



## 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



# Overview

1

Challenges of the Role of Principal

2

Pitfalls/Obstacles To Avoid

3

Suggestions/Hope

4

Questions

# 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





**WE**

**WANT  
TO**

**HEAR**

**FROM**

**YOU!**

# Obstacles to a Principal's Success

- **Living with Brevity**
- **The Vexation of Variety**
- **Frustrating Fragmentation**

K. Peterson, 2001

# Living With Brevity

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*

# Frustrating Fragmentation

**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!!!**





hope

# Sharing The Load

Establishing Relationships

Creating Successful Teams

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

Leaving you more  
time to focus on  
**INSTRUCTION**

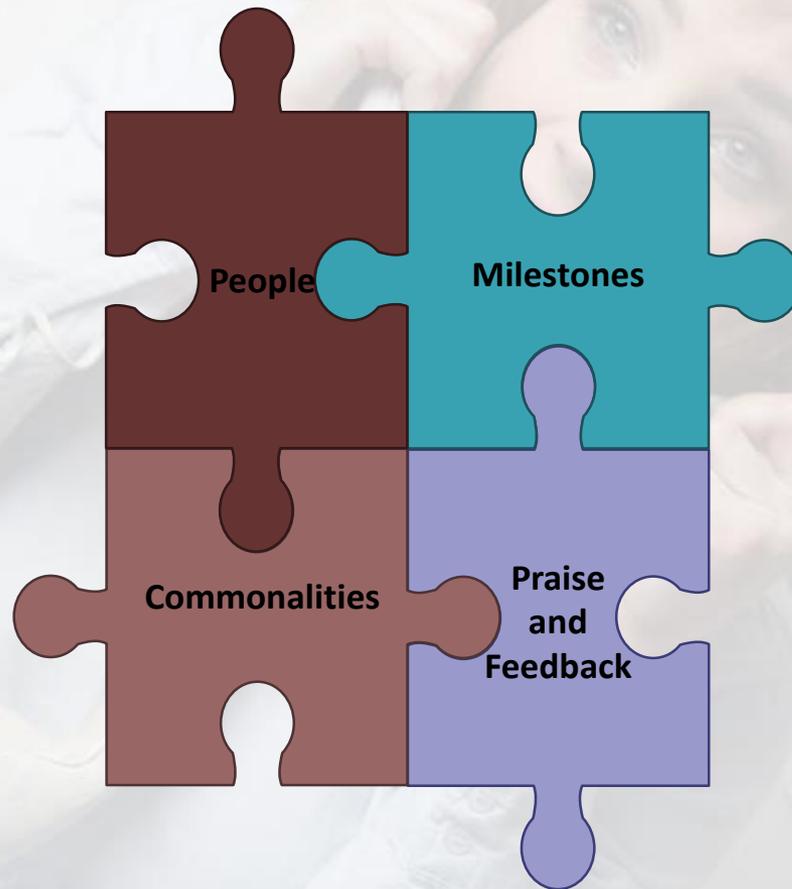


# *Relationship*

# 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.

# 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 teambuilding that do not cross boundaries.
- Watch what you model.

