

Montclair Board of Education



Strategic Influence LLC

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Board Retreat



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Agenda

1. Introductions and Ice Breaker

2. Summer Board Retreat Reflection

- Revisit 2018-2019 Board Goals
- Explore Foundational Influences and Mindsets
- Discuss the *Speed of Trust* Principles

3. Preliminary 2019-20 Budget Discussion

Agenda

4. Board Focus Areas

- Legal Review
- Superintendent Evaluation

5. Effective Empathy: The Secret of Minimizing School Board Conflict

- The Speed of Trust
- Restorative Justice
- Crucial Conversations

Standard Retreat Protocol

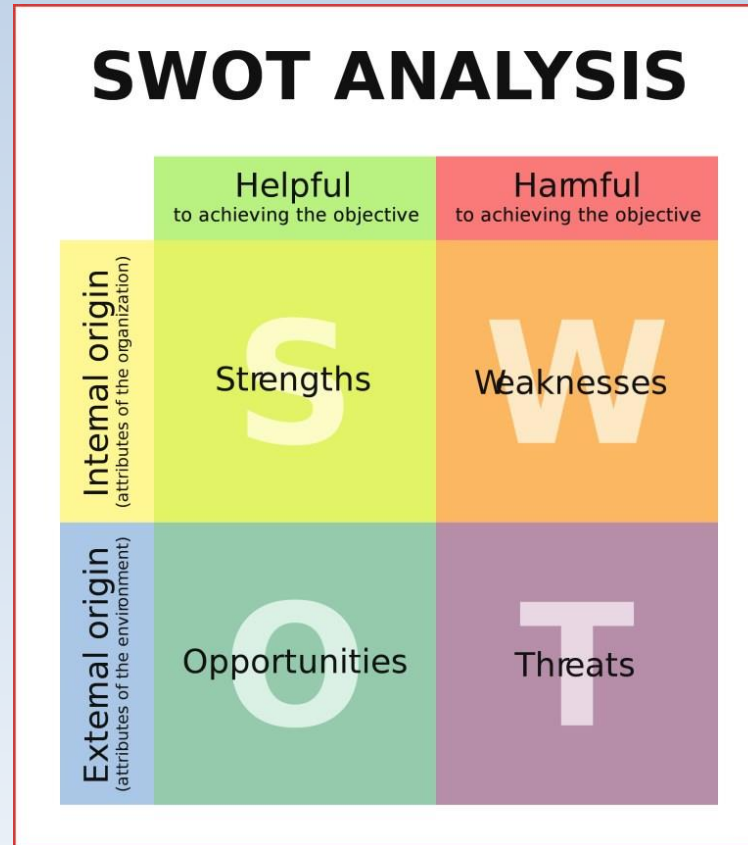
- 1) *Punctuality – please be on time*
- 2) *Honor Confidentiality*
- 3) *Listen Actively – respect others when they are talking*
- 4) *Honesty*
- 5) *Participate to the fullest of your ability*
- 6) *All questions are valid – challenge ideas – not the person*
- 7) *Speak from your experience instead of generalizing*
- 8) *Goal is to gain deeper understanding – not to agree*
- 9) *Be conscious of body language and nonverbal responses*
- 10) *Have a lot of fun*

Retreat Ice Breaker

- **Write down the name of someone who has had a very positive or negative influence in your life. Be prepared to briefly explain why you chose that person.**
- **Write down one of your favorite “things” about Montclair Public Schools. Be prepared to explain your choice.**
- **Write down something that we can improve in the Montclair Public Schools. Be prepared to explain your choice.**
- **Write down one thing that you would like to accomplish in this retreat.**

Summer Board Retreat Review of Goals

District SWOT Analysis



Review of Goals

- Goal 1: Be an effective and efficient governance body that establishes and directs the district goals.
- Goal 2: Be responsible for setting policies that prioritize and support growth for all students in areas of delineated need.

