

Growing Emerging School Leaders for Effective Succession:

Design, Techniques, and Tools



Presented by:

Rose Management Group



Introductions

- Founders – Catherine & Gene Kinghorn
- *“Emerging” Leaders – Kelly Hurtado & Cathy Capen*
- Facilitator – Amy Schlessman





Mountain Rose Academy



Canyon Rose Academy

Desert Rose Academy



The ROSE Academies, Where our Mission is to:



**Honor the
Promise of
Education™**

Accreditation



North Central Association



Arizona State Board of Charter Schools



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Session Goals

- **What?** Tools, including a self check
- **How?** Techniques, told with stories that stick
- **Why?** Design successful succession



Session Outline

- 🌹 Introductions
- 🌹 Perspective Check
- 🌹 Interpretation of Perspective Check
- 🌹 Tools & Techniques
- 🌹 Design
- 🌹 Closure & Session Evaluation



Perspective Check (Tool)

National Charter School Conference
New Orleans, 6/24/2008

Your Charter is a Success. Now, You're Thinking about Succession!

You are part of a successful charter school. Fill out this brief "quiz" to see how you approach the topic of succession.

DIRECTIONS:

For each item, choose your favorite completion and mark it.



Scoring Example

Scoring Directions: Add up the number of selections you have for each column. The total box with the highest number identifies the perspective you used for this quiz.

TOTALS:

1s

2s

3s

1

5

3

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Interpretation of Perspective Check



