Personal Sustainability for Leaders

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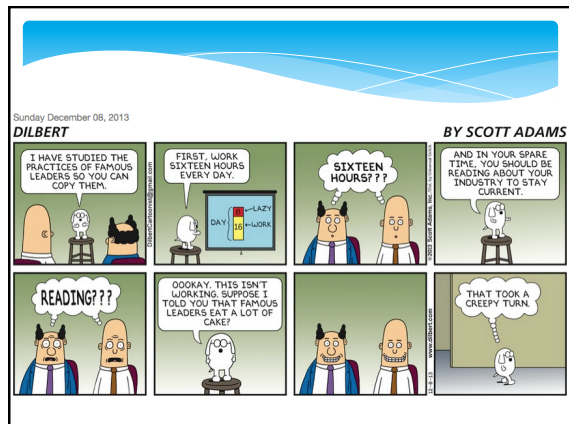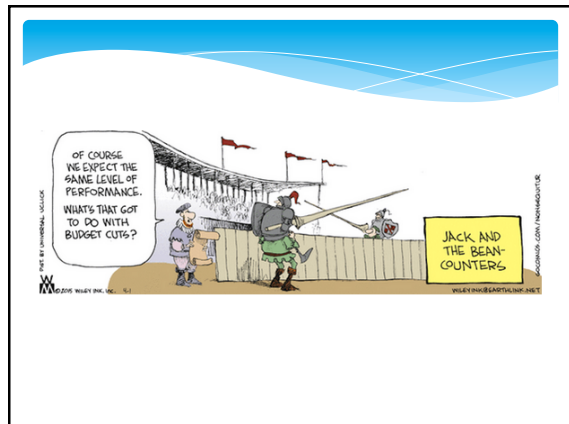
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6/15/15

MYTH OF THE SUPER-PRINCIPAL

* Impossible job description
* Expanding conceptions of the job
* Fictional "Ms. Washington"
* Killer Exemplars: "If some, why can't all?"
* Aspiration vs. Expectation
* Excellence & Integrity vs. "Success"
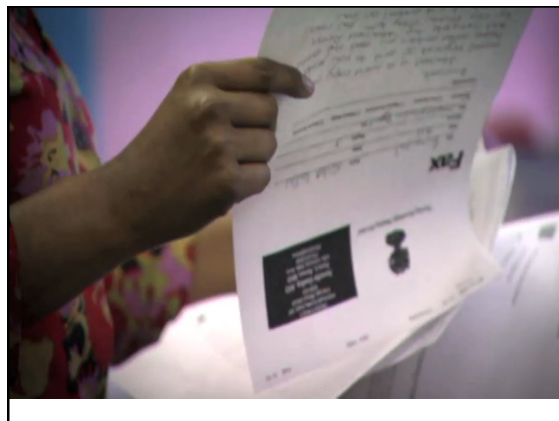
Remember:
The first marathon runner DIED

Hard Realities of Leadership

* Wounds
* "The best interest of children"
* Micropolitics
* Lack of trust/broken trust
* You become one of "them"
* Isolation

Sustainability: Renewing Energy
(Hargreaves & Fink, 2006)

Our energy is an issue when we:
* Have no time to sleep, relax, or exercise properly
* Feel constantly overwrought or emotionally disengaged from those around us in a world in which we have no time for proper relationships
* Are always having to think too quickly or superficially
* Are disconnected from and unable to pursue or fulfill our own morally compelling purposes

Just askin'
Questions from study by Boris-Schacter & Langer

1. How many hours a week do you spend working?
2. How many hours a week do you spend thinking about work-related matters?
3. How do you set priorities when there are equally compelling obligations to work and to home?
4. What have been the major challenges to realizing your professional priorities?
5. What strategies have you used to meet these challenges?
6. If you could start from scratch and redesign your current role so that it is a more attractive career choice, what would it look like?

Today's principals must be collaborative, team-building, instructionally focused negotiators who work hard to hold on to their values, their families, and their jobs.

