

**MN Association of School Administrators**  
**March 18, 2010 • 12:45 to 1:30 PM**  
***Effective Educational Leadership is Not About***  
***Power: The Art of Influence***

**Orientation**

12:45

- Introductions - MASA Colleagues & Bruce Miles, Ed.D.
- Goals for this session
  - 1) Review applied leadership research for influence strategies
  - 2) Consider a new leadership model to differentiate leadership
  - 3) Review planning & decision-making tools for group influence
  - 4) Review techniques for planning, leading, managing & supervising
  - 5) Evaluate this session
- Collins: *Good to Great in the Social Sectors: Issue #2: Level 5 Leadership*
  - Getting Things Done Within a Diffuse Power Structure
  - Page 9: Nonprofit leaders do not usually have the full power of decision.
  - Page 10: *“There is the power of inclusion, the power of shared interests, and the power of coalition. Power is all around you to draw on, but it is rarely raw, rarely visible.” and “...most nonbusiness leaders simply do not have the concentrated decision power of a CEO.”*
  - Page 13: *“True leadership only exists if people follow when they have the freedom not to.”*

**Influence Factors: Applied Leadership Research**

12:50

- Leadership Issues (handout 1)
- Master Leadership Challenges (handout 2)
- How Do Leaders Create Followers? (handout 3)

## **Influence Shadings: Leader's Window**

1:00

- Styles
- Styles for large groups (Windows 1 & 2)
- Styles for small teams & individuals (Windows 3 & 4)
- Ability + Motivation = Window

(handout 4)

## **Influencing Groups: Planning & Decision-Making**

1:10

- Why Teams Fail
- Planning Funnel
- Chainsaw Planning Step #1: Problem ID & Sorting
- Chainsaw Planning Step #2: Develop Vision & Mission
- Chainsaw Planning Step #3: Develop Priorities
- Chainsaw Planning Step #4: Priorities to Goals
- Chainsaw Planning Step #5: Develop Workplans

(handout 5)

(handout 6)

(handout 7)

(handout 8)

(handout 9)

(handout 10)

(handout 11)

## **Influence Through Delegation & Results**

1:20

- **DML** (Delegate, Mentor, Lead)
- Project Management Skills for Tough Times
- Project Management Disciplines
- Project management - Worksheet
- Chainsaw Planning Step #6: My Job, Your Job

(handout 12)

(handout 13)

(handout 14)

(handout 15)

## **Closure**

1:30

- Thank you for the opportunity to work with you
- Please fill out the attached evaluation