

How to Work Less, Produce More and Still Get the Job Done in a Sensible School Week

Presented By:
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"The only things worth learning are the things you learn after you know it all."
-Harry Truman

Step 1: What do you want to add or increase in your school/district? (Check all that apply)

- | | | |
|---|---|---|
| <input type="checkbox"/> Time off for principals & administrators | <input type="checkbox"/> Time principals spend observing classrooms | <input type="checkbox"/> Time spent developing & collaborating with staff |
| <input type="checkbox"/> Ways to monitor, track & increase productivity | <input type="checkbox"/> Ability to attract new principals | <input type="checkbox"/> Understanding of district's vision/goals |
| <input type="checkbox"/> Model for determining priorities | <input type="checkbox"/> Ways to gather feedback | <input type="checkbox"/> More calculated risk taking |
| <input type="checkbox"/> Test scores/school rankings | <input type="checkbox"/> Leadership skills | <input type="checkbox"/> Creative, can-do attitude |
| <input type="checkbox"/> Ability to delegate to staff | <input type="checkbox"/> Planning, goal setting & review | <input type="checkbox"/> Better approach to problem solving |

Step 2: What do you want to reduce or eliminate? (Check all that apply)

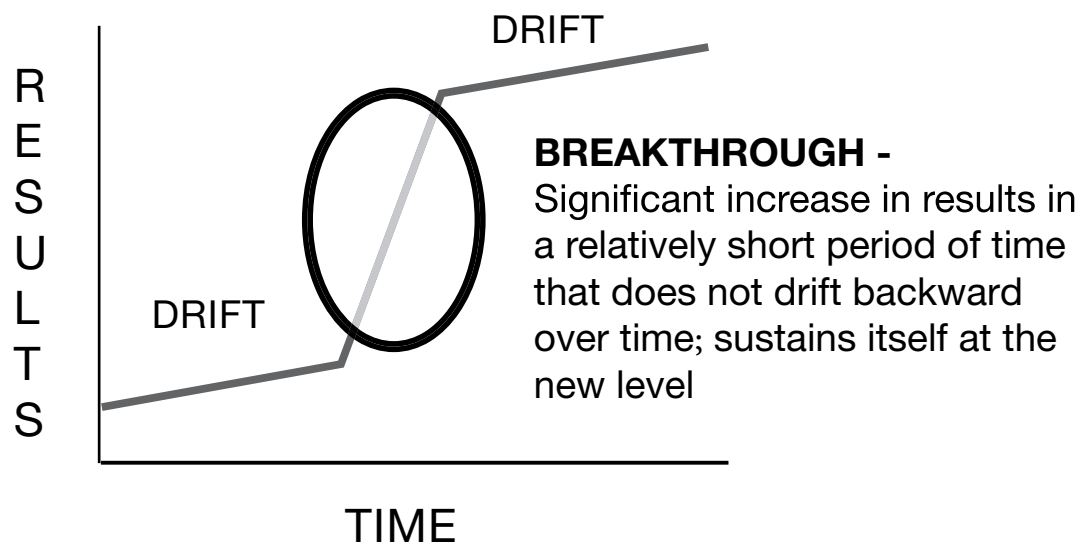
- | | | |
|---|---|--|
| <input type="checkbox"/> Turnover of key staff | <input type="checkbox"/> Time principals spend off campus | <input type="checkbox"/> Amount of work brought home |
| <input type="checkbox"/> Time spent "putting out fires" | <input type="checkbox"/> Staff not working in teams | <input type="checkbox"/> Missed deadlines |
| <input type="checkbox"/> Poor communications | <input type="checkbox"/> 70-hour work weeks | <input type="checkbox"/> Duplication of efforts |
| <input type="checkbox"/> Backlog of e-mails | <input type="checkbox"/> Mountains of paper piling up | <input type="checkbox"/> Useless meetings |
| <input type="checkbox"/> Negative attitudes and/or loss of vision | | |

Step 3: What are the obstacles to achieving the above?

Rank on a scale of 0-4, 0 = not an obstacle, 4 = major obstacle.

- | | | |
|-------------------------------|-------------------------|----------------------|
| ___ Financial | ___ Attitude | ___ Management Style |
| ___ Operations/Administration | ___ Personnel Resources | |

Breakthrough Chart



TECHNICIAN

- A specialist or expert whose expertise runs narrow and deep
- Technicians do one thing and they do it well
- School Examples: Secretary, Teacher, Librarian, Custodian, Nurse, Counselor, AP

MANAGER

- A person whose job it is to get things done through other people
- Primary functions: coordinating the actions of others, supporting, coaching, directing, orchestrating events
- School Examples: Superintendents, Assistant Superintendents, Principals
- Managers **get paid to talk**, not to do anything

Steps to Producing a Breakthrough In Your Time and Results

Clean Out The Office - FUNDAMENTAL PRACTICE #1

- Get rid of everything that does not belong in the office of a manager
- Have your office be impeccable, like an operating room
- Your office should have the consciousness of a conference room

Become Superfluous to the Operation - DO NOTHING

- Become unneeded - do not play - coaches don't play
- Put your attention on training and developing your people

Re-Define Your Secretary's Role

- Secretary runs the school
- Secretary is your gatekeeper, partner and protector
- Do what your secretary tells you to do

Secretary Handles All "Incoming" for You

- People, phone calls, paperwork and email

Secretary Conducts a Daily Meeting With You - FUNDAMENTAL PRACTICE #2

- Brings in all manner of "incoming" to review with you
- Completes the work with you, and decides how to deal with the remainder

Secretary Schedules and Manages Your Time

- 6-8 weeks out
- Including Coaching & Office Days

Secretary Ensures Your Meetings Start and End On Time

- Knock on the door - time is up!

Secretary Stores Your Technical Tools

- Files, binders, books, hardware, etc.

Secretary Has YOU Maintain Your Office in a State of Impeccability

- Points out when it needs to be cleaned

Secretary Keeps You at ZERO

- Present where you are

What Kinds of Conversations are You Having?

Request - FUNDAMENTAL PRACTICE #3

The act of asking someone for something, either to fulfill certain conditions, or to produce a specific result. **3 parts to a request:**

1. **Who**
2. **What**
3. **By When** (date and time)

Satisfaction Requirements

Statements that specify what will make someone satisfied under a given set of circumstances.

3 Possible Responses to a Request

1. **Accept**

I agree to do what you have requested of me and I make a promise to do it.

Promise

A declaration that something specific will be done.

2. **Decline**

I do not agree to do what you have requested of me.

3. **Counteroffer**

I do not accept your request as you have made it, but will you accept x, y, or z instead? (A willingness to make a different promise)

Notes