

THE LEADERSHIP HOURGLASS

A HUMANISTIC VIEW OF SCHOOL COMMITTEE LEADERSHIP: BUILDING CAPACITY - WORKING THROUGH OTHERS

- 1) Seeing success as the attainment of organizational goals in service of children
- 2) Holding student-centered values as the basis for all decisions
- 3) Understanding governance versus operations
- 4) Listening to opinion more than giving it
- 5) Seeing the importance of relationships
- 6) Saying Yes as often as possible
- 7) Respecting all constituencies
- 8) Laughing a lot
- 9) Assuming good intentions
- 10) Modeling desired behaviors
- 11) Celebrating the work in the field
- 12) Practicing often the decorum of held dignity
- 13) Allowing space for multiple member perspectives
- 14) Making the tough decisions with respect and sensitivity
- 15) Supporting human resource activity in the district as “job one”

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