

You're a New Director / Supervisor  
**Now What???**

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 **SCHOOL BUS** 

Why Are We Here?

- Learn From the Mistakes of Others
- Reduce the Deer in the Headlights Look

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Importance vs. Criticality

	<b>IMPORTANT</b>	
<b>C R I T I C A L</b>	Important and Critical  Do this first.	Not Important, But Critical  <b>AVOID THIS!!!</b>
	Important, But Not Critical  <b>SPEND TIME HERE INSTEAD</b>	Neither  ... and certainly don't waste your time here.

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### 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.

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### 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?

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### Culture

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

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### 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.

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### 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.

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### Strategic Partnerships

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

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### Setting the Tone

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

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### 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

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### 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

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### Walk the Walk

Even if you don't really want to.

Examples:

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

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***Leadership is the capacity  
to turn vision into reality.***

Warren Bennis

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### 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.

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### When "D"s Are Good

- Discipline
- Documentation
- Direct
- Decency
- Done (assure it is)

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### Lessons From Popeye



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### 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.

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### Time for a Checkup

- Remember Those Goals?

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### 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

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***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

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What Will Your Style Be

*The Squeaky Wheel Gets the Grease.*

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Another Potential Style

*The Squeaky Wheel Get Replaced.*

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Another Option

*The Squeaky Wheel Gets Fixed*

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### Making a Difference

- What Will Your Legacy Be?
- How Will You be Remembered?
  - By Your Staff
  - By Your Bosses
  - By the Community?

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### Thank You Idaho!!

Contact Me

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