I CAN’T DO IT ALL BY MYSELF

Diane C. Watkins &
Dr. Stephanie D. B. Johnson
March 2019
Stephanie D. B. Johnson, Ed.D.
and Diane C. Watkins, MS.Ed.

Facilitators

Dr. Stephanie D. B. Johnson
- 42 years in education
- Principal
- Central Office
- Asst. Professor
- Mentor/Coach
- Consultant
- Author

Ms. Diane C. Watkins
- 33 years in education
- Principal
- Central Office
- Mentor/Coach
- Consultant
- Author
The Idea Job

JOB DESCRIPTION
SCHOOL PRINCIPAL

Brief description
The position of school principal consists of planning, directing, or coordinating the academic, clerical, or auxiliary activities of public or private schools.

Tasks
- Collaborate with teachers to develop and maintain curriculum standards, develop mission statements, and set performance goals and objectives;
- Confer with parents and staff to discuss educational activities, policies, and student behavioral or learning problems;
- Counsel and provide guidance to students regarding personal, academic, vocational, or behavioral issues;
- Enforce discipline and attendance rules;
- Establish, coordinate, and oversee particular programs across school districts, such as programs to evaluate student academic achievement;
- Evaluate curricula, teaching methods, and programs to determine their effectiveness, efficiency, and utilization, and to ensure that school activities comply with federal, state, and local regulations;
- Observe teaching methods and examine learning materials to evaluate and standardize curricula and teaching techniques, and to determine areas where improvement is needed;
- Plan and lead professional development activities for teachers, administrators, and support staff;
- Recruit, hire, train, and evaluate primary and supplemental staff;
- Set educational standards and goals, and help establish policies and procedures to carry them out.
A Principal’s Many Roles

SECURITY
TEACHER
WAITER
SPouse
BOOKKEEPER
SECRETARY
CLERGY
CUSTODIAN
COACH
plANNER
SOCIAL
organizer
WE WANT TO HEAR FROM YOU!
Obstacles to a Principal’s Success

• Living with Brevity
• The Vexation of Variety
• Frustrating Fragmentation

K. Peterson, 2001
A principal’s work is comprised of tasks that are short in duration and rapid in pace.

**DID YOU KNOW:**

- most exchanges last one-two minutes
- 50-60 such activities in a single hour
- 85% of a principal’s time is spent on tasks lasting less than nine minutes
The Vexation of Variety

A principal is confronted with daily tasks and assignments that require a variety of:

- Diverse skills
- Technical capabilities
- Cognitive functioning
- Emotional intelligence

Peterson
A principal’s job is filled with fragmentation. In the course of a day, new projects, new problems and crises interrupt the cycle of ongoing activities.

K. Peterson
Beware of Pitfalls

- Thinking you can do it all by yourself
- Thinking because you are appointed principal that the total buck stops with you
- Thinking that no one can do things quite like you do
- Thinking that you have to take care of everyone else before you take care of your own physical and emotional needs
OK...I know the problems but I’m a little fuzzy on the solutions!

Because I can’t do it alone!!!
Sharing The Load

Establishing Relationships

Creating Successful Teams

The *How, When* and *Why* of Delegating

Leaving you more time to focus on INSTRUCTION
Establishing Relationships

Establish a relationship with ALL staff, not just teachers. Visit the evening custodians just to chat. Greet the early morning cafeteria staff.

Look for commonalities that become great conversation starters like favorite sports team, hobbies, wellness activities, etc.

Make note of births, weddings, college acceptance and other notable events in staff member’s lives. People remember when you demonstrate you care about what is important to them.

Offer SINCERE praise for good people who go the extra mile. Be sure to spend time giving feedback even to people doing a good job.

ALWAYS REMEMBER YOU NEED THEM MORE THAN THEY NEED YOU!!!
Building Relationships
Instead of Assigning Tasks

ENHANCE TRUST
• Make a habit to spend time with the team.

BUILD MUTUAL RESPECT
• Carve out time to recognize the team for their individual achievements and milestones.

FOSTER ENGAGEMENT
• Take time to explain your decisions and strategies.
• Solicit feedback from the team.
• Assignment “homework” for future discussion, i.e. articles that support the vision and mission of the school or best practices in the field.

INCREASE INFLUENCE
• Involve teams in decisions and solutions so they can feel that they have a voice.