Adapted from Adam Bornstein, 2019



# Let's Take a Poll



# Building the Right Team

Administrators

Parents/Guardians

Classified Staff

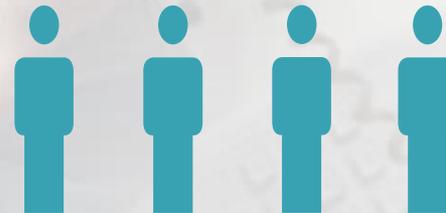
Teachers

Central Office Support Staff

Community Leaders

Nurses

Counselors/Psychologists



# Identifying Personality Style & Learning to Work Together (PADS)

**P**EACEMAKER: Reserved and People-oriented

**A**NALYZER: Reserved and Task-oriented

**D**IRECTOR: Outgoing and Task-oriented

**S**Ocializer: Outgoing and People-oriented

# 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



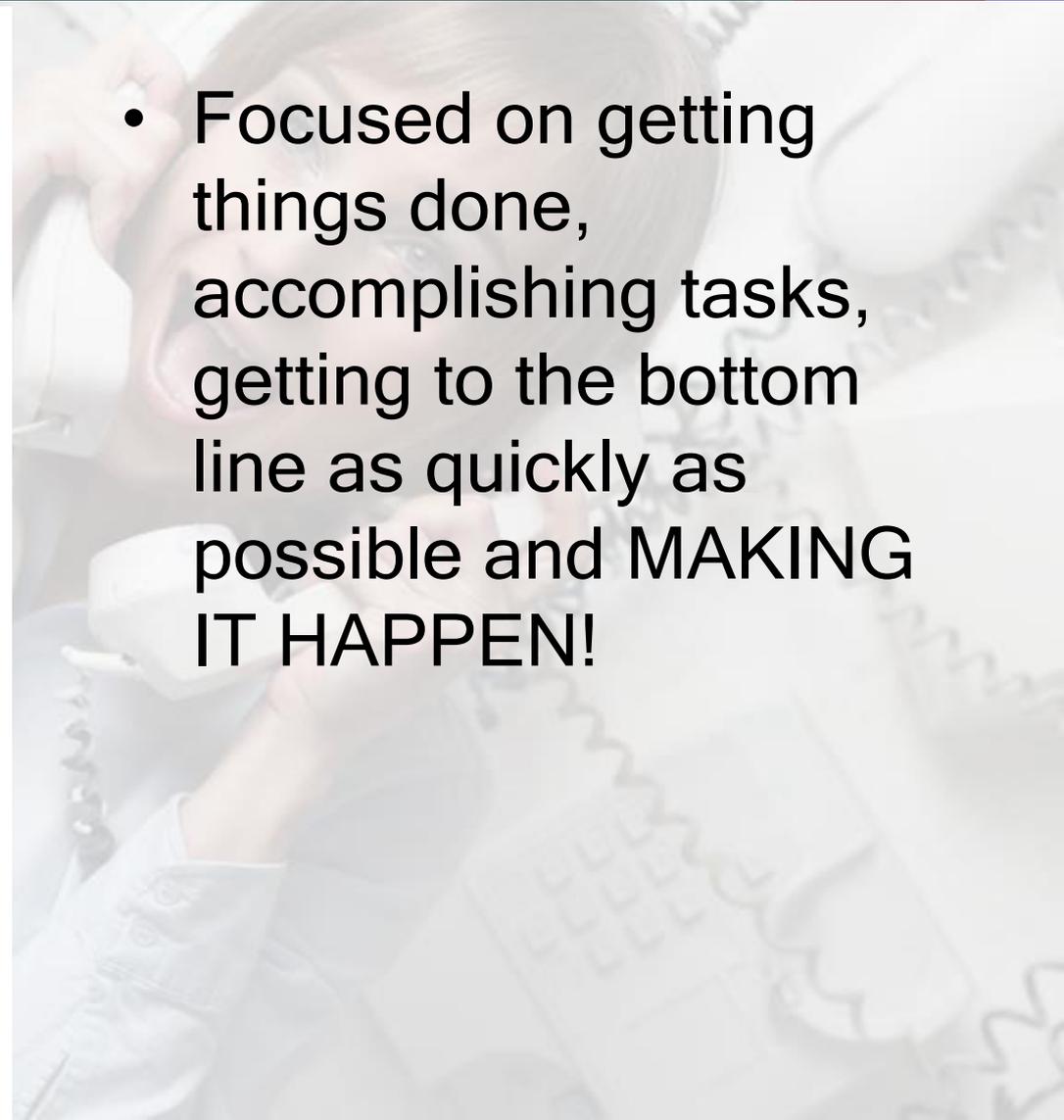
- Seeks value, consistency and quality information
- Brings diligence to the team
- Focuses on being correct and accurate
- Focuses on focused on details and ensuring that everyone carries their weight