(Boris-Schacter & Langer, 2006)

Principal Tensions
(Boris-Schacter & Langer, 2006)

* Instruction and management
* Work and personal lives
* Societal/community expectations and individual priorities

Sustainability: Looking at Yourself

* Multiple life role demands
* Workaholic, perfectionist, pleasers
* Ability to prioritize & say "no"
* Image Management

Sustainability: Looking at Yourself

* "Ultimate concerns" & strivings
* Values, mission, purpose
* Strengths-based leadership
* Introverts in an extroverts world
* Time management
* Ability to delegate & share power
* Handling conflict

SUSTAINABILITY:
Personal Strategies & Resources

Refill Reservoirs of Hope *(Flintham)*
* Renewal
* Refreshment
* Reinforcement

SUSTAINABILITY:
Banishing Burnout

Six Areas that Contribute:
Workload
Control
Reward
Community
Fairness
Values

(Maslach & Leiter)

Quick Burnout Assessment

To give an idea of how we assess burnout, here are a few items from our book, "Banishing Burnout: Six Strategies for Improving Your Relationship With Work." Please note, however, that this is not a complete survey.

For each item, think about how your current work matches up with your personal preferences, work patterns, and aspirations.

	Just Right	Mismatch	Major Mismatch
Workload			
The amount of work to complete in a day			
The frequency of surprising, unexpected events			
Control			
My participation in decisions that affect my work			
The quality of leadership from upper management			
Reward			
Recognition for achievements from my supervisor			
Opportunities for bonuses or raises			
Community			
The frequency of supportive interactions at work			
The closeness of personal friendships at work			
Fairness			
Management's dedication to giving everyone equal consideration			
Clear and open procedures for allocating rewards and promotions			
Values			
The potential of my work to contribute to the larger community			
My confidence that the organization's mission is meaningful			

Immunities to Change
(Kegan & Lahey, 2009)

Sustainability:
Looking at Your Organization

✴ **Actual vs. official culture: values, mission, purpose**
✴ **Expectations and boundaries**
✴ **Leadership behaviors that are modeled**
✴ **Leadership behaviors that are rewarded**

Reflect on "fit"

✴ **Do you fit the role?**
✴ **Do you fit the team?**
✴ **Do you fit the organization?**
✴ **Do you fit the community?**

Sustainable Leadership
(*Hargreaves & Fink, 2006*)

Principle 6:
"Sustainable leadership develops and does not deplete material and human resources. It renews people's energy. Sustainable leadership is prudent and resourceful leadership that wastes neither its money nor its people."

NOT a MARATHON or a SPRINT
But a CYCLE of EXERTION & RENEWAL

Sustainability: Your Organization

✴ **Trust**
  ✴ **Contractual**
  ✴ **Competence**
  ✴ **Communication**
✴ **Confidence**
  ✴ **"Positive expectation for favorable outcomes"**
  ✴ **Hope (*not* wishful thinking) vs. "doom loop"**
  ✴ **Story editing**

Sustainability: Your Organization

* Creating & claiming "discretion"
* Street-level bureaucrats in action
* Pruning, "sunsetting," and scaling
* Translation of mandates
* "Environmental Impact Studies"
* "Disruptive data" & "disquieting questions"

Loyal Rebels in Action

Constructive Deviance
(Vadera, Pratt, & Mishra, 2013)

Creative Insubordination
(Haynes & Licata, 1995)

Artistic Insubordination
(Buskey & Pitts, 2009)

Tempered Radicalism
(Meyerson, 2001)

You Should Not Climb Alone

* Who do you trust?
* Who knows you…REALLY?
* Who loves you enough to tell you the TRUTH?
* Who knows your world as an administrator?
* Who would help you move a piano?

Set Your Own Hook for Change

* What are you going to do?
* Who will you "rope up with?"
* Contact NOW and commit to something SPECIFIC

Little Hercules
Craig Carothers

So you cannot lift a spirit
that has turned to lead
Or shine a light in shadow
when the batteries are dead
Or fly like a bird
over all the works of man
Or always think of the perfect words
But you do the best you can

Nothing seems as easy
as it did when you were young
Myths may be invincible,
but we are only strong
Strong like a memory,
strong like a willow in the wind
Strong as you'll ever be,
you will always need to bend

And if you feel the weight of the world
Put your mind at ease, Little Hercules

There are times when being a grown-up
gets to be too much
And your sense of humor
seems to vanish in the crush
Of the daily 9 to 9
that keeps your family alive
You're just putting in your time
Does anyone really go home at 5?

You've made a life where no one
ever tells you what to do
Now the only tyrant
that you're working for is you
It's never easy to keep
all the promises you make
But no one's gonna get you fired
If you'd just give yourself a brake

And if you feel the weight of the world
Put your mind at ease Little Hercules
'cause there's so much on your shoulders
But you know it's a breeze
Little Hercules Little Hercules