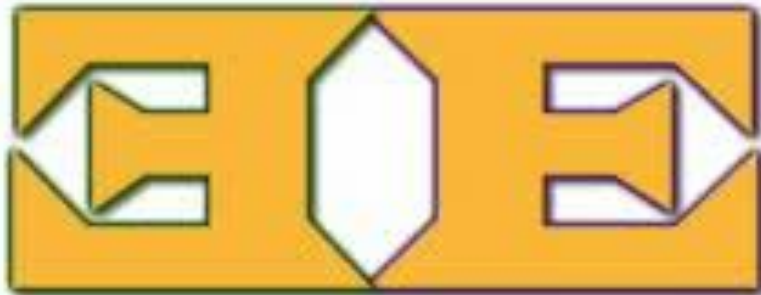
M



Interpretation of Perspective Check



Interpretation of Perspective Check

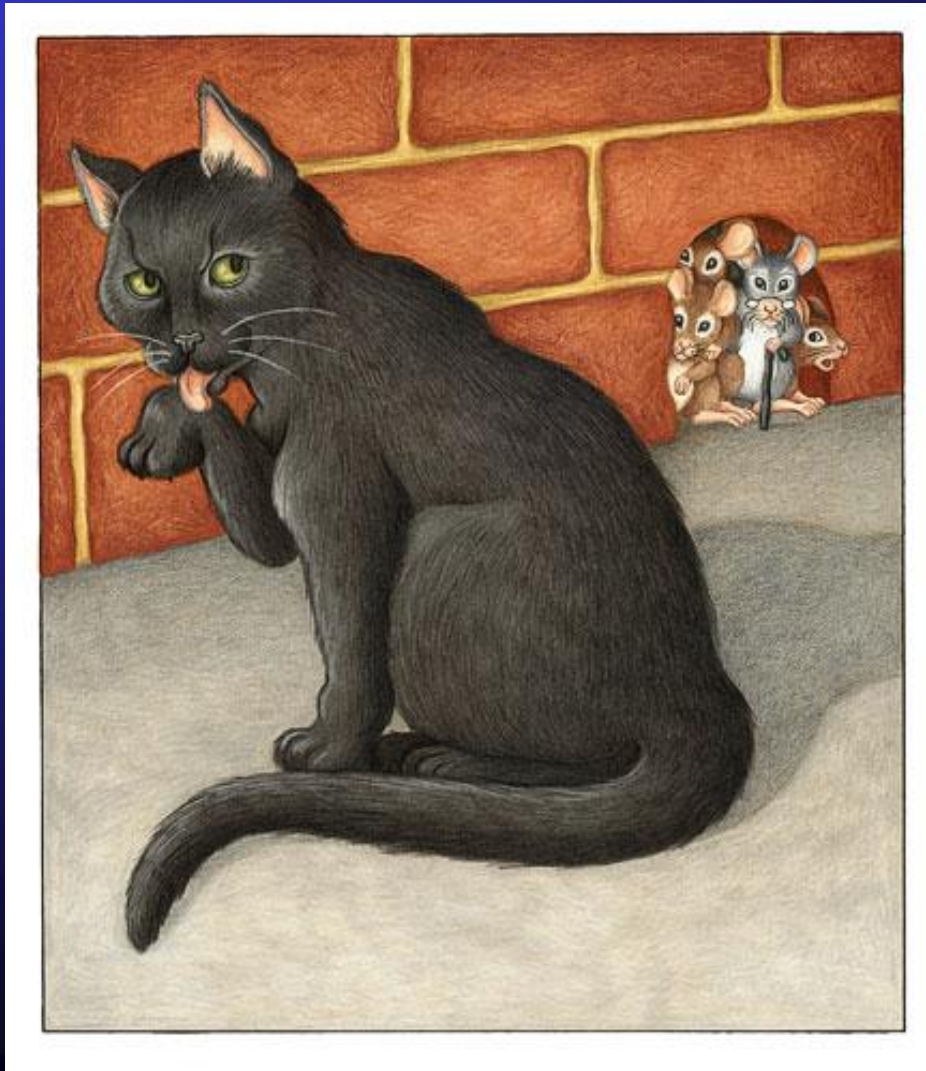