**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 SOCIALIZER

- 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.**

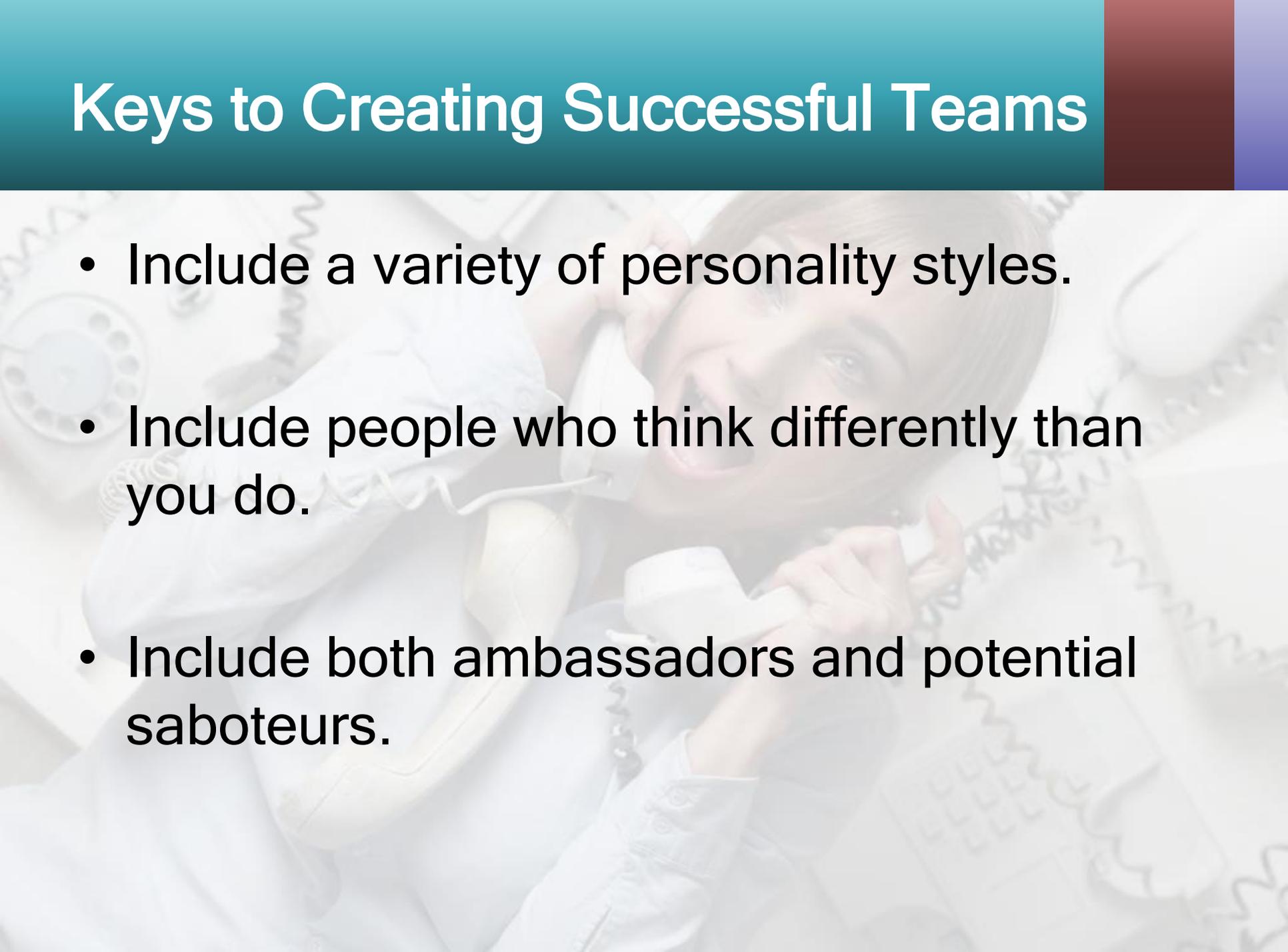


# Statistics on Team Building

- *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**

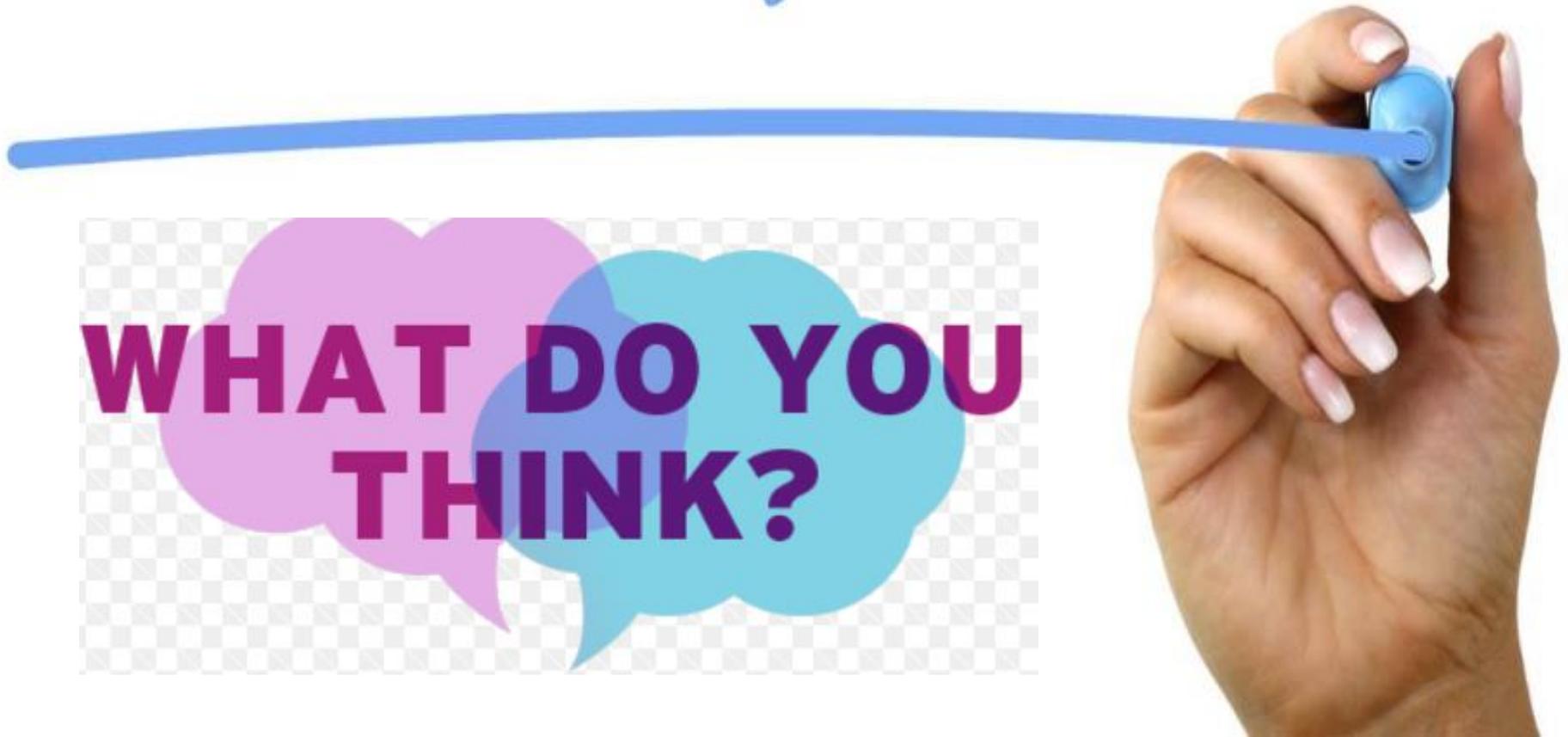
# Keys to Creating Successful Teams

- Include a variety of personality styles.
  - Include people who think differently than you do.
