



IASPA CONFERENCE - JANUARY 24, 2020

BE KIND, BUT ALSO BE STRATEGIC:
ENHANCE CULTURE, BUT ALSO STAY OUT OF HR JAIL

An aerial photograph of a massive, curved concrete structure, likely a dam or a large bridge. The structure is composed of many vertical concrete panels. A person is walking along the top edge of the structure, providing a sense of scale. The sky is clear and blue.

ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES
BARRINGTON 220

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BE KIND BUT ALSO BE STRATEGIC

PART 1: ENHANCE CULTURE, BE KIND, AND KEEP THINGS SIMPLE

PART 2: AVOID LANDMINES AND STAY OUT OF HR JAIL

LEADERSHIP & CULTURE

- ▶ Think about the best OR worst leader you have had...
 - ▶ How did that leader make you feel?
 - ▶ What did you learn from that experience?



**THEY MAY FORGET WHAT YOU SAID,
BUT THEY WILL NEVER FORGET
HOW YOU MADE THEM FEEL**

-Maya Angelou

THE “HUMAN” IN HUMAN RESOURCES

- ▶ Everything you do is about people.
- ▶ Take care of the people.
- ▶ Adult SEL

Human beings have thrived for fifty thousand years not because we are driven to serve ourselves, but because we are inspired to serve others.

-Simon Sinek



LEADERSHIP & CULTURE

- ▶ LISTEN, LISTEN, LISTEN.
- ▶ Seek out and listen to feedback.
- ▶ Leaders set the tone.
 - ▶ What is your tone?
 - ▶ How is your tone being perceived (written, verbal, actions)?
 - ▶ Perceptions are reality.
 - ▶ Does your tone and approach represent dignity, respect, empathy?



LEADERSHIP & CULTURE

- ▶ Golden Rule
- ▶ Respectful/Empathetic/REASONABLE
- ▶ It's how you say it. (location/timing too)
- ▶ Embrace knowledge/expertise of staff
- ▶ Get out there--Presence
- ▶ Take a break from email--Phone a Friend Friday
- ▶ Be clear about what matters to you.
- ▶ Make sure the right things matter.



LEADERSHIP & CULTURE

- ▶ Show appreciation/gratitude.
- ▶ How well do you know your employees?
- ▶ Do your employees know you?
- ▶ Be genuine.
- ▶ Be visible.
- ▶ Know your limits. (Do not get out over your skis.)



THE 13 BEHAVIORS OF RELATIONSHIP TRUST STEPHEN COVEY

1. Talk straight.
2. Demonstrate respect.
3. Create transparency.
4. Right wrongs.
5. Show loyalty.
6. Deliver results.
7. Get better.
8. Confront reality.
9. Clarify expectations.
10. Practice accountability.
11. Listen first.
12. Keep commitments.
13. Extend trust.



LEADERS EAT LAST

WHEN WE FEEL SAFE AMONG THE PEOPLE WITH WHOM WE WORK, THE MORE LIKELY WE ARE TO SURVIVE AND THRIVE. THAT'S JUST THE WAY IT IS.

-Simon Sinek

LEADERSHIP & CULTURE

- ▶ Guests and First Impressions
 - ▶ How does it feel to walk into your office/building?
 - ▶ How do employees interact with one another?
 - ▶ What do visitors say about:
 - ▶ Your office/building?
 - ▶ Your leadership?
 - ▶ Your break room?
 - ▶ The professionalism of you and your staff?



THE **ORANGE** FROG - A PARABLE BASED ON POSITIVE PSYCHOLOGY

SPARK WAS EXACTLY LIKE EVERY OTHER FROG IN HIS POND WITH ONE SLIGHT BUT NOTICEABLE EXCEPTION, AN **ORANGE** SPOT...
WHEN SPARK DOES THINGS THAT MAKE HIM FEEL BETTER (AND PRODUCE MORE POSITIVE RESULTS) THE ORANGE SPOTS INCREASE.
SPARK'S DIFFICULT DECISION: BE NORMAL, AND LESS CONSPICUOUS, OR CONTINUE DOING THE **THINGS THAT MAKE HIM HAPPIER, MORE PRODUCTIVE AND...MORE ORANGE.**

-Shawn Achor

NY Times best seller, author of The Happiness Advantage

**WE SEE WHAT WE LOOK FOR,
AND WE MISS THE REST.**

Shawn Achor

REFLECTION

- ▶ Think of a place/situation that can use more **ORANGE**.
- ▶ Give **ORANGE** a try: Be more **ORANGE** every time you are in this place.



THE **HAPPINESS** ADVANTAGE

**WHAT WE SPEND OUR TIME AND MENTAL ENERGY
FOCUSING ON CAN INDEED BECOME OUR REALITY.**

-Shawn Achor

TAKE CARE OF YOURSELF

- ▶ What are you doing to take care of yourself?
- ▶ 3 "A's" Every Day
 - ▶ Accomplishment
 - ▶ Activity
 - ▶ Appreciation/Gratitude



EVALUATION & SUPERVISION

- ▶ Make complicated simple: [Evaluation of Staff Document](#)
- ▶ Know the tools/procedures
- ▶ It's how you say it. Proofread. How would you feel to be on the receiving end?
- ▶ No Surprises.
- ▶ Cancelations = Rare
- ▶ Communicate expectations
 - ▶ Scripting/Other type of notes (format?)
 - ▶ Photos/Videos
 - ▶ Follow-up (copy of notes?)



