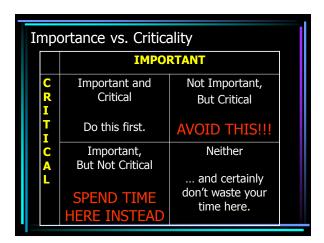
You're a New Director / Supervisor Now What??? By Pete Meslin Director of Transportation Newport-Mesa Unified School District Pete.Meslin@gmail.com





Early Reconnaissance

- Who's Toes Can't You Step On.
 - Within your department.
 - Outside your department.
- Where are the Skeletons?
 - Oh yes, they're there.

Where's the Data

- Making decisions based on data or feel.
- Where is the info you need?
 - If it isn't there, how can we get it?
 - What do your ears tell you?
 - What do your eyes tell you?

Culture

- Of Your Dept.
- Of Your Business Services Division.
- Of Your District.
- Of Your Community.

Relationships - Looping Your Boss

- So (s)he knows what's coming.
- To get advice.
- Can you confide in him/her?
 - Goals both departmental and personal.
 - Fears?
- ... and your other bosses.

Relationship with Labor

- You're in "Management" Now
- Explain Your Constraints.
- Make Them Aware of Problems.
- Bring Them in on Solutions.
- Be Open to Their Suggestions.

Strategic Partnerships

- Classified Personnel
- H.R.
- CBO The \$ Person
- Special Education
- Maintenance Dept.
- Fleet Maintenance

Setting the Tone

- Fair, Firm, Consistent.
- Open Book or Not.
- By-the-book?
- Setting Goals
- Respect
- Hands On or Off

Lessons from Hans Christian Andersen

- If You're the Emperor
 - Don't be too proud
 - Don't ignore input
 - Encourage responsible risk-taking
- If You're the little boy
 - Use a fresh set of eyes
 - Use common sense
 - Be humble in your criticism

Talk the Talk

- Staff needs to know where you stand.
 - A negative eval. should never be a surprise.
- Staff should know where you will stand.
 - Eventually they won't have to ask.
 - If you keep 'em guessing, they'll rely on you (until you're fired.)
- Staff needs to know you won't talk about:
 - Personnel Issues
 - Personal Issues

Walk the Walk

Even if you don't really want to. Examples:

- Go to Roadeos.
- Speak at Dept. Events.
- Go to IEPs.
- Smile and be Civil even when you feel like @#\$%\$

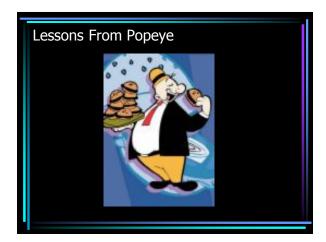
Leadership is the capacity to turn vision into reality.

Warren Bennis

People Problems

- Personnel Problems
- Employee Assistance Programs
- Are you their friend?
 - Be friendly without being friends
- Be Hard on the Issues but Soft on the People.

When "D"s Are Good Discipline Documentation Direct Decency Done (assure it is)



Adapting Relationships

- The importance of doing evaluations.
- ...and doing them right.
- Take effort to build on the partnerships.
- Praise those who did or shared the work.

Time for a Checkup • Remember Those Goals?

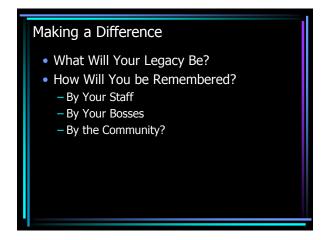
Personal Development

- Recharge from your staff's great work.
- MAKE the TIME!!!!!
- Even if it's just:
 - Reading a book
 - Reading a journal
 - Reading a newsletter
 - Attending a class.
 - Going to a conference

I cannot give you the formula for success, but I can give you the formula for failure — which is:
Try to please everybody.

Herbert Bayard Swope





Thank You Idaho!!

Contact Me

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