3 Necessary Perspectives for Succession

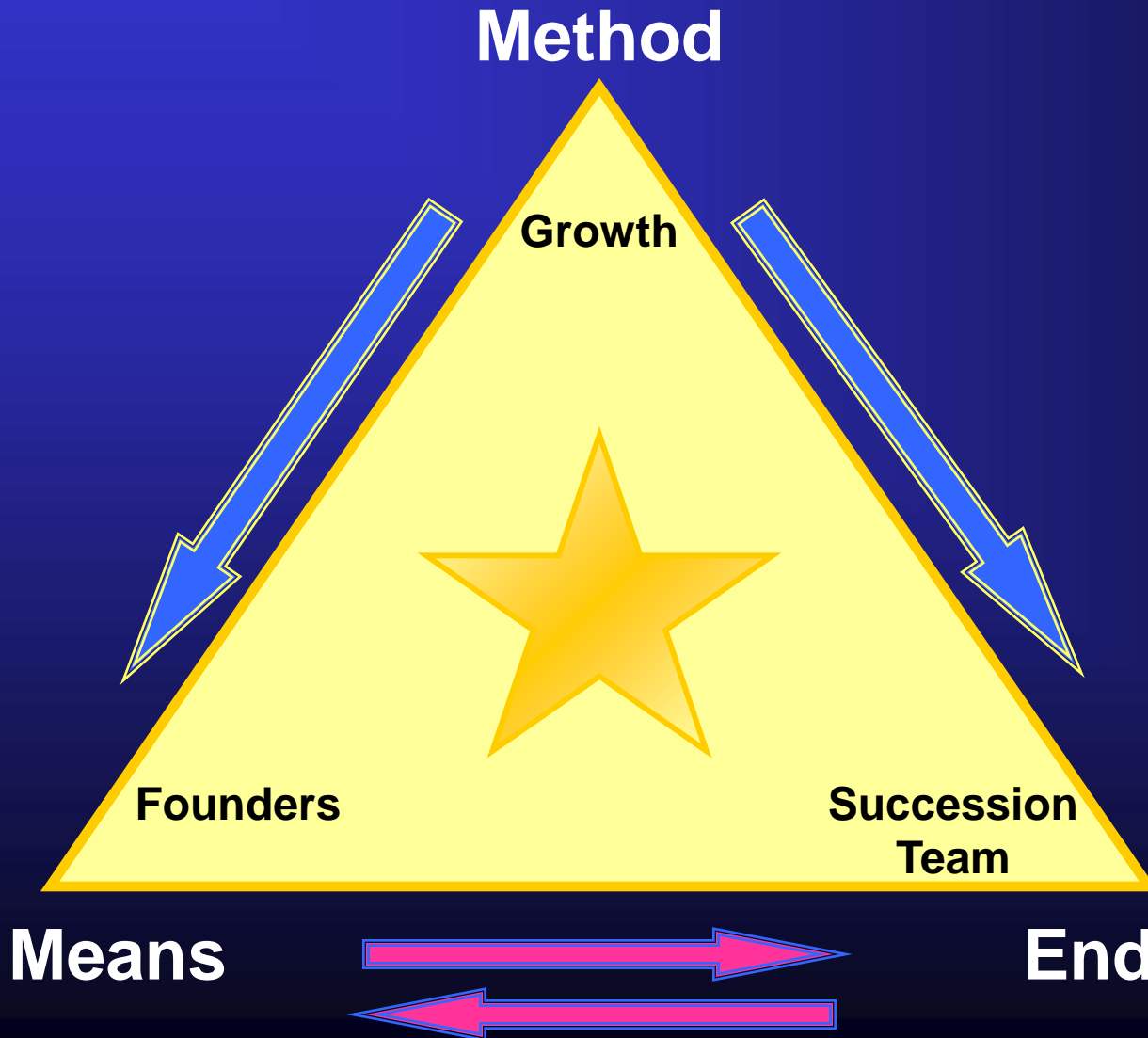
- *Manager*
- *Leader*
- *Educational Entrepreneur*

