




**FINDING (and fostering) THE RIGHT  
SUPERINTENDENT/COMMUNITY MATCH**

**TO PROMOTE EXCELLENCE  
AND AN INSPIRED CULTURE FOR LEARNING**

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# What do we want you to experience today?

- Introductions: Who we are
- How do we address our differences?
- What are our commonalities? (Defining desired ends)
- What does the research on leadership say?
- Given our commonalities and differences, what are different perspectives on desired characteristics and skills in a superintendent?
- How do we model democratic leadership?
- How do we sustain effective governance in an era of conflict?



Who are you?





# What differences exist in your communities and on your Board?

- ▶ By constituent group
- 



It's a fan!

It's a wall!

It's a rope!

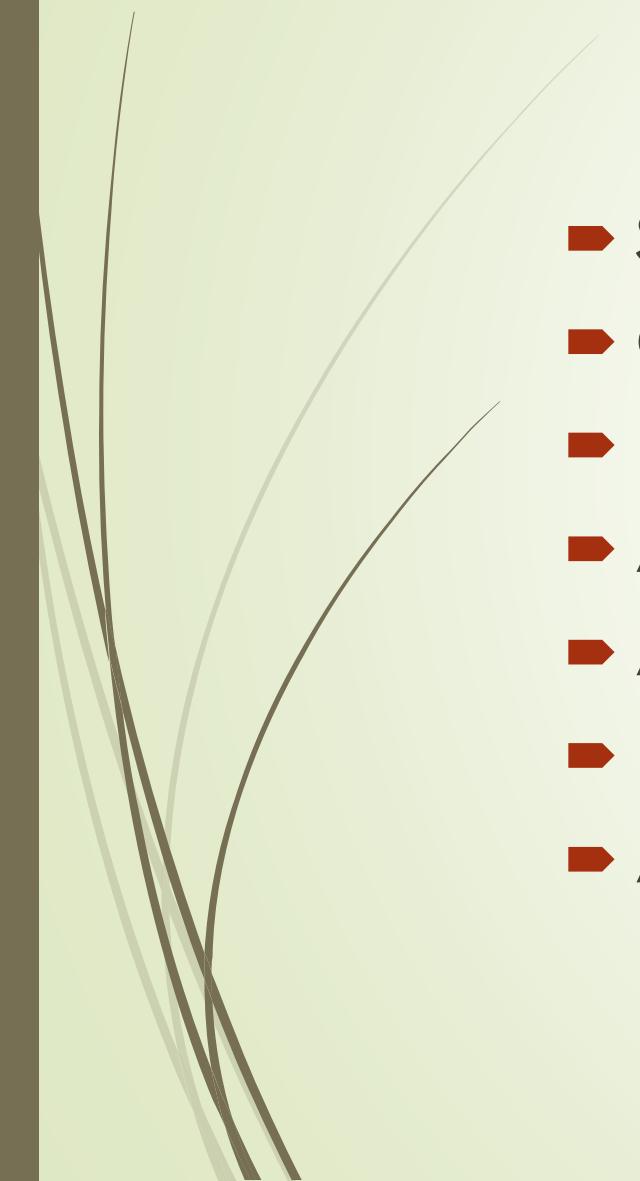
It's a spear!


It's a tree!

It's a snake!



# How do we address our differences?

- Stay engaged.
  - Give everyone the opportunity to speak.
  - Listen to understand.
  - Assume good intentions.
  - Allow yourself to be vulnerable.
  - Experience emotions and allow others to do so as well.
  - Appreciate and acknowledge what people say.
- 