Review of Goals

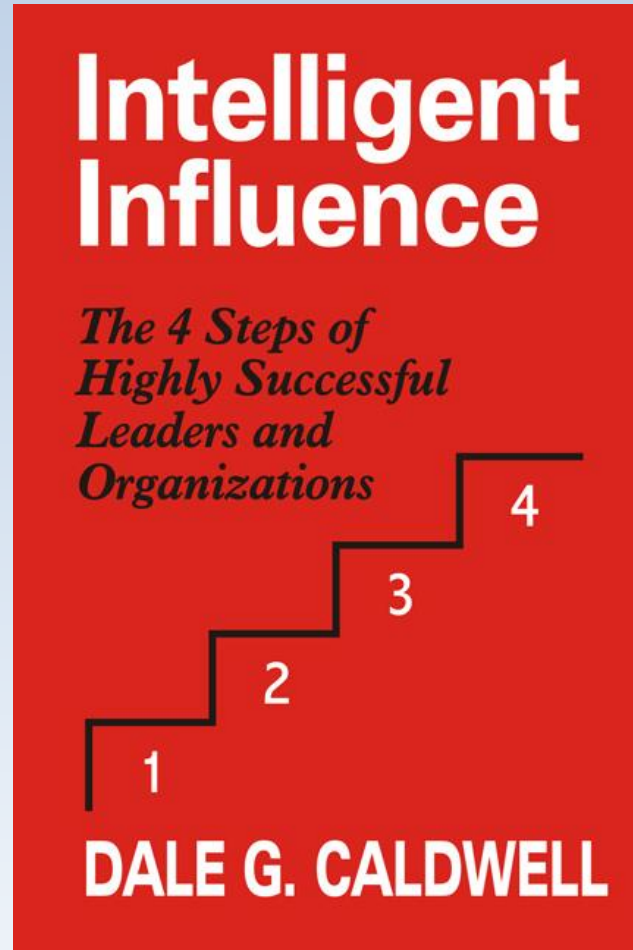
- Goal 3: Be aware of and responsive to the community's varied values and priorities and shall engage in respectful and timely interactions with the entire community.
- Goal 4: Build the capacity to assure the sound and fiscally responsible disposition of district resources to achieve its goals in a manner that benefits all students.

Review of Goals

- Goal 5: Make measurable progress to becoming a district where race, ethnicity, and/or socio-economic status do not predict student achievement.

**Introduction to
Effective Empathy using the
Intelligent Influence[®] Framework**

The Secret of Effective Human Interaction



Why Influence?

Webster's defines "Leadership," "Command," and "Authority" using "INFLUENCE."

- **Hidden in Plain Sight**
- **"We do what we do, think the way we think, and accomplish what we accomplish because of influence."**
- **Example: Accents**
- **The Best Music in the World**

Things I Have Done

- BA, Princeton
- MBA, Wharton
- Ed.D., Seton Hall
- Senior Executives in State and Local Government, Harvard Kennedy School
- Leadership Coaching for Organizational Performance, Rutgers University
- Author of six books
- President, New Brunswick Board of Education (4 years)
- President, Educational Services Commission of New Jersey (15 years)
- Public School Board Member for 20 years (1998-Present)
- 2009 ***New Jersey School Board Member of the Year***
- Led the Superintendent Searches in Teaneck, NJ; Paterson, NJ; and Lynchburg, VA.
- Finished second in the Trenton Superintendent Search
- ***New Jersey Monthly Magazine New Jersey Pride Award in Education***

Who I Am



Rev. Gilbert H. Caldwell (My Dad), Rev. Ralph Abernathy, and, Dr. King.

Who I Am



Rev. Gilbert H. Caldwell (My Dad), Dr. King, and Rev. Ralph Abernathy

Growth Mindset
VS.
Fixed Mindset

Leadership Control
VS.
Leadership Influence

Intelligent Influence Framework™

	Internal Influence™	External Influence™
Influence Understanding™	<u>Step 1</u> Influence Awareness™	<u>Step 2</u> Influence Impact™
Influence Actions™	<u>Step 3</u> Influence Management™	<u>Step 4</u> Influence Maximization™



Effective Board Skills*

- ✓ *Know your roles and responsibilities*
- ✓ *Devote the time needed*
- ✓ *Understand the complexities of the superintendent role*
- ✓ *Don't micromanage and jump to conclusions*
- ✓ *Minimize your personal bias and keep your mind open to change*

**Source: National School Boards Association*

Effective Board Skills

- ✓ *Use “Effective Empathy” to communicate disagreements*
- ✓ *Create “Trust” among the board members*
- ✓ *Follow “Restorative Justice” principles*
- ✓ *Utilize “Crucial Conversations” when necessary*

The Effective Empathy Rule

- ***Do unto others as you would have them do unto you*** – The Golden Rule
- ***Do unto others as they would have you do unto them*** – The Effective Empathy Rule

