run meetings                 | L21 - Share a vision                                 |
| M22 - Solve problems               | L22 - Take people with them                          |

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### How much are you managing and leading in carrying out your roles and goals?...

| GOALS / TARGETS                        | MANAGING         | LEADING          | % OF TIME SPENT |
|--|------------------|------------------|-----------------|
| 1.                                     |                  |                  |                 |
| 1.                                     |                  |                  |                 |
| 1.                                     |                  |                  |                 |
| 1.                                     |                  |                  |                 |
| 1.                                     |                  |                  |                 |
| HOW MUCH ARE YOU MANAGING VS. LEADING? | MANAGEMENT ROLES | LEADERSHIP ROLES | 100%            |

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### Organizational Culture Tool...

**What is YOUR organization's culture?**  
*check (✓) all that apply*

- |  |   |
|--|---|
| <input type="checkbox"/> Autonomous    | <input type="checkbox"/> Friendly         |
| <input type="checkbox"/> Analytical    | <input type="checkbox"/> Idealistic       |
| <input type="checkbox"/> Competitive   | <input type="checkbox"/> Innovative       |
| <input type="checkbox"/> Collaborative | <input type="checkbox"/> Inclusive        |
| <input type="checkbox"/> Compliant     | <input type="checkbox"/> Open             |
| <input type="checkbox"/> Creative      | <input type="checkbox"/> Predictable      |
| <input type="checkbox"/> Decisive      | <input type="checkbox"/> Results-oriented |
| <input type="checkbox"/> Energizing    | <input type="checkbox"/> Risk-taking      |
| <input type="checkbox"/> Efficient     | <input type="checkbox"/> Rule-oriented    |
| <input type="checkbox"/> Fair          | <input type="checkbox"/> Team-oriented    |

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### Your Organizational Culture...



#### ENERGIZING AND FRIENDLY CULTURE

Incorporate fun activities and assignments into your plan

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### Influencing People...

#### in-flu-ence /ɪnˈfluːəns/ ⓘ

**Noun:** The capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

**Verb:** Have an influence on.

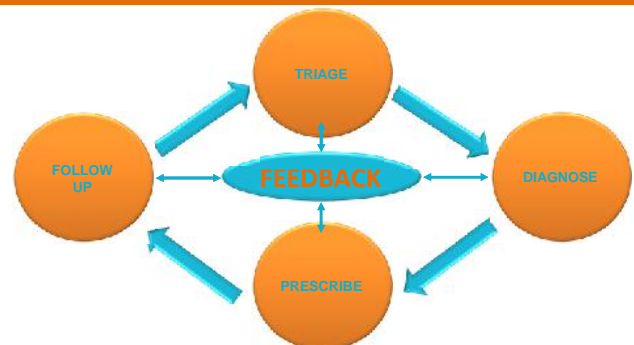
**Synonyms:** *noun:* effect - hold - impact - authority - action - sway  
*verb:* affect - sway - work - operate

*How do you influence the people you work with?*

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### Coaching Process...



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### Feedback...

Giving and receiving  
**FEEDBACK**  
is the heart of coaching



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### Feedback...

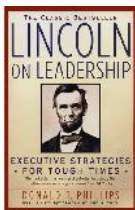
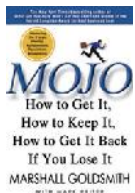
**F**requent and balanced  
**A**ccurate  
**S**pecific  
**T**imely

- **COMMUNICATE** clearly, specifically and behaviorally
- Employees need to **TAKE RESPONSIBILITY** for understanding behaviors they need to change
- Determine **STRENGTHS** of theirs you can leverage

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### Follow-up...



- Book discussion
- Application of principles
- Follow-up coaching

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### Defining Leadership...



In the context of Kenilworth School District's vision and YOUR view of the role of pre-college education in developing the leaders of tomorrow,  
**WHAT LEADERSHIP BEHAVIORS WOULD YOU TEACH?**

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### Leadership Behaviors...

#### ANNUAL SHARING DAY 2013

- |                            |                         |
|----------------------------|-------------------------|
| nonconformity              | verbal communication    |
| confidence                 | person-to-person skills |
| listening without judgment | decision skills         |
| courage                    | conflict resolution     |
| inclusion                  | problem solving         |
| self-awareness             | forms own opinions      |
| diversity                  | personal accountability |
| imagination                | critical thinking       |
| innovation                 | respect                 |
| integrity                  | honesty                 |
| cooperation                | collegiality            |
| teamwork/collaboration     | tolerance               |

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### Since Our Partnership...

#### Principal Evaluation Rubrics by Kim Marshall

Organized around 6 domains covering all aspects of a principal's job performance



- I. Diagnosis & Planning
- II. Priority Management & Communication
- III. Curriculum & Data
- IV. Supervision, Evaluation & Professional Development
- V. Discipline & Parent Involvement
- VI. Management & External Relations

Each domain contains 10 criterion to be rated on a scale of 1 to 4  
(Does Not Meet to Highly Effective)

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### District Goals and OD...

#### Move to your assigned table number

1. Discuss how you can achieve the District Goal assigned to your table group by pondering the following questions:
  - What OD practices can you use to achieve the goal?
  - How can you grow leaders while working to achieve the goal?
2. Record your ideas on a flip chart
3. Assign the following roles for your table group:
  - Facilitator
  - Scribe
  - Spokesperson

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### Potential...



"Everyone has inside of him a piece of good news. The good news is that you don't know how great you can be! What you can accomplish! And what your potential is!"

Anne Frank, *Diarist*

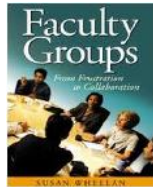
#### Questions to Ponder

- How can I tap into my OD skills to help move this approach to leadership development forward?
- Where can I apply my OD skills in school settings?

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### Next Steps...



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### Proof That It Works...



**Thomasina Kennedy**  
Director, HR Operations, CHEP  
17 years of experience - Classroom teacher  
EDUCATION: CHEP  
EMPLOYER: CHEP (2011-2013), Chep, Inc. (2008-2011), Chep, Inc. (2005-2008)  
TEACHING: 17 years of classroom teaching



**Lauren Lung**  
VP Brand Marketing & IP Transactions at Esor  
Kusak  
EDUCATION: Bachelor's Degree in Business Administration  
EMPLOYER: Esor (2013-2014), Esor (2011-2013), Esor (2008-2011), Esor (2005-2008)



**Regina R. Monaco**  
Senior Researcher at Baruch College  
New York, New York | Research  
EDUCATION: Baruch College, CUNY (2004-2006) | M.Ed. in Leadership  
EMPLOYER: Baruch College (2006-2013), Baruch College (2004-2006)



**Fredericka ("Ricki") Butler**  
Coordinator, The Center for Educational Leadership  
Purdue Northern Westchester, JOCLC  
Westchester County, New York | Education  
EDUCATION: State University of New York (2001-2003) | M.Ed. in Leadership  
EMPLOYER: Westchester County Office of Educational Services (2003-2013), Westchester County Office of Educational Services (2001-2003)

- Trained High School Juniors and Seniors to be school leaders
- Big brother/sister to Freshmen

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### To Contact Scott Taylor...

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