# What are our commonalities? (Defining desired ends)

- ▶ What makes a dynamic, inspiring culture for excellence in learning?
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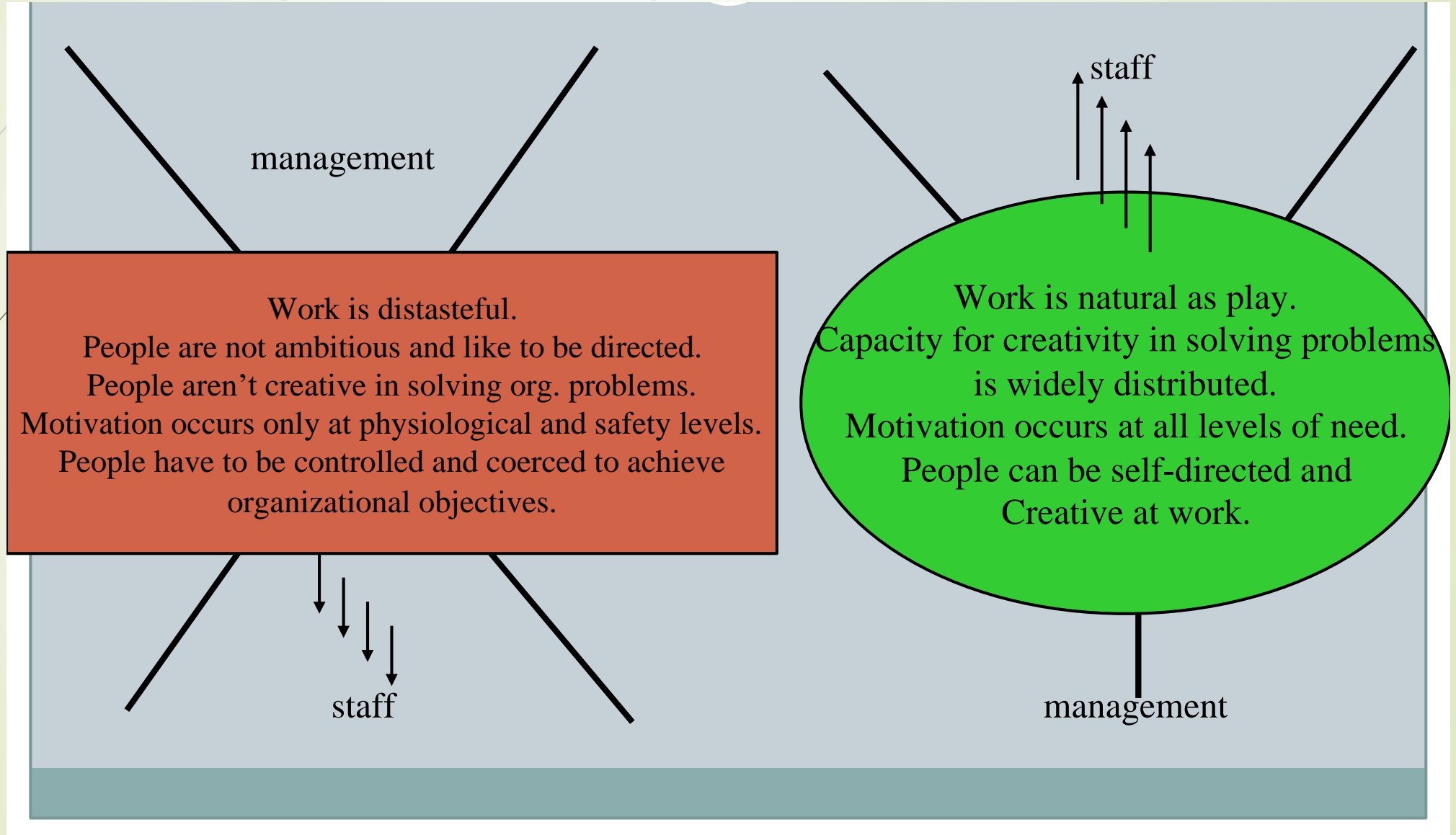


# What does the research say about leadership?

- **Scan** and understand environment
- **Articulate** a **shared** vision of excellence
- Demonstrate **caring** about employees' personal and professional growth
- **Adaptive**: Situational leadership: Ken Blanchard
- Coercive vs. participative leadership