EVALUATION & SUPERVISION

- ▶ Collaborative process/Everyone learns
- ▶ Encourage Teachers to...
 - ▶ Invite you into classrooms/meetings
 - ▶ Share goals/strengths/areas of focus
 - ▶ Be open to modeling or observing
 - ▶ Ask for resources/support



EVALUATION & SUPERVISION

- ▶ What does your staff feel about the evaluation process in your building? Ask them.
 - ▶ Fair?
 - ▶ Without Bias?
 - ▶ Favoritism?



THE SPEED OF TRUST

- INTENT MATTERS.**
- INTENT GROWS OUT OF CHARACTER.**
- OUR PERCEPTION OF INTENT HAS A HUGE IMPACT ON TRUST.**
- PEOPLE OFTEN DISTRUST US BECAUSE OF THE CONCLUSIONS THEY DRAW ABOUT WHAT WE DO.**
- IT IS IMPORTANT FOR US TO ACTIVELY INFLUENCE THE CONCLUSIONS OTHERS DRAW BY DECLARING OUR INTENT.**

-Stephen Covey

HIGH POTENTIAL/HIGH IMPACT ON CULTURE

- ▶ Ability - Thinking & Learning
- ▶ Aspiration - Do they want it?
- ▶ Relating to and motivating others
 - ▶ Engagement with Others
 - ▶ Engagement with Organization



IF A MAN IS CALLED TO BE A STREET SWEEPER, HE SHOULD SWEEP STREETS EVEN AS MICHELANGELO PAINTED, OR BEETHOVEN COMPOSED MUSIC, OR SHAKESPEARE WROTE POETRY. HE SHOULD SWEEP STREETS SO WELL THAT ALL THE HOSTS OF HEAVEN AND EARTH WILL PAUSE TO SAY, HERE LIVED A GREAT STREET SWEEPER WHO DID HIS JOB WELL.

-Martin Luther King, Jr.



TIPS AND STRATEGIES PART 2:

AVOID LANDMINES & STAY OUT OF HR JAIL

DIFFICULT CONVERSATIONS

- ▶ Swallow the big frog.
- ▶ Hear them out--due process.
- ▶ Provide Union representation.
- ▶ Is there something positive you can share?
- ▶ Confidentiality matters.
- ▶ Consider messaging (damage control).
- ▶ Support/Guidance/Resources/
Monitor/ Follow-up



STAYING OUT OF HR JAIL

- ▶ Annual bootcamp
- ▶ Keep promises/commitments
- ▶ Proofread--Wait and Send
- ▶ Avoid email perpetuity



STAYING OUT OF HR JAIL

- ▶ Document.
- ▶ Organization matters.
 - ▶ Notes/links to documents in one Google sheet
- ▶ Take any/all complaints or concerns seriously.
- ▶ Disclose concerns. Investigate.
- ▶ Communicate complaints with staff.
- ▶ Know when to phone a friend.



STAYING OUT OF HR JAIL

- ▶ DO NOT...
 - ▶ Promise to keep it off the record.
 - ▶ Judge/take sides.
 - ▶ Let bias/opinions taint an investigation.
 - ▶ Underestimate the importance of dignity in every situation.
- ▶ Assessing Impairment on the Job
 - ▶ Behavior, Odor, Appearance, Speech
 - ▶ More than 1 Admin should weigh-in



UNIONS: STAYING OUT OF HR JAIL

- ▶ Know the CBA.
- ▶ Follow the CBA.
- ▶ Avoid the nameless trap.
- ▶ Regular touch base meetings
- ▶ Build relationships.
- ▶ Enhancing Culture: Union President plays a big role
- ▶ Invite Union President to everything.



AVOIDING PR LANDMINES

- ▶ P-Card
- ▶ FOIA
- ▶ Social media/Google footprint
- ▶ Email/District Devices/Cell Phone
- ▶ District Device Golden Rules
 - ▶ Employee use only
 - ▶ Do not share with family, friends, colleagues



ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN -ROBERT FULGHUM

- ▶ The Golden Rule
- ▶ Love
- ▶ Basic Sanitation
- ▶ Ecology
- ▶ Politics
- ▶ Equality
- ▶ Sane Living
- ▶ Share everything.

ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN -ROBERT FULGHUM

- ▶ Play fair.
- ▶ Don't hit people.
- ▶ Put things back where you found them.
- ▶ Clean up your own mess.
- ▶ Don't take things that aren't yours.
- ▶ Say you're sorry when you hurt someone.
- ▶ Wash your hands before you eat.
- ▶ Flush.

ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN -ROBERT FULGHUM

- ▶ Warm cookies and cold milk are still good for you.
- ▶ Live a balanced life--learn some and think some and draw and paint and sing and dance and play and work every day some.
- ▶ Take a nap every afternoon.
- ▶ When you go out into the world, watch out for traffic, hold hands, and stick together.
- ▶ Wonder. Remember the little seed in the Styrofoam cup: The roots go down and the plant goes up and nobody really knows how or why, but we are all like that.

ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN -ROBERT FULGHUM

- ▶ Goldfish and hamsters and white mice and even the little seed in the Styrofoam cup--they all die. So do we.
- ▶ Dick and Jane books and the first word you learned--the biggest word of all--LOOK.
- ▶ When you go out into the world, it is best to hold hands and stick together.

**LEADERSHIP ONLY FUNCTIONS
ON THE BASIS OF TRUST.**

-John Maxwell

LEADERSHIP AND TRUST

**TO LEAD OTHERS TO DO RIGHT IS
WONDERFUL. TO DO RIGHT AND THEN
LEAD THEM IS MORE WONDERFUL...
AND HARDER.**

-John Maxwell



BE KIND BUT ALSO BE STRATEGIC

**THERE ARE NO VICTORIES AT
BARGAIN PRICES** - GENERAL DWIGHT D. EISENHOWER