Montclair Board of Education

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Board Retreat

Dr. Dale G. Caldwell
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Agenda

1. Introductions and Ice Breaker

2. Summer Board Retreat Reflection
   - Revisit 2018-2019 Board Goals
   - Explore Foundational Influences and Mindsets
   - Discuss the Speed of Trust Principles

3. Preliminary 2019-20 Budget Discussion
Agenda

4. Board Focus Areas
   - Legal Review
   - Superintendent Evaluation

5. Effective Empathy: The Secret of Minimizing School Board Conflict
   - The Speed of Trust
   - Restorative Justice
   - Crucial Conversations
1) **Punctuality** – please be on time
2) **Honor Confidentiality**
3) **Listen Actively** – respect others when they are talking
4) **Honesty**
5) **Participate to the fullest of your ability**
6) **All questions are valid** – challenge ideas – not the person
7) **Speak from your experience instead of generalizing**
8) **Goal is to gain deeper understanding** – not to agree
9) **Be conscious of body language and nonverbal responses**
10) **Have a lot of fun**
Retreat Ice Breaker

- Write down the name of someone who has had a very positive or negative influence in your life. Be prepared to briefly explain why you chose that person.

- Write down one of your favorite “things” about Montclair Public Schools. Be prepared to explain your choice.

- Write down something that we can improve in the Montclair Public Schools. Be prepared to explain your choice.

- Write down one thing that you would like to accomplish in this retreat.
Summer Board Retreat
Review of Goals
District SWOT Analysis

SWOT ANALYSIS

- **Helpful to achieving the objective**
- **Harmful to achieving the objective**

**S** - Strengths
**W** - Weaknesses
**O** - Opportunities
**T** - Threats

Internal origin (attributes of the organization)
External origin (attributes of the environment)
Review of Goals

• Goal 1: Be an effective and efficient governance body that establishes and directs the district goals.

• Goal 2: Be responsible for setting policies that prioritize and support growth for all students in areas of delineated need.
Review of Goals

• Goal 3: Be aware of and responsive to the community’s varied values and priorities and shall engage in respectful and timely interactions with the entire community.

• Goal 4: Build the capacity to assure the sound and fiscally responsible disposition of district resources to achieve its goals in a manner that benefits all students.
Review of Goals

• Goal 5: Make measurable progress to becoming a district where race, ethnicity, and/or socio-economic status do not predict student achievement.
Introduction to Effective Empathy using the *Intelligent Influence*® Framework
The Secret of Effective Human Interaction

Intelligent Influence

The 4 Steps of Highly Successful Leaders and Organizations

DALE G. CALDWELL

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Why Influence?

Webster’s defines “Leadership,” “Command,” and “Authority” using “INFLUENCE.”

- Hidden in Plain Sight
- “We do what we do, think the way we think, and accomplish what we accomplish because of influence.”
- Example: Accents
- The Best Music in the World
Things I Have Done

• BA, Princeton
• MBA, Wharton
• Ed.D., Seton Hall
• Senior Executives in State and Local Government, Harvard Kennedy School
• Leadership Coaching for Organizational Performance, Rutgers University
• Author of six books
• President, New Brunswick Board of Education (4 years)
• President, Educational Services Commission of New Jersey (15 years)
• Public School Board Member for 20 years (1998-Present)
• 2009 New Jersey School Board Member of the Year
• Led the Superintendent Searches in Teaneck, NJ; Paterson, NJ; and Lynchburg, VA.
• Finished second in the Trenton Superintendent Search
• New Jersey Monthly Magazine New Jersey Pride Award in Education
Who I Am

Rev. Gilbert H. Caldwell (My Dad), Rev. Ralph Abernathy, and, Dr. King.
Who I Am

Rev. Gilbert H. Caldwell (My Dad), Dr. King, and Rev. Ralph Abernathy
Growth Mindset
vs.
Fixed Mindset
Leadership Control
vs.
Leadership Influence
Effective Board Skills*

- Know your roles and responsibilities
- Devote the time needed
- Understand the complexities of the superintendent role
- Don’t micromanage and jump to conclusions
- Minimize your personal bias and keep your mind open to change

*Source: National School Boards Association
Effective Board Skills

✓ Use “Effective Empathy” to communicate disagreements

✓ Create “Trust” among the board members

✓ Follow “Restorative Justice” principles

✓ Utilize “Crucial Conversations” when necessary
The Effective Empathy Rule

• *Do unto others as you would have them do unto you* – The Golden Rule

• *Do unto others as they would have you do unto them* – The Effective Empathy Rule
Effective Empathy

Empathy: Understanding other’s feelings, experiences and influences.

Ineffective Empathy: Understanding other’s feelings while implementing solutions to challenges that are beneficial to you.

Effective Empathy: Understanding other’s feelings and implementing solutions to challenges that are mutually beneficial.
## Effective Empathy Framework™

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<thead>
<tr>
<th>Influence Understanding™</th>
<th>Internal Influence™</th>
<th>External Influence™</th>
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<tbody>
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<td></td>
<td>Step 1 Empathy Awareness™</td>
<td>Step 2 Empathy Impact™</td>
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<td>Step 3 Empathy Management™</td>
<td>Step 4 Empathy Maximization™</td>
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Step 1: Empathy Awareness

- Who has influenced me in the past?
- How have they influenced me?
- What impact has their influence had on me?
- Are my perspectives reinforced because I spend time with people who think the way I do?
- Do I spend enough time trying to understand the perspectives and influences of people who are very different from me?
Step 2: Empathy Impact

- Do you understand the importance of utilizing "Effective Empathy" instead of "Ineffective Empathy"?

- Describe a situation where, as a School Board Member, you demonstrated empathy.

- Describe a situation where, as a School Board Member, you demonstrated ineffective empathy.

- What specific conflicts are important to you?

- What are the influence reasons for these conflicts?
Step 3: Empathy Management

- Have you taken time to understand the *Five Waves of Trust* described in *The Speed of Trust* by Stephen M.R. Covey?"

- These are:
  - The *First Wave of Trust*: Self Trust
  - The *Second Wave of Trust*: Relationship Trust
  - The *Third Wave of Trust*: Organizational Trust
  - The *Fourth Wave of Trust*: Market Trust
Step 3: Empathy Management

- The mission of Restorative Justice Montclair is “to cultivate an equitable environment where all individuals feel safe, included, heard and will benefit from shared learning experiences.”

- Have you internalized the Seven R’s of Restorative Justice:
Step 3: Empathy Management

- Have you taken time to review *Crucial Conversations* by Patterson, Grenny, McMillan and Switzer.

- Are you following the *Seven Principles of Crucial Conversations*:
Step 4: Empathy Maximization

Creativity

Credibility

Connection

Empathy Maximization™
The 6 Habits of Influential Board Members
by Dr. Dale G. Caldwell

1. They are aware of their past influences and reflect on them regularly.
   (Step 1: Influence Awareness)

2. They know their influence strengths and weaknesses.
   (Step 2: Influence Impact)

3. They strategically manage their daily and long-term Influences.
   (Step 3: Influence Management)

4. They demonstrate “Credibility” in all that they do.
   (Step 4: Influence Maximization)

5. They know how to use “Creativity” to be interesting to the people they interact with on a daily basis.
   (Step 4: Influence Maximization)

6. They know how to read and “Connect” with the influences of other people.
   (Step 4: Influence Maximization)
Questions

Intelligent Influence

The 4 Steps of Highly Successful Leaders and Organizations

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