

Welcome to

Sustaining School Leadership

Flipping The Calendar Onto Another
School Year:

How to Keep Everyone Going

3 R's

- Remind
- Reinforce
- Reveal

Motivating Your Team

- Clarity around Goals/Roles/Responsibilities
- Where/What/Who/How ?
- Sense of purpose and bigger picture
- Clear communication
- Climate of trust and psychological safety

“A leader shapes and shares a vision, which gives point to the work of others.”

Charles Handy



Creating Psychological Safety

- Avoid blame and encourage a culture of solution focus
- Show you are listening and valuing opinions
- All voices; not just the regular and most senior
- Avoid tolerating the dominant negative individual in meetings
- Openly discuss how to work best as a team and what gets in the way

Creating Psychological Safety

- Agree ways of working which will promote engagement
- Involve individuals in decision making
- Demonstrate that's it's ok to disagree – even with you!
- Share your own mistakes and role model that it's ok to “F.A.I.L.” – First Attempt In Learning
- Build and sustain trust with each team member

Trust Equation

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Interest}}$$

Source: David Maister, The Trusted Advisor



Motivating Your Team

- Distributed leadership
- Staff able to develop their expertise
- Increasing responsibility and stretch
- An understanding of what motivates individuals
- Making full use of natural inherent strengths
- Delegating tasks to increase autonomy
- Creating regular opportunities for them to step out of their comfort zone

Motivating Your Team

- Increasing the likelihood that your staff will experience accomplishment
- Recognising and pointing out achievements however small
- Providing feedback , coaching and support
- Signposting opportunities for career development/progression
- Providing flexibility and choice where possible
- Encouraging a growth mindset

How do you encourage accountability?

- Be a great role model
- Be clear about expectations
- Ensure adequate resources and remove barriers
- Make sure goals and actions are SMART
- Break larger goals into smaller ones
- Set modest goals to get quick wins and build confidence
- Remind them of past successes

Four things we all need....

- Agree with me...what you expect of me
- Agree with me...how I'm doing
- Help me to do better
- Reward me for doing well

Coaching: Get good at asking powerful questions

- How are you feeling?
- What's the most enjoyable part of your job?
- What don't enjoy you so much?
- What motivates you?
- How could I better support you?

David Rock SCARF Model

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Lencioni : 5 Dysfunctions of a Team

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to team objectives

Absence of Trust

To Overcome:

- Commit to being honest even through difficulties;
- Encourage mistakes and admit to imperfection
- Reward good behaviours
- Get to know each other

Fear of Conflict

To Overcome:

- See the benefits of disagreement
- Ensuring it's not personal
- Healthy spirited debate at meetings
- Identify and tackle the source of negative conflict

Lack of Commitment

To Overcome:

Everyone involved in decisions

Everyone has a voice

Encourage initiative

Increase autonomy

Clear deadlines and SMART actions

Avoidance of Accountability

To Overcome:

Clarity around goals, roles and responsibilities

Develop a team charter

Give each other feedback

System of team rewards

Inattention to Team Objectives

To Overcome:

Keep revisiting the mission

Align individual objectives to the overall mission and goals

Regularly discuss and review

How to create a sense of team

- Connect to mission
- Regularly restate the purpose
- Encourage team members to get to know each other
- Enhance psychological safety so all voices are heard
- Create opportunities for problem solving, collaboration and creativity
- Provide opportunities for your staff to socialise and have fun!

Motivating Self

- Get to the root of your demotivation
- Reconnect to your purpose
- Set small daily goals – key priorities
- Focus on what you can influence
- Take an action however small
- Reflect regularly on how far you've come

Motivating Self

- Sleep/ Diet and Exercise are key
- Regularly connect with others who inspire you
- Network with others who can provide support
- Avoid comparing yourself to others
- Create boundaries
- Get more variety into your life
- Be kind to yourself and remind yourself how great you are!



Daily Reflection

- What were my biggest wins today?
- How can I continue these tomorrow?
- Where didn't I do as well?
- How can I improve?
- What did I learn about myself today?
- What 3 things do I want to achieve tomorrow?

- Daring Greatly – Brene Brown
- Drive – The Surprising Truth About What Motivates Us- Daniel Pink
- Start With Why – Simon Sinek
- Smarter Faster Better- Charles Duhigg
- The 7 Habits of Highly Effective People - Stephen Covey
- Emotional Intelligence- Daniel Goleman



Thank you for your participation
on this workshop

Wishing you all the very best
with
your next steps!

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