Adapted from Joel Garfinkel, Feb. 2019
Separating Being the Leader and Not the Friend

- Respect the team.
- Don’t treat members consistently.
- Show the team you care about them and their success.
- Over-communicate, but keep it to work and work appropriate.
- Respect the boundaries set by your family.
- Plan outside events for team building that do not cross boundaries.
- Watch what you model.

Adapted from Adam Bornstein, 2019
Let’s Take a Poll
Building the Right Team

Administrators

Classified Staff

Teachers

Central Office Support Staff

Community Leaders

Parents/Guardians

Nurses

Counselors/Psychologists
Identifying Personality Style & Learning to Work Together (PADS)

**PeaceMaker**: Reserved and People-oriented

**Analyzer**: Reserved and Task-oriented

**Director**: Outgoing and Task-oriented

**Socializer**: Outgoing and People-oriented

Kaye/Bassman 2012
The PEACEMAKER

- Enjoys relationships, helping or supporting other people and working together as a team
- Brings empathy to the team
- Reacts calmly and tries to get along regardless

The key insight in developing a relationship with this person is FRIENDLINESS and SINCERE APPRECIATION.
The ANALYZER

• Seeks value, consistency and quality information
• Brings diligence to the team
• Focuses on being correct and accurate
• Focuses on details and ensuring that everyone carries their weight

The key insight in developing a relationship with this individual is TRUST and INTEGRITY.
The DIRECTOR

- Focused on getting things done, accomplishing tasks, getting to the bottom line as quickly as possible and MAKING IT HAPPEN!
The SOCIIALIZER

- Loves to interact, socialize and have fun
- Is energized by interaction with others
- Focused on what others may think of him or her
- Brings communication to the team

The key insight in developing a relationship with this type person is ADMIRATION and RECOGNITION.
• Studies have shown that technical skills, intelligence, education and experience accounts for only 15% of success in the workplace. The other 85% of workplace success comes from people skills! These skills are developed through learning better ways to communicate and interact.

• Gail Fulford, 2018
Keys to Creating Successful Teams

• Include a variety of personality styles.

• Include people who think differently than you do.

• Include both ambassadors and potential saboteurs.
Let's Take a Poll
DELEGATION

WHAT DO YOU THINK?
Advantages of Delegation

• Relieves principal of some of the heavy workload
• Leads to better decisions
• Speeds up decision making
• Helps to train assistant principals and other potential leaders
• Builds morale

OK...Delegating doesn’t mean you will have a day at the beach but we can dream, can’t we?? 😊
Assistant Principal Preparation

- The challenges of our job can be misleading because we model professionalism and do not complain.

- Remember the importance of a “daytime marriage” with your co-administrators so that you can candidly discuss your need for help and support.

- Help Assistant Principals move beyond the B’s: **BEHAVIOR, BOOKS, and BUSES.**

- Identify focused opportunities for assistant principals to participate in scheduling, professional development, budget, team collaboration, modeling, monitoring instruction and feedback practices most likely to ensure the solid preparation for the principalship.

- Consider which skills and strategies you are prepared to provide.

- Who on staff could be identified to provide experiences and support in the other skill areas?

- Put a plan in place to ensure that these shared opportunities are completed and hold the other administrators accountable for what you delegate.
What our profession wants to avoid...

25,000 (1/4 of the country’s principals) leave their schools each year leaving millions of children’s lives adversely affected.
Need a more personal reason to share the load?

• According to Ed Week, Nov. 2016, the average principal works a minimum of 60 hours per week.

• May 24, 2018 - Diabetes killed 1.6 million people in 2016, up from less than 1 million in 2000.

• **Heart disease** is the leading cause of death for women in the United States, killing 289,758 women in 2013—that's about 1 in every 4 female deaths according to the Center for Disease Control 2017.
Wellness habits that conflict with a principal’s life but that are well worth cultivating:

5 Healthy Habits You Should Remember Every Day

- Drink water before every meal. Guzzling a glass of water before every meal can help you lose weight, improve your skin, and feel more energized.

- Make one of your meals healthier each day. Forget fad diets and strict healthy-eating rules. Start with one healthy meal.

- Walk more. Aim for a minimum of 30 minutes a day - even if you have to break it into two sessions.

- Add vegetables to everything.

- Get a good night's sleep.

https://www.cheatsheet.com/.../5-healthy-habits-to-work-into-your-everyday-routine.ht...

Sep 20, 2018
Finally, some delegation humor!

“This came in from somewhere. Could you send it somewhere else?”
Do you have any questions?