

Leadership in Challenging Times

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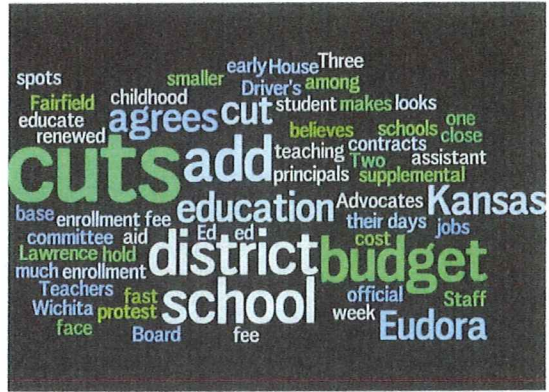
Interim Commissioner of Education

April 27, 2010

PLAINTIFFS'
EX. 246

KSDE141636

In The News





What We Know

- \$310,979,751 reductions or underfunding to education in 2009-2010 school year
- 2,101 licensed positions have been eliminated
- 1,603 classified positions have been eliminated



What Have We Lost?

- Cuts include:
 - Before school programs
 - After school programs
 - Summer school
 - Fine arts offerings
 - All-day kindergarten
 - Career & tech ed
 - Transportation
 - Frozen salaries
 - Professional development
 - Instructional days
 - Delay of textbook purchases
 - Delay of school bus purchases
 - Increased pupil-teacher ratios
 - Closure of buildings
 - Extracurricular activities
 - Shortened school year
 - Closure of schools



How to Lead in Challenging Times?

Google search for

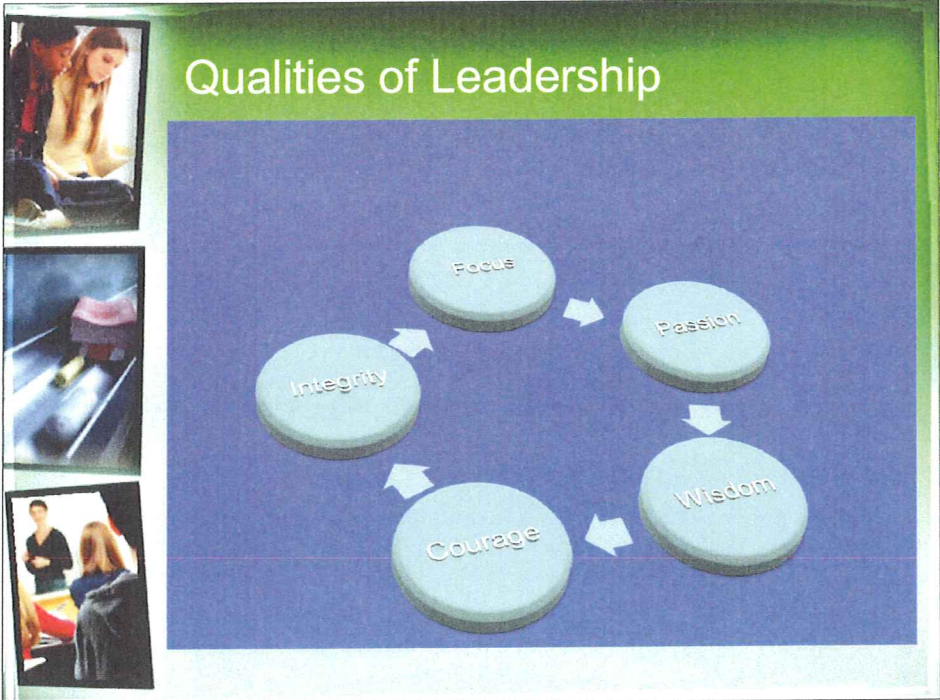
“leading in challenging times” resulted in

2,240,000 hits!



So... What Do You Do? Where To Look?

- *Leadership on the Line* by Heifetz Linsky, 2002
- *Good to Great* by Jim Collins, 2001
- *Switch* by Dan & Chip Heath, 2010
- *21 Irrefutable Laws of Leadership* by John C. Maxwell, 1998
- Anything from Fullan!
- StrengthsFinders – Mine are: maximizer, arranger, achiever, responsibility, harmony
- Kolbe Index – Mine is 7-7-6-2!





Skills of Leaders

Practice emotional control

Provide frequent updates (communication, communication, communication)

Become an exceptional listener

Lead with realistic optimism

Work hard and perform

Enlist the help of others



Manager or Leader?

Manager	Leader
Managers work	Leaders think and create
Managers follows manuals and quotas	Leaders follow their own vision and innovation
Managers "do"	Leaders delegate
Managers motivate performance improvements	Leaders influence changes in direction
Managers focus on "how"	Leaders focus on "what" and "why"
Managers see systems, controls, procedures, policies	Leaders see people

Which one have you been more of this year?



Technical or Adaptive Challenges?

	What's the Work	Who Does the Work
Technical	Apply current know-how	Authorities
Adaptive	Learn new ways	The people with the problem

Proportionate relationship between risk and adaptive change:
The deeper the change and the greater the amount of new learning required, the more resistance there will be and, thus, the greater the danger to those who lead.

Leadership on the Line, 2002

Have you had more technical or adaptive challenges this year?



Dangers of Leadership

- **Marginalized**- to relegate (something, especially a topic or a group of people,) to the margins or to a lower limit
- **Diverted** – unconscious conspiracy to take you off your game plan
- **Attacked** – physically (think assassinations); character, competence, family
- **Seduced** – lose your sense of purpose; happens most often when guard is down; flattery; becoming indispensable to a group

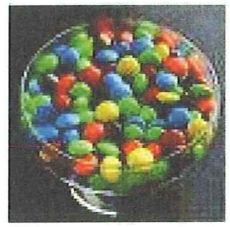
Have any of these happened to you this year?