# Theory X... Theory Y



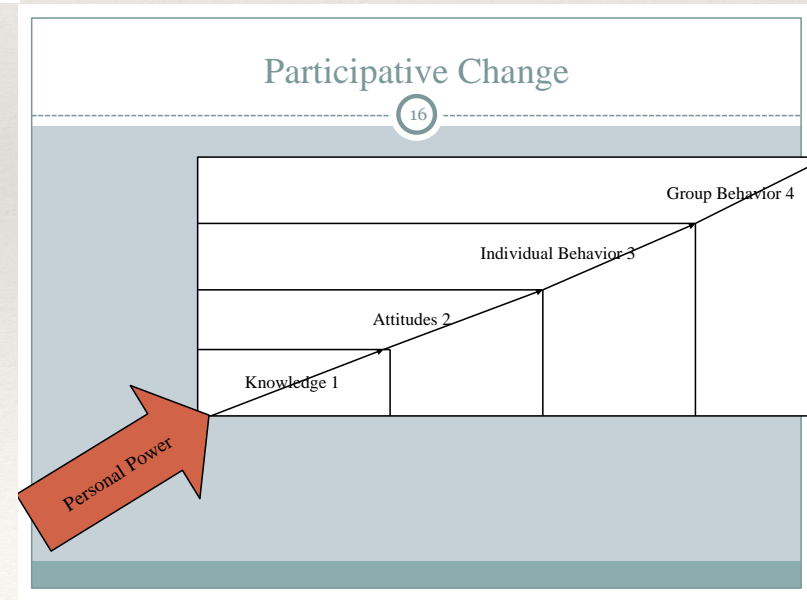
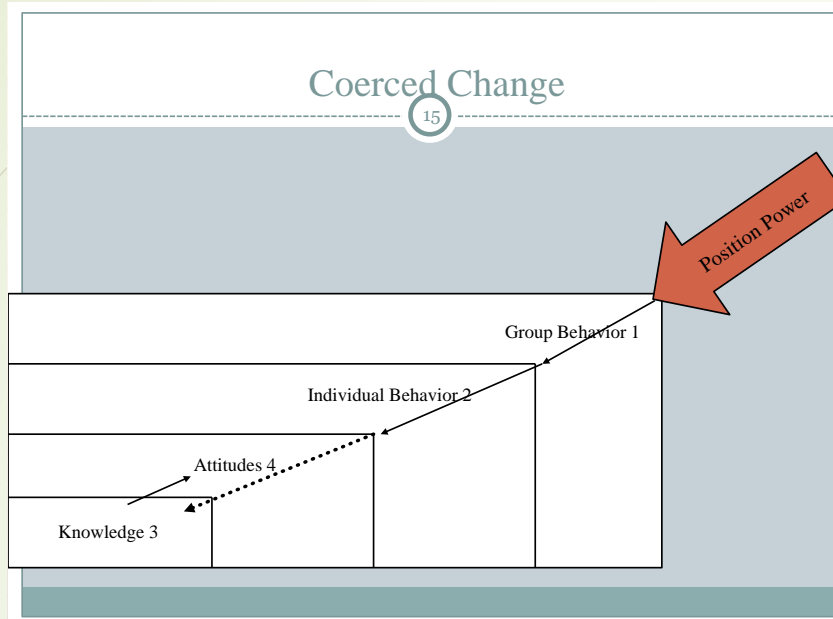
Charles Darwin

