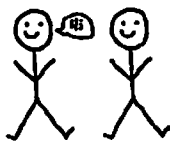


12 Critical Choices

Dena Ross & Tonya Sharp


Getting to Know you

- Who are we today?



Decisions, Decisions, Decisions

- A normal adult makes on average 35,000 decisions a day.
- We make 200 decisions a day around the topic of food.
- Decision fatigue- research by Dr. Roy Baumeister



So How Do We Make Consistently High Quality Decisions???

- We have a plan.
- According to Dr. Baumeister's research, those individuals who achieve success are the ones who understand that our decision-making abilities fluctuate...those who have a system or a plan.
- This presentation is about those systems and strategies.

3 Domains – 12 Important Decision-Making Components


- Self Awareness
- Communication
- Relationships

Self-Awareness

- Self Awareness
 1. What's the One Thing?
 2. What do I need to put off...or be willing not to do at all?
 3. Who really owns this?
 4. What core values surround this decision?

1. What's your "One Thing"

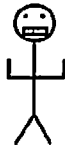
- Gary Keller and Jay Papasan – The One Thing
- 6 Lies



A stick figure is shown from the waist up, holding a bow in its right hand and an arrow pointing upwards in its left hand.

6 Lies- According to Gary Keller

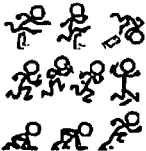
- Everything matters equally all the time
- Multi-tasking works
- We just need self-discipline
- Will-power
- A balanced life
- Big is bad



A simple stick figure with a sad, downward-curving mouth and a neutral expression.

2. Priorities – What do we do...and what do we NOT do?


- The average day in the life of a school administrator.....
- How do we create priorities?
- So...what do we postpone or give up?



A cluster of several stick figures, some appearing to be in motion or engaged in various activities, representing a busy day.

3. Who Really Owns This?

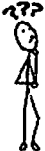
- Monkeys
- Believe it or not, we're not always the best person for the job.
- 1983 – A Nation at Risk: The decision and the task belong at the closest level to implementation possible.



A stick figure is shown standing next to a small monkey, possibly representing the concept of ownership or delegation.

4. What core values do I hold around this topic?

- True North
- Examples:

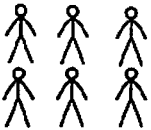


A stick figure is shown with three question marks above its head, indicating a state of questioning or reflection.

Communication

Communication

1. What are the voices in my head saying?
2. What do they really mean?
3. What system(s) can I create to facilitate mutual understanding?
4. Who needs this information?




A group of six stick figures arranged in two rows of three, representing a group or communication system.

5. Am I listening to myself (the voices in my own head)?

- Do I have that clearly defined sense of core values?
- Do I have a "gut" reaction...and do I acknowledge it and keep processing?
- Do I recognize the place where it's "enough" deliberation?

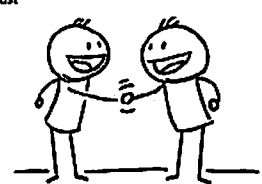
6. What do they *really* mean?

- Covey on listening
- An Administrative Pitfall: Solve and Run



7. What systems do I have in place for effective communication?


- Systems Create Consistency...and Trust
- Be Deliberate
- One Size does not fit all
- Clarity is Key



8. Who Needs to Know?

A good system will answer this question.


- Who will feel the impact of this decision?
- Who will be responsible for implementation?
- Who will support the implementation
 - Maintenance
 - Custodial
 - Office Assistants
 - Central Office



Relationships

Relationships

1. Am I being authentic?
2. What are the non-negotiables in your organization?
3. Is this an opportunity to be a leader? Or a manager?
4. How can I make sure this person feels valued and appreciated after this encounter? (How can I make a "trust" deposit with this encounter?)




9. Am I being authentic?

- The authentic leader
- Knowing yourself
- Knowing your staff
- Letting them see your own core values and beliefs

10. What are the Non-Negotiables?

- Vision/Mission
- What is the ideal school
- Core values




11. Leader, or Manager?

- Open
- Learn from competition
- Embrace input from others
- Do you have to be right? Have the last word?


12. How Do I Use This Encounter or Decision to Make a Trust Deposit?

- Ron Ritchhart – 8 Cultures of Thinking
 - Trust = Risk Taking and Creativity
 - Ultimately, Trust = Relationships




Culture choices

- Address
- Ignore
- Cultivate and Create Trust



Decision Strategy # 13: Am I taking care of myself?

- Taking care of yourself
- Sharpening the saw
- Some interesting new research...



Ultimately, the choice is ours.

- Do we develop our sense of self – and by doing so, create an effective blueprint for decision-making?
- Do we cultivate a culture of communication through developing our own skills AND through systems?
- Do we build relationships and understandings within our organization which will support a successful, effective culture?

Twelve Critical Choices

...for building-level administrators

March 26, 2015 MASA

Self-Awareness

1. What's our "One Thing"
2. What do I need to be willing to postpone - or be willing to ditch altogether?
3. Who really owns this?
4. What core values surround this decision?

Communication

5. Do I listen to myself?
6. What do they *really* mean?
7. What systems do I have in place for effective communication?
8. Who needs to know?

Relationships

9. Am I being authentic?
10. What are the non-negotiables?
11. Is this an opportunity to be a Leader? Or a Manager?
12. How do I use this encounter or decision to make a "trust deposit"?

#13 - What About US?

Resources:

Gary Keller & Jay Papasan *The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results* 2013

ConnectedPrincipals.com Archives

RonRitchhart.com - *Culturas of Thinking*

John Tierney *New York Times Magazine* - "Do You Suffer from Decision Fatigue?" August 17, 2011

Oncken, Wass & Covey *Harvard Business Review* - "The Care and Feeding of Monkeys" 1999

McChesney, Covey, Huling *4 Disciplines of Execution* - 2012

Hirsh, Psencik, Brown *Tools for Learning Schools* "Build Skills to Bring a Shared Vision to Life" Fall 2014, Vol. 18

Stacey Alcorn "Are You a Leader or a Manager" www.entrepreneur.com

H.J. Cummins "Best Practices in Action" *Principal* January/February 2015

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