

Andover School Committee

Minutes –Focus Group

May 7, 2015

Date: May 7, 2015

Location: School Committee Room

SC Members Present: J. Blumstein, P. Colby-Clements, T. Teichert, S. McGready, A. Gilbert

Others Present: Lyle Kirtman, Future Management Systems, Candace Hall, Human Resources Director

1. Chair Annie Gilbert called the meeting to order at 4:08 P.M.

Lyle Kirtman of Future Management Systems has been invited to conduct a series of focus groups to assist in the process of identifying qualities of an interim superintendent. Mr. Kirtman has conducted extensive research on effective leaders and superintendents.

Filling the position with a Transitional Leader for one year and not with someone looking for a permanent position is a different process requiring a different skillset and the School Committee should consider what is important for the first year and what is important for the permanent role because you still need leadership at the superintendent level to help with the transition.

Mr. Kirtman suggested they first look at applications from retired superintendents who don't need a waiver from the Department of Education and those who will take the vacancy seriously. Recruiting applicants based on what is important to the School Committee will also help to narrow the field.

The Research and Data Findings of Effective Leader Qualities, including skills and competencies and the different types of leaders, were reviewed and discussed with the School Committee. He shared his list of seven competencies of high performing leaders asking the School Committee to choose their top 3 from the list.

The list included:

1. Challenges the status quo
2. Builds Trust through Clear Communications and Expectations
3. Creates a Commonly Owned Plan for Success
4. Focuses on Team over Self
5. Has a High Sense of Urgency for Change and Sustainable Results for Improving Student Achievement.
6. Commitment to Continuous Improvement for Self and Organization
7. Builds External Networks and Partnerships

Each School Committee listed their top 3 choices for a one-year Transitional Leader and their top 3 choices for a future permanent position. Their choices for critical competencies for leadership were then tabulated.

The top three choices for the one-year position:

- #3 Creates a commonly owned plan for success
 - . Creates written plans with input of stakeholders
 - . Ensures that people buy into the plan
 - . Monitors implementation of the plan
 - . Adjusts the plan based on new data and communicates changes clearly
 - . Develops clear measurement for each goal in the plan
 - . Creates short and long term plans.

- #2 Builds trust through clear communications & expectations
 - . Is direct and honest about performance
 - . Follows through with actions on all commitments
 - . Makes sure there is a clear understanding based on written and verbal communications
 - . Is comfortable dealing with conflict

- #1 Challenges the status quo
 - . Delegates compliance tasks to other staff
 - . Challenges common practices and traditions if they are blocking improvements
 - . Willing to take risks
 - . Looks for innovations to get results
 - . Does not let rules and regulations block results and slow down action

The same top three choices were selected for a future permanent position but in a different order.

Going forward looking at candidates, the School Committee should recruit candidates that have the skills and competencies for the entry process for the first year and then manage the direction of their top three choices.

Motion to Adjourn.

T. Teichert moved that the School Committee adjourn the Focus Group Workshop of May 7, 2015. The motion was seconded by S. McGready. The motion carried (5-0-0) and the School Committee at 5:30 P.M.

Respectfully submitted,

Dee DeLorenzo
Recording Secretary