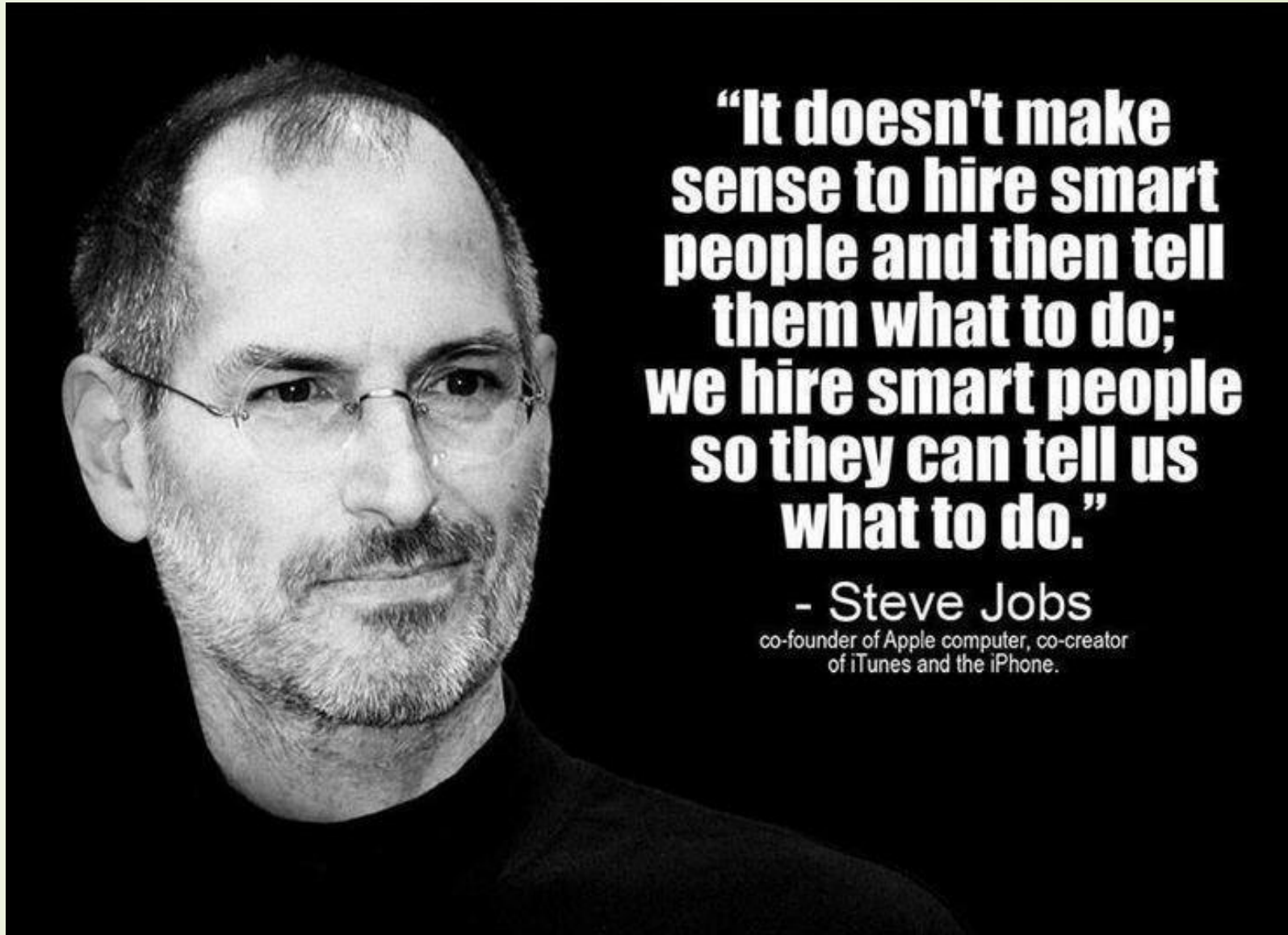


It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change, that lives within the means available and works co-operatively against common threats.

