

# As you settle in...

On your post-it notes, please write:

1. One thing at your school that keeps you awake at night or causes you “leadership angst.”
2. How long this has been an issue?
3. What do you believe has precluded your school from addressing it?
4. Why might NOW be the time to tackle it?

# Dig Deep, Be Brave. Unearth the Greatness that Lies Within Your School

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“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

- Theodore Roosevelt, 1910





# Our Goals Today

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- Identify WHY courage matters when you are a school leader
- Determine HOW to unearth the greatness that lies within your school
- Gather TIPS that will allow you to bring it all home!





# Aye Aye, Captain!

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The captain is responsible for every aspect of the voyage and the vessel

# Establish Expected Norms of Behavior

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- **Year One**
  - Costa and Kallick's [16 Habits of Mind](#)
  - Group exercises to identify the usefulness
  - Repetitive references to the 16 Habits
- **Year Two**
  - Michelli's [Starbucks Experience](#)
  - Focus on Surprise and Delight for all "customers"
  - Repetitive references to the 5 Principles
- **Year Three**
  - Stephen Covey's [7 Habits of Highly Effective People](#)
  - Accountability Partners
  - Repetitive references to the 7 Habits



# Your Crew

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**Get Curious!** *(It's the secret to every challenging conversation!)*

- **Examine** your organizational structure
- **Familiarize** yourself with each member of your faculty *and Board of Trustees* through:
  - interviews
  - observations
  - group meetings
  - evaluations
- **Identify** each person's:
  - level of joy!
  - strengths
  - areas of weakness
  - interpersonal skills
  - motivation
- **Cultivate** talent
- **Determine** if anyone needs to:
  - switch roles/responsibilities
  - leave (there's a secret here...)

# Policies and Procedures

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- Provide structure
- Allow HOS to make otherwise difficult decisions
- Must continually be written and approved in order to weather unprecedented storms

*Take a hard look at your Family Handbook and Employee Handbook*

- Does it still make sense?
- What changes must be made that will allow the HOS to address matters that are otherwise unsupported?
- Does it accurately portray the mission?

Maintain the courage to implement your policies and procedures with integrity—the future of your school depends on it!

# Your Passengers

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- Get to know your passengers
  - parents
  - students
  - alumni
- Now change the script!
  - What can you do to ensure that your passengers *choose* your ship?
  - ...and stay until the destination (rather than jumping ship!)

# The Other Ships

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- Get close to your competitors!
  - Who do they serve?
  - What are their missions?
  - In what ways are you similar? Different?
  - What do they know about you?
  - What SHOULD they know about you?

# Let's Unpack!

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1. Expected norms of behavior
2. A strong crew
3. Carefully written policies and procedures
4. Deep understanding of your passengers and other ships
5. Courage and curiosity





# You are enroute!

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# Captain's Manual

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[Dare To Lead](#) Brene Brown

[Smart Leaders, Smarter Teams](#) Roger Schwarz

[Good To Great](#) Jim Collins

[Rising Strong](#) Brene Brown

[7 Habits of Highly Effective People](#) Stephen Covey

[16 Habits of Mind](#) Costa and Kallick

[Starbucks Experience](#) Joseph Michelli

[Leaders Eat Last](#) Simon Sinek

[You Say More Than You Think](#) Janine Driver

[Promoting Racial Literacy in Schools](#) Howard Stevenson







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**Thank you!**  
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