Effective Empathy

Empathy: *Understanding other's feelings, experiences and influences.*

Ineffective Empathy: *Understanding other's feelings while implementing solutions to challenges that are beneficial to you.*

Effective Empathy: *Understanding other's feelings and implementing solutions to challenges that are mutually beneficial.*

Effective Empathy Framework™

	Internal Influence™	External Influence™
Influence Understanding™	<u>Step 1</u> Empathy Awareness™	<u>Step 2</u> Empathy Impact™
Influence Actions™	<u>Step 3</u> Empathy Management™	<u>Step 4</u> Empathy Maximization™



Step 1: Empathy Awareness

- Who has influenced me in the past?
- How have they influenced me?
- What impact has their influence had on me?
- Are my perspectives reinforced because I spend time with people who think the way I do?
- Do I spend enough time trying to understand the perspectives and influences of people who are very different from me?

Step 2: Empathy Impact

- Do you understand the importance of utilizing “*Effective Empathy*” instead of “*Ineffective Empathy*?”
- Describe a situation where, as a School Board Member, you demonstrated empathy.
- Describe a situation where, as a School Board Member, you demonstrated ineffective empathy.
- What specific conflicts are important to you?
- What are the influence reasons for these conflicts?

Step 3: Empathy Management

- Have you taken time to understand the *Five Waves of Trust* described in *The Speed of Trust* by Stephen M.R. Covey?”
- These are:
 - The *First Wave of Trust: Self Trust*
 - The *Second Wave of Trust: Relationship Trust*
 - The *Third Wave of Trust: Organizational Trust*
 - The *Fourth Wave of Trust: Market Trust*

