

# 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)**

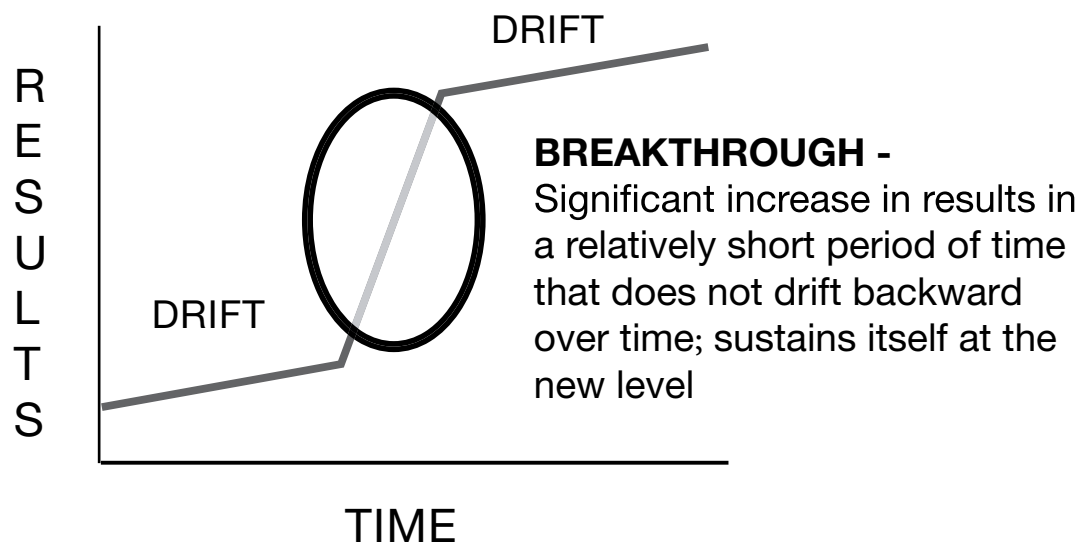
- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Turnover of key staff                    | <input type="checkbox"/> Time principals spend off campus | <input type="checkbox"/> Amount of work brought home |
| <input type="checkbox"/> Time spent "putting out fires"           | <input type="checkbox"/> 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.

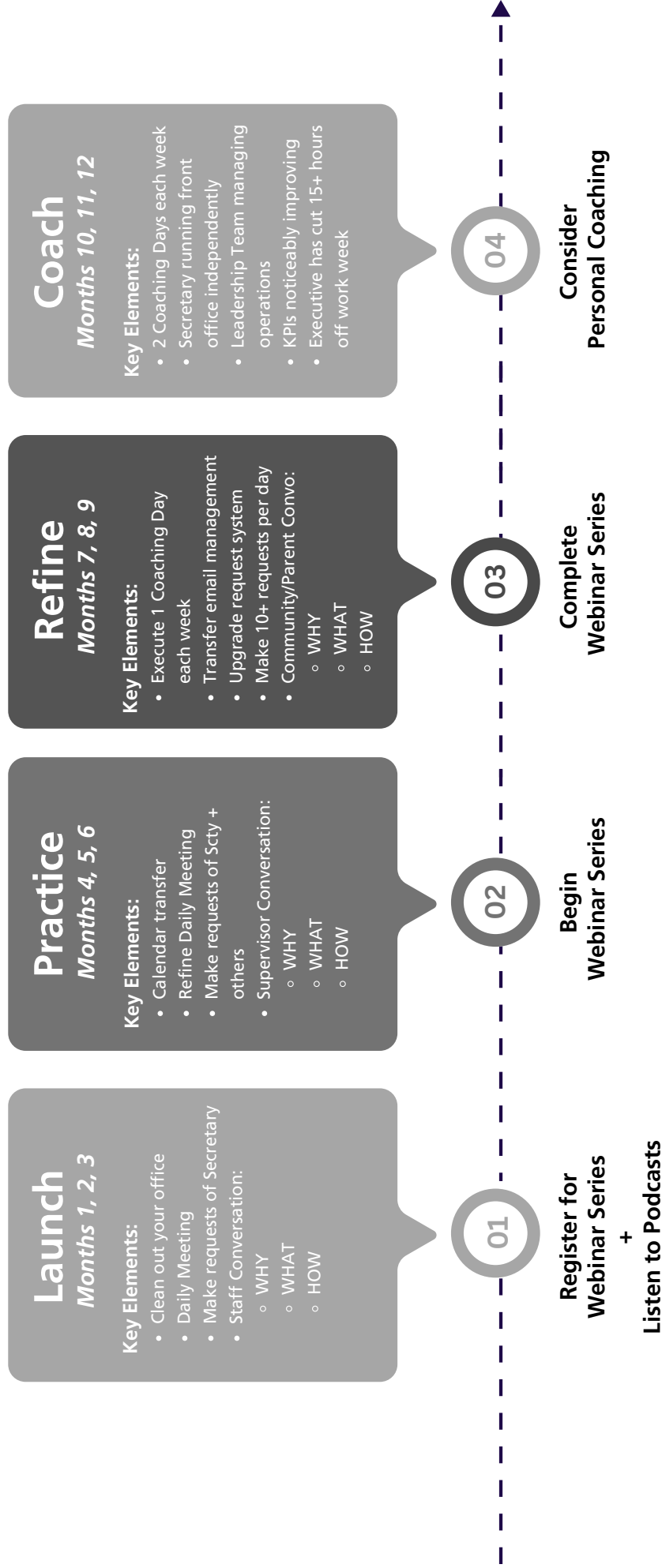
## 2. **Decline**

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)

# Year 1 Implementation Timeline



# Notes



Referral Form



Feedback Form