The Telltale Brown M&M

Van Halen was notorious in its heyday for a clause in its contract asking for a Bowl of M&M's backstage

No brown ones





What Were Our Early Warning Signs?

- Johns Hopkins University research (Philadelphia Public Schools)
 - 78% of eighth grade students who missed more than one out of every five class days eventually quit high school
 - Three out of four eighth graders who failed either English or math dropped out of school
- What if we could rig up a system where problems would announce themselves before they arrived?

What Were Our Early Warning Signs?



What's the Truth?

- <http://www.entertainment.com/clips/fbttqjwzd-A-Few-Good-Man-You-Can't-Handle-the-Truth>
- <http://www.youtube.com/user/KansasPolicyInst#p/a/u/1/4QMV2xnqRu>



Just for Fun!

- #1 Movie Quote

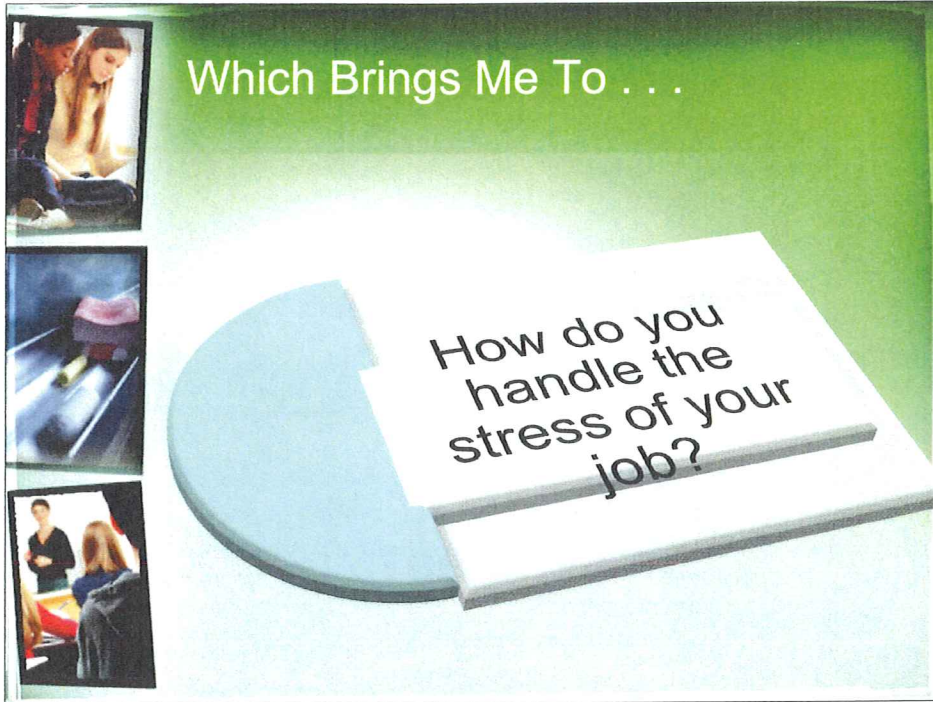


“The truth? You can’t handle
the truth.”

A Few Good Men (1992)



Can you guess others?



Which Brings Me To . . .

How do you handle the stress of your job?

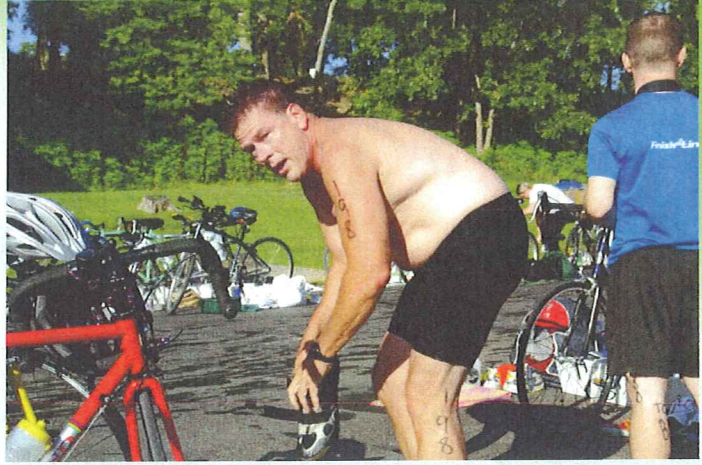
Dale – The Magnificent!



Impersonating Police Officers



Perhaps a Triathlon?



Good Times with Friends






Confidants and Allies

- Find and keep confidants
- Don't confuse confidants with allies
- It's lonely at the top

Who are your confidants?


Who are your allies?

Have you ever confused the two?



Top Ten Issues In Education

- Common core standards
- Overhauling assessments
- Reauthorization of the Elementary & Secondary Education Act (ESEA)
- American Recovery & Reinvestment Act (ARRA)
- Economy



School improvement – identifying the lowest-performing schools

Teachers & leaders – from “quality” to “effective” or from “inputs” to “outputs”

Elections – Governor, House, Board of Education

Rural education

Data collection & data standards



To Ponder

- The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. *Martin Luther King*
- The buck stops here. *Harry Truman*
- A leader is the one who climbs the tallest tree, surveys the entire situation, and yells, "Wrong jungle!" *Steven Covey*