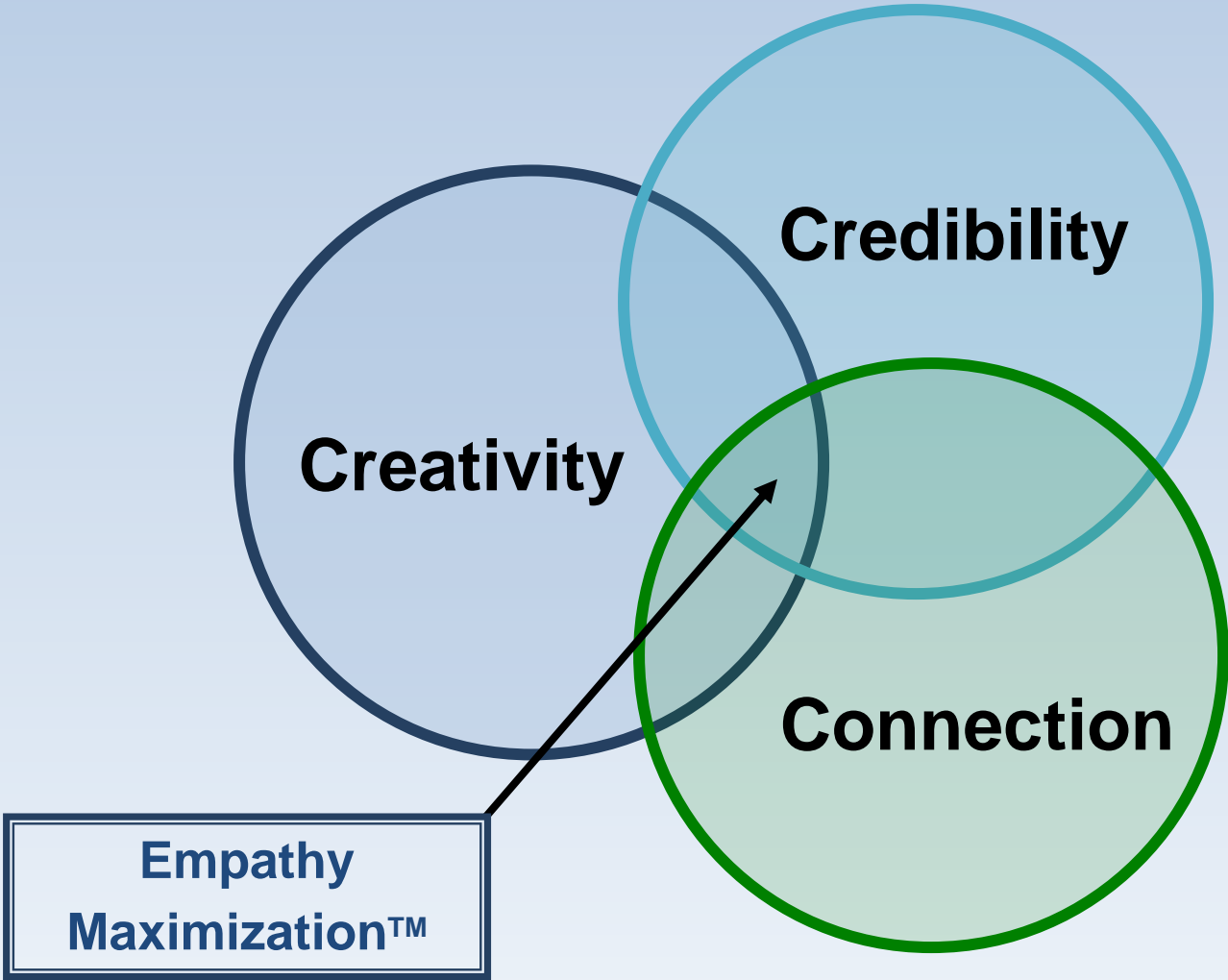
Step 3: Empathy Management

- The mission of Restorative Justice Montclair is “*to cultivate an equitable environment where all individuals feel safe, included, heard and will benefit from shared learning experiences.*”
- Have you internalized the *Seven R's of Restorative Justice*:
 - 1. Respect; 2. Remind; 3. Redirection; 4. Reflect;
5. Refer; 6. Restore; 7. Reset

Step 3: Empathy Management

- Have you taken time to review *Crucial Conversations* by Patterson, Grenny, McMillan and Switzer.
- Are you following the *Seven Principles of Crucial Conversations*:
 - 1. Start with Heart; 2. Look to Learn; 3. Make it Safe;
4. Master My Stories; 5. State My Path;
6. Explore Others' Paths; 7. Move To Action

Step 4: Empathy Maximization



The 6 Habits of Influential Board Members

by Dr. Dale G. Caldwell

1. They are aware of their past influences and reflect on them regularly.

(Step 1: Influence Awareness)

2. They know their influence strengths and weaknesses.

(Step 2: Influence Impact)

3. They strategically manage their daily and long-term Influences.

(Step 3: Influence Management)

4. They demonstrate “Credibility” in all that they do.

(Step 4: Influence Maximization)

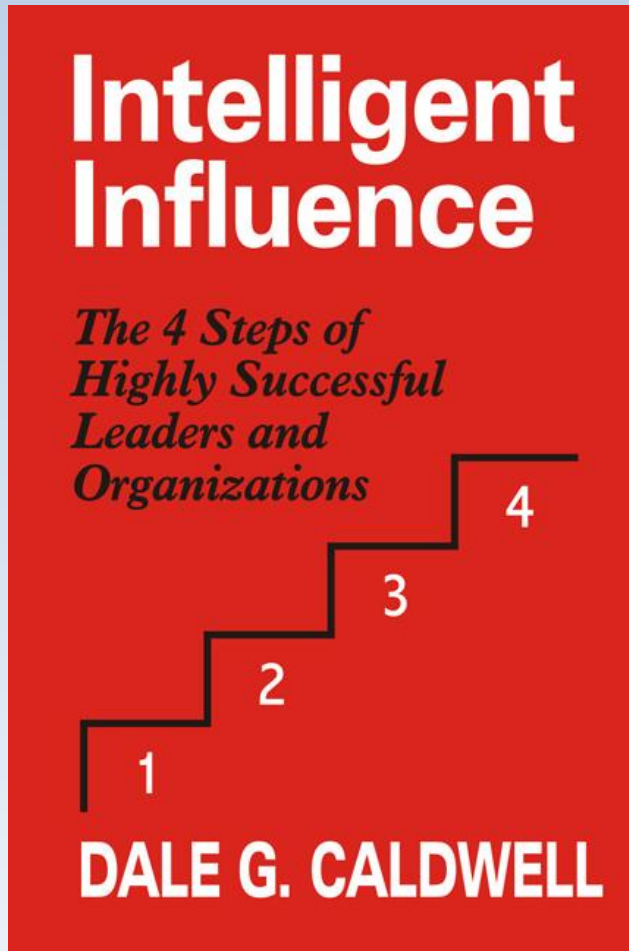
5. They know how to use “Creativity” to be interesting to the people they interact with on a daily basis.

(Step 4: Influence Maximization)

6. They know how to read and “Connect” with the influences of other people.

(Step 4: Influence Maximization)

Questions



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