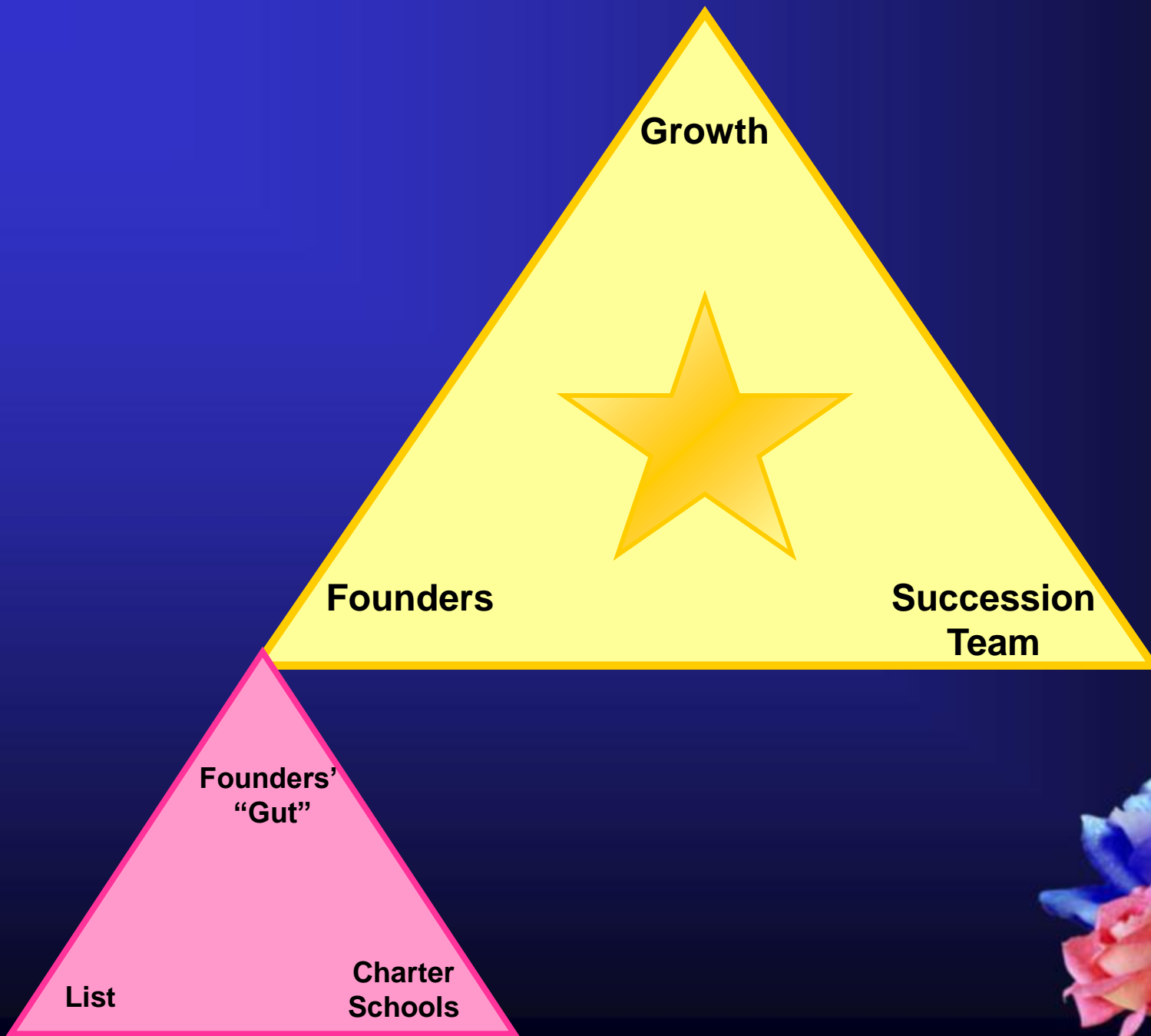


Aesop's Fable: Belling The Cat

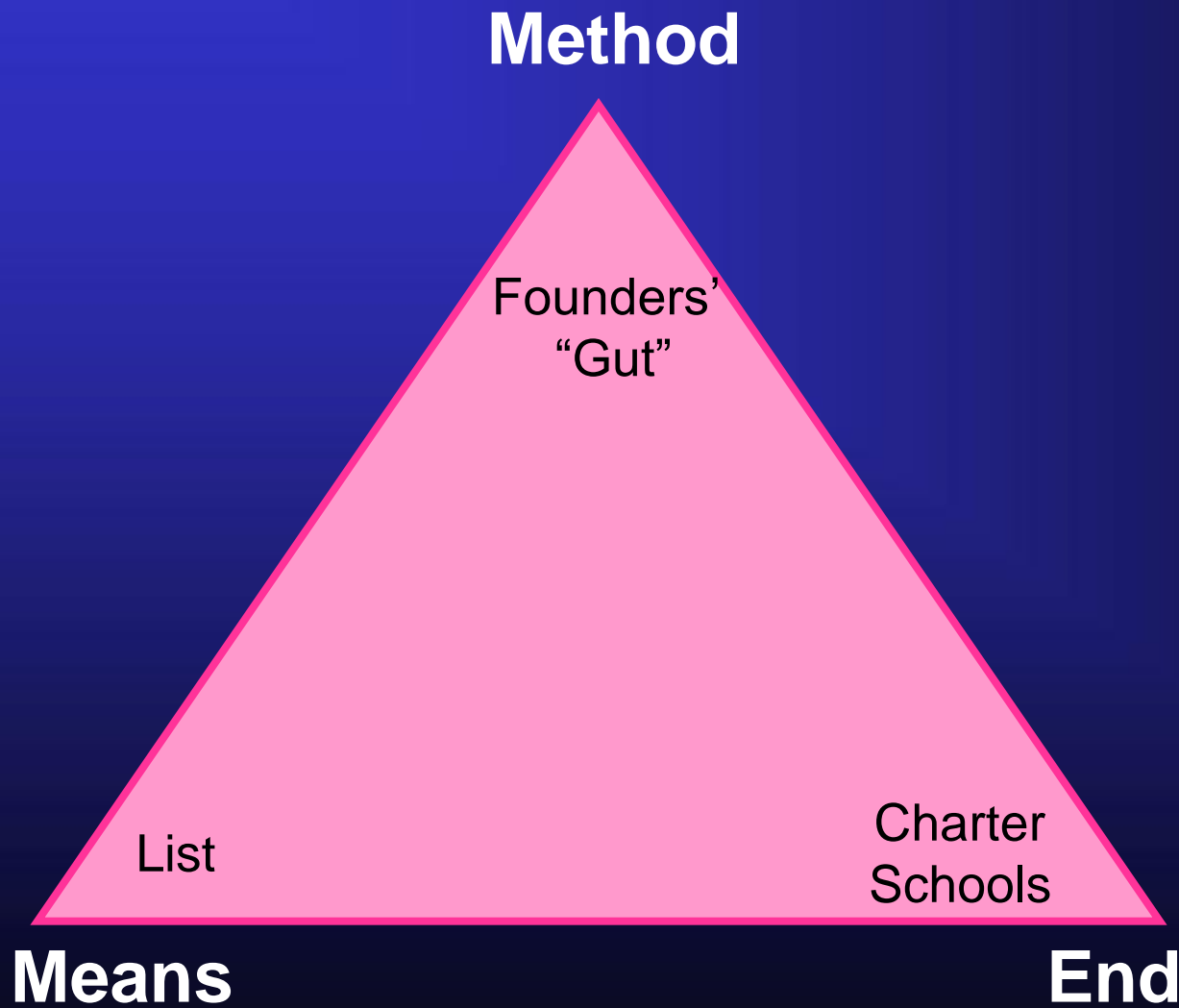


Succession - Making It Possible





Founders' Means, End, & Method



Three Tools for Planning Succession

Tool #1

What does everyone do? A Laundry List of Tasks

Key Personnel \ Laundry List	Founder A	Founder B
<p>What are all the things that must be done:</p> <p>daily, weekly, monthly, yearly?</p>	Examples:	Examples:
	Payroll	Teacher PD
	Principal Meetings	
	Assistant Principal Training	Teach, when needed
	Human Resources	Hold Long Term Hearings
	Function as principal	
	Balance books	
	Advertising	
	Handle customer complaints	
	Logistics for: <ul style="list-style-type: none"> • Preservice • Graduation • Holiday Party • And much much more. 	Clean men's bathroom in administrative office: <ul style="list-style-type: none"> • And much, much more...




Three Tools for Planning Succession

Tool #2 – How do you organize the charter? Identify the patterns.

Key Functions Organizational Categories	Need functional org chart Necessary functions for your charter	
	School(s)	Business
Why? Policy and Planning	Why is your organization in the business of education? What is your mission/vision?	
How? Coordination & Development	How do you deliver education? How do “departments” work together?	
What? Supervision & Implementation	What needs to be done? What leadership is needed where?	

Three Tools for Planning Succession

Tool #3 – Why you make the organization structure transparent and sharable

Key Positions Organizational Categories	<i>These are our examples. Fill this in with positions you need for your charter.</i>						Evaluation
Organizational Categories	CEO	COO	Assistant COO	CFO	Superintendent	Assistant Superintendent	Evaluation
Planning and Policy							<div style="border: 1px solid black; padding: 5px;"> <p>Does Planning & Policy</p> <p>Coordination & Development</p> <p>Supervision & Implementation work for the organization?</p> </div>
Coordination & Development							
Supervision & Implementation							
Evaluation	Each position can be accountable for planning & policy , coordination & development , supervision & implementation.						Overall Evaluation

?