  - Include both ambassadors and potential saboteurs.
- 
- A woman in a white lab coat is shown in a call center environment, talking on a telephone. She has a surprised or excited expression on her face. The background is slightly blurred, showing other telephones and office equipment.

# 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



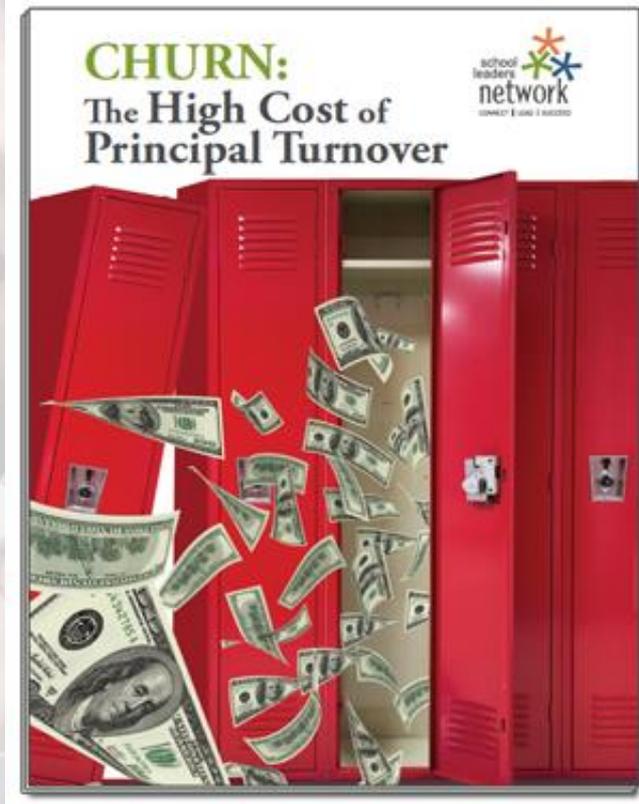
# Assistant Principal Preparation

- 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?**