AZ QUOTES

# Participative vs. Coercive Change



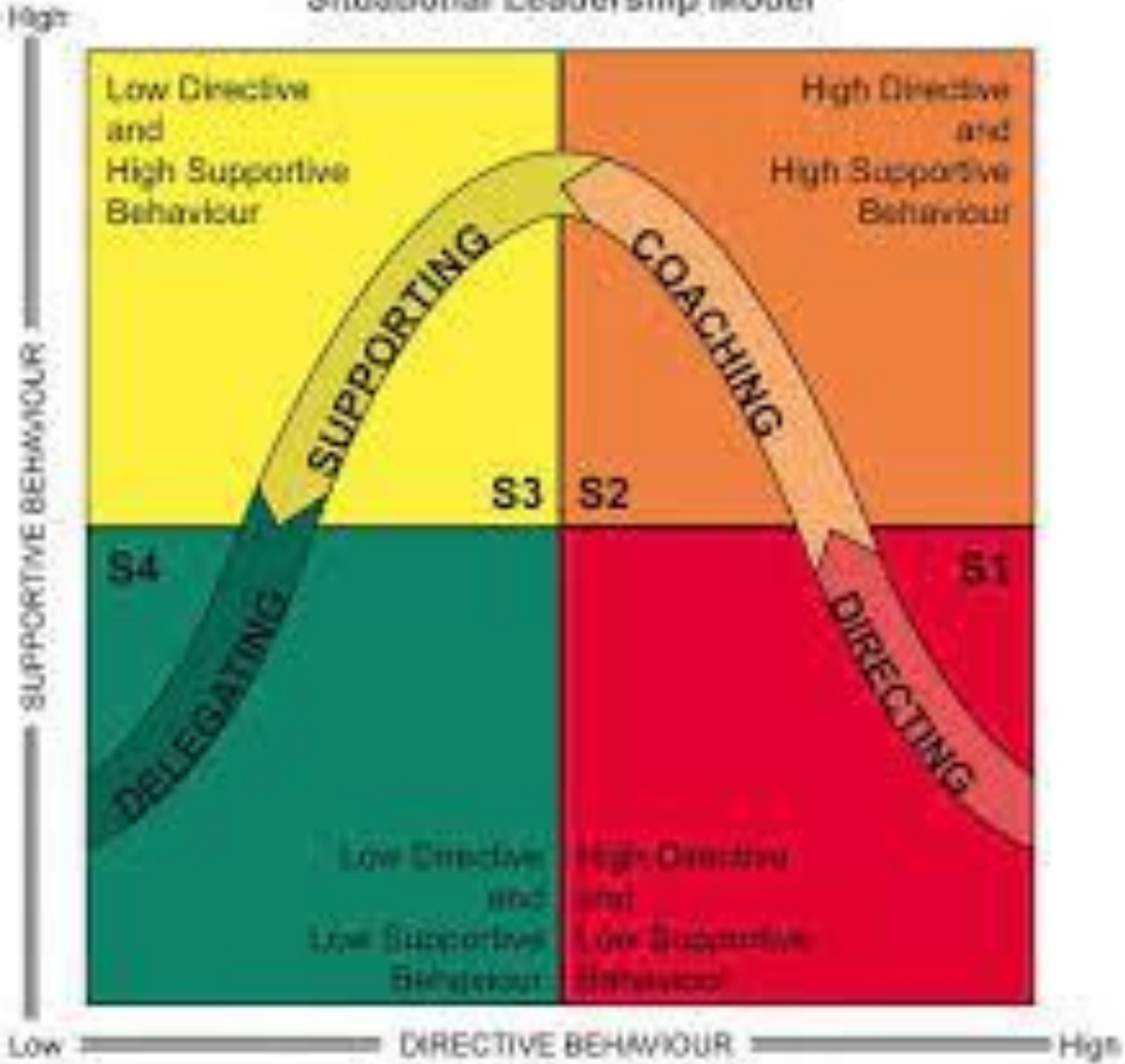


**“It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.”**

**- Steve Jobs**

co-founder of Apple computer, co-creator of iTunes and the iPhone.

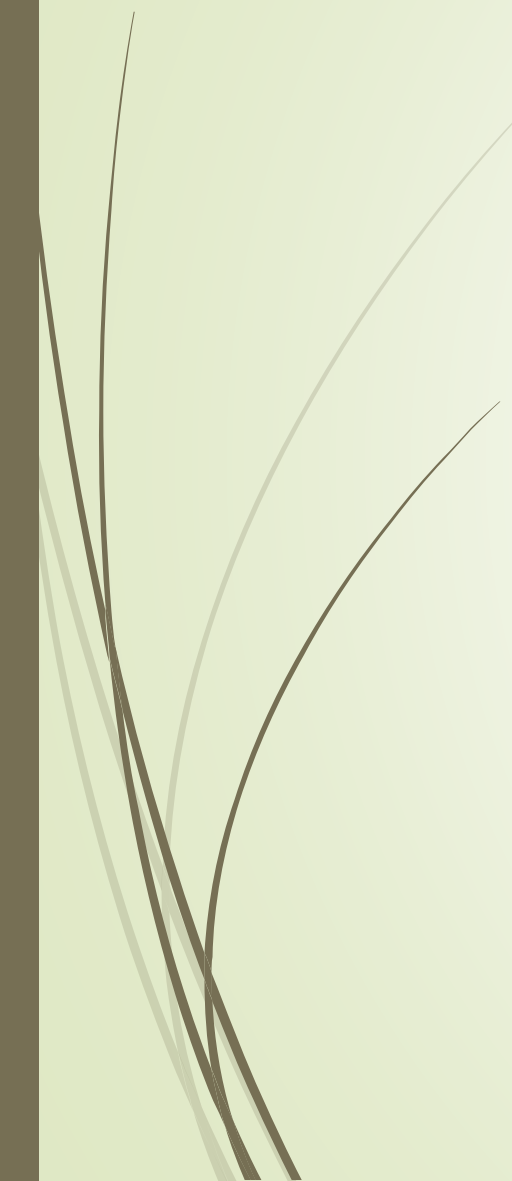
# Situational Leadership Model



Ken Blanchard



# Why is an analysis of differences and commonalities critical?

- ▶ Respect differences
  - ▶ Seek commonalities
  - ▶ Incorporate both in developing a vision and sense of direction
- 



What are the different perspectives of desired characteristics and skills of the Superintendent in your context?





Environmental Context

Differences

Commonalities

Effective Team

Leader Skill Set

Effective Org.





How do we sustain effective governance in an era of change and conflict?

