

How to Move Beyond Management to Leadership

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Session Leader

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- Enrollment approximately 7,000
- About 1,000 contracted employees
- 12 schools
- FY19 General Fund budget is \$72m

Session Objectives

- How are leadership and management different?
- Where do leadership and management meet?
- What skills are critical to achieve effective leadership?
- What are some ways to improve your own leadership?

Leadership Defined

- The ability of an individual to influence and guide other members of an organization
- Someone who can inspire others toward the achievement of a goal
- Leadership is not a position, it is an activity. It's something you “do”
- Leadership is responsibility, not power

“

Being powerful is like being a lady. If you have to say you are, you aren't.

”

-Margaret Thatcher

Management Defined

- Manage day to day duties and activities
- Supervise personnel
- Maintain compliance with board policies, laws, and regulations
- Focus on immediate purpose and goals

Management vs. Leadership

Management	Leadership
Administers	Innovates
Imitates	Originates
Maintains	Develops
Relies on control	Inspires trust
Short-range view	Long-term perspective
Asks how	Asks why

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

Where do Management and Leadership Meet?



Critical Skill: Transparency

WHY?

- Employees want to be a part of a workplace culture that delivers the truth
- Transparency is a degree of honesty and openness, when executed consistently, builds trust
- Fosters approachability; more human, less robotic
- Creates an environment where positive relationships form more easily and last longer

Critical Skill: Transparency

HOW?

- Express your opinions openly, be honest
- Keep messaging consistent
- Listen to and respect feedback
 - Confidential surveys
 - “Hotline”
 - Simply walk around and talk with employees

Critical Skill: Empathy

WHY?

- Empathy is being aware of other people's feelings
- Understanding others' feelings can help you understand their perspective
- You don't have to agree
- Helps build trust

Critical Skill: Empathy

HOW?

- Be a good listener
- Don't judge!
- Practice emotional intelligence - step back and analyze feelings on both sides in an objective manner

Engaged leadership inspires engaged followership.

Critical Skill: Self-Awareness

WHY?

- Purposeful leaders understand who they are
- Utilize your skills, and those of your team, more effectively and efficiently

Critical Skill: Self-Awareness

HOW?

- Identify your strengths
 - Personality index or profile (Myers-Briggs, Predictive Index, StrengthsFinder)
- Be honest about your weaknesses
- Use this information to determine what you should be doing, not unloading what you don't want to do
- Find people who will help fill in your weak areas

The trinity of self-awareness: know thyself,
improve thyself, complement thyself.

Critical Skill: Communicate Your Vision

WHY?

- A leader sees what is possible and unites the team to create it
- To rally people, you must be able to articulate the vision in a simple, compelling way

Critical Skill: Communicate Your Vision

HOW?

- Share the vision and ask others to identify what it means to them personally
- Ask about their personal vision and how it fits into the bigger picture of the district

Critical Skill: Curiosity

WHY?

- To be curious requires humility - asking questions shows vulnerability
- Curiosity fuels competence
- There is no innovation without asking the questions that incite exploration
- Curiosity fosters a growth mindset
- Builds adaptability, learn how to ask the right questions
 - Before you ask “how can we do XYZ better”, ask “WHY are we doing XYZ in the first place?”

Critical Skill: Curiosity

HOW?

- Dream big
- Be solution focused
 - Avoid finger-pointing
 - Look for the root cause
- Fail forward
- Avoid “that’s the way we’ve always done it”
- Give team members freedom and permission to question you
- Learn how to ask the right questions
 - Before you ask “how can we do XYZ better”, ask “WHY are we doing XYZ in the first place?”

“

Admitting a mistake is simply admitting we are wiser than we once were.

”

-Essentialism: The Disciplined Pursuit of Less by Greg McKeown

Other Tips: Take Responsibility

- Instead of deflecting, take responsibility for the problem and address the issues
- Don't make taking care of yourself the top priority; look out for your team members, they'll remember that
- It doesn't matter whose fault it is, take responsibility immediately and visibly
 - Instead of spreading blame, spread accountability
 - Then move on

Own it. Then, fix it.

Other Tips: Leading Through Change

- Communicate
 - Focus on the “why” to increase buy-in
 - Show the benefits of the change
 - Tie it to the district goals
- Collaborate
 - Create a team to plan the change
 - Increases success, increases commitment
- Commit
 - You, as the leader, must show commitment to the change

Other Tips: Be the dumbest smart person at the table

- Leaders who need to be the smartest person in the room:
 - Propagate dumb teams
 - Hinder talent development
- Your role as “coach”:
 - Ask smart questions
 - Give powerful feedback
 - Establish accountability

Remarkable leaders share the spotlight, they don't steal it.

Other Tips: Body Language

- Look like you're listening
- Lower your vocal pitch
- Maintain positive eye contact
- Use open gestures
- Try a steeple
- Perfect your handshake
- Smile



Final Thoughts