Growth



Founders

**Succession
Team**

F



Method
Vision - Secret Ingredient

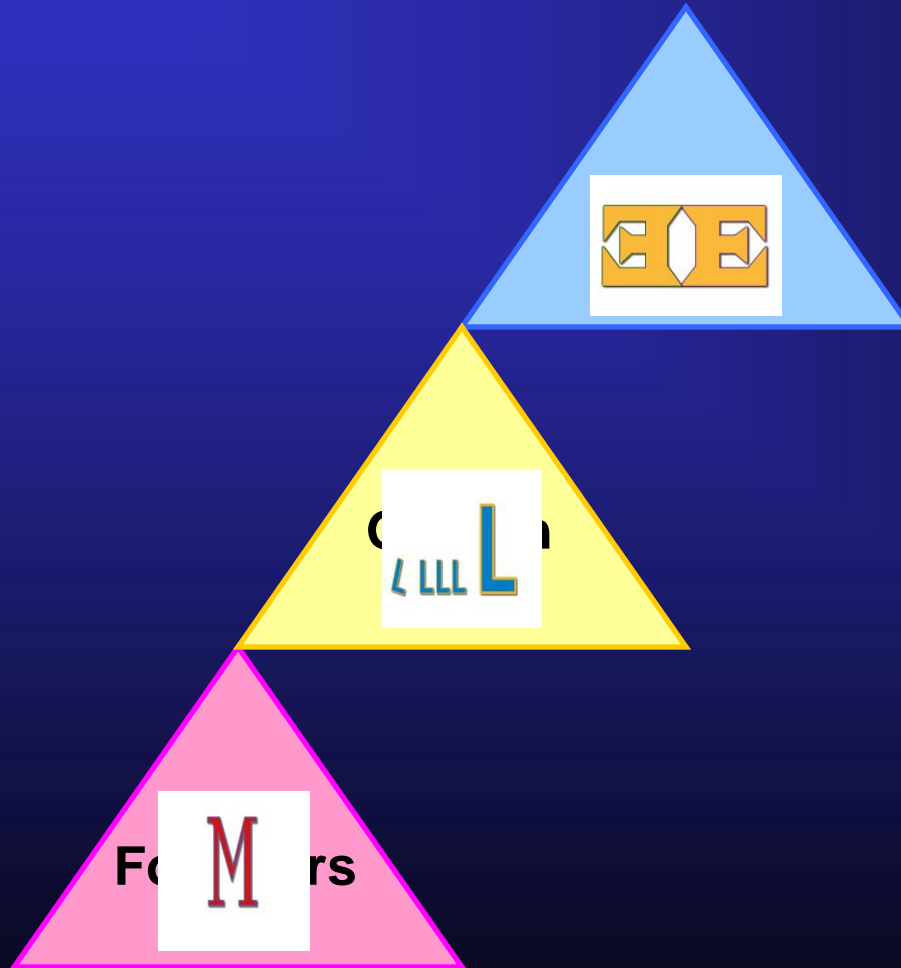


Means - Growth

End - Succession



Design: Three Components of Succession



Items from Perspective Check

Goal for Succession - C	Way We Talk about Succession - F	Biggest Value of Succession - I
Context (My Charter) for Succession – B	Method of Succession - E	History for Succession - H
Succession - A	Language of Succession - D	“Must” - G



Evaluation

1. How did you approach succession?
Can you deliberately change it?
2. Perspective Check # 2
3. Conference Session Evaluation



Directions for Check #2

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New Orleans, 6/24/2008

#2

Identify the Perspective of a Manager, Leader, Educational Entrepreneur

Succession includes the perspectives of Educational Entrepreneurs, Leaders, and Managers. Can you identify the perspective of each type of contributor so you can design successful succession?

DIRECTIONS:

After each completion phrase, write an "E" for Entrepreneur, "L" for Leader or "M" for Manager.

A. Succession

1. replicates what works. Solid replacements guarantee more of a good thing.	M
2. brings a fresh group of leaders, who will try to follow in the footsteps of the founders. (may side-step, or even double-step.)	L
3. is a growth opportunity for individuals and for the organization, as its policy makers and planners change.	E



What Did You Get Out of this Session?

- “Big Picture” – Vision
- Tools, Techniques, & Design
- Beads





Conference Session Evaluation

Please leave your conference session evaluation form with us.