


Navigating Rough Waters



How do we deal with the “not so easy” situations?

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OSBA leads the way to educational excellence by serving Ohio's public school board members and the diverse districts they represent through superior service, unwavering advocacy and creative solutions.


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How well do you know your crew?




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A bit of Neuroscience



- T** = Taskmaster
- E** = Enthusiast
- A** = Analyst
- M** = Mainstay

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The Taskmaster

The TASKMASTER/likes control 10% of the general public

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Decisive – logical</i> • <i>Confident, strong work ethic</i> • <i>Politically wise</i> • <i>Risk takers</i> • <i>Competitive</i> 	<ul style="list-style-type: none"> • <i>Too aggressive</i> • <i>Not good listeners – already decided</i> • <i>See things in terms of black and white – no gray</i> • <i>Have trouble balancing goals and people (goals win)</i> • <i>Judgmental</i>

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The Enthusiast

The ENTHUSIAST/likes freedom 10 – 15% of general public

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Optimistic</i> • <i>Expressive</i> • <i>Visionary</i> • <i>Sense of humor</i> • <i>Verbal (doesn't censor thoughts)</i> • <i>Enjoys the moment</i> • <i>Accepts conflict</i> • <i>Courageous</i> 	<ul style="list-style-type: none"> • <i>Poor listeners</i> • <i>Not detail oriented</i> • <i>"Hyper" – lacks control</i> • <i>Highs & lows</i> • <i>Wants to be liked; therefore has need to balance decisions (for this time; against the next time)</i> • <i>Wants social approval</i>

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The Analyst

• The ANALYST/likes organization 30% of general public

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Values intelligence</i> • <i>Punctual</i> • <i>Concise & logical</i> • <i>Proficient & task oriented</i> • <i>Work for improvement</i> • <i>Very demanding of themselves</i> • <i>Often good at math and science</i> 	<ul style="list-style-type: none"> • <i>Perfectionists – very demanding of others</i> • <i>Not comfortable showing feelings or sensitivity</i> • <i>Don't communicate well (may withhold opinions)</i> • <i>Don't accept criticism well</i> • <i>Always wants more information</i> • <i>Tends to be skeptical of information</i>

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The Mainstay

The MAINSTAY/likes acceptance 50% of general public

Strengths	Weaknesses
<ul style="list-style-type: none"> • <i>Stable</i> • <i>Has good self-insight and insight into others</i> • <i>Sincere (no games, no politics)</i> • <i>Empathetic</i> • <i>Listens well</i> • <i>Tolerant</i> 	<ul style="list-style-type: none"> • <i>Doesn't take risks; don't want to offend</i> • <i>Not decisive; don't want to offend</i> • <i>Have trouble balancing goals and people (people win)</i> • <i>Not assertive</i> • <i>Don't nurture self (let others overrun them)</i>

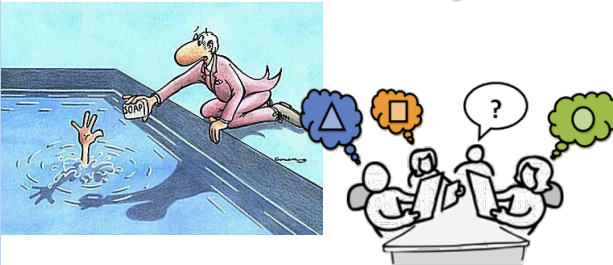
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Your Personal Inventory



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Lack of Understanding



I'm so glad we all agree

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How can we get along?



<p>Taskmasters</p> <ul style="list-style-type: none"> • Respect timelines • Do your homework • Set an action timetable 	<p>Mainstays</p> <ul style="list-style-type: none"> • Positive caring environment • Time to communicate • Resolve conflict
<p>Enthusiasts</p> <ul style="list-style-type: none"> • Give them leadership roles • Give them time and credit • Clarify discussion time 	<p>Analysts</p> <ul style="list-style-type: none"> • Give adequate information • Allow appropriate study time • Give them a specific job

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Diversity – Surface-level vs. Deep-level



<p>Surface-level</p> <ul style="list-style-type: none"> • Gender • Race • Age • Country of origin 	<p>Deep-level</p> <ul style="list-style-type: none"> • Attitudes • Beliefs • Values • Commitment
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For the most part we do not first see and then define; we define first and then we see – Walter Lippman

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Interpersonal Communication

A make or break proposition for the board and leadership team

- Often disrespect is a misinterpretation – an unintended consequence
- Quick to speak and slow to listen. . . "I guess you aren't interested in what I have to say"
- If I feel disrespected, I will resign from the conversation
- Think "golden rule" – am I treating my fellow board members the way I would like to be treated?
- Communication requires 75% listening

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Ask the question. . . Why or what?

For instance – *Why do we have policy on the chain of command?*

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Are you dealing with a bully?

Outcome Frame


- How are you enabling bullying behavior?
- What does the bully really want?
- What will having that do for you?
- How will you know when you have it?
- Where, when and with whom do you want this?
- What of value might you have to risk to get this?
- What are the next steps?

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Acceptance vs. Endorsement

- There is a difference
- Can I listen and accept what you say without endorsing what you say?
- If I am understanding you correctly.....
- "As soon as you lay your hands on a conversation to steer it, it's not a conversation any more; it's a pitch"

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 **Focus on the end results**

1. The problem statement (The We must do something about...)
2. The interests/values (...at the end of the day)
3. The triggering question (How can we?)
4. The options (brainstorm)
5. The solutions (give to get)
6. $\frac{1}{5} + \frac{1}{5} + \frac{1}{5} + \frac{1}{5} + \frac{1}{5} = 1$

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