

MICHIGAN LEADERSHIP INSTITUTE

DEVELOPING, DEPLOYING
AND SUPPORTING
OUTSTANDING LEADERS

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1. What's New

Leadership Opportunities

Superintendent, Gobles Public Schools, Gobles MI; Application deadline: February 17, 2012, at 4:00 p.m. For information contact the search consultant, Dr. Craig Misner, at 269-491-0922 or w.craigmisner@comcast.net. Interested candidates should complete and submit the online application available on the Michigan Leadership Institute website (www.mileader.com).

Superintendent, St. Joseph Public Schools, St. Joseph MI; Application deadline: February 17, 2012, at 4:00 p.m. For information contact the search consultant, Dr. Craig Misner, at 269-491-0922 or w.craigmisner@comcast.net. Interested candidates should complete and submit the online application available on the Michigan Leadership Institute website (www.mileader.com).

Superintendent, Shelby Public Schools, Shelby MI; Application deadline: March 5, 2012, at 4:00 p.m. For information contact the search consultant, Dr. Michael Wilmot, at 248-755-7596 or wilmotmli@hotmail.com. Interested candidates should complete and submit the online application available on the Michigan Leadership Institute website (www.mileader.com).

New Regional President for Southwest Michigan

MLI is excited to be adding the leadership expertise of Gary Rider to the MLI Team of Regional Presidents. Gary, currently the Superintendent of Thornapple Kellogg Schools, will be retiring from Thornapple-Kellogg Schools in June. His position with Michigan Leadership Institute became official at the beginning of January, and he will work for Michigan Leadership Institute on a limited basis until he completes his responsibilities to Thornapple Kellogg Schools. Gary's 36-year career in education has included 8 years as a superintendent (Thornapple Kellogg and Brandywine Community Schools) and multiple administrative and teaching positions in six other districts. He has been active professionally as a member of the MASA Council, the MASSP Political Action Committee and as an NCA Site Visitation Chair. Gary's role with MLI will be to provide executive search and support services to the school districts of southwest Michigan. For the next several months, he will be working closely with Dr. Craig Misner, who will be leaving MLI in June to enjoy full retirement.

Website Redesign

On January 18th, Michigan Leadership Institute launched our new website. The website address www.mileader.com has not changed, but the web pages have been redesigned/updated and include lots of new content. As it evolves in the next couple months, we will be adding video and other updated features to the website. The website is the location of the on-line application for positions in MLI-facilitated searches.

First Year Supports for New Superintendents

With an unprecedented number of first time superintendents taking on the leadership of Michigan school districts, MLI has been actively working to provide critical first year supports for school superintendents. Some of these support services to districts include: Plan of Entry Consultation, Executive Mentoring, Superintendent Strategic Review Team, Functional Area Reviews, Governance Team Retreat Facilitation, Strategic Plan Facilitation and Facilitated Evaluation for the Superintendent. In each of the coming "Leaders' Almanac" issues, we will highlight one of these supports.

Facilitated Evaluation

Superintendent evaluations are highly sensitive. In order to be useful, they need to be constructive, specific, and timely. MLI works with the Board and the new Superintendent to ensure that objectives and accountability are clear, that feedback is constructive and offered in a context where it can be acted upon, and that the Board and the Superintendent look carefully at their interdependent roles and the ways in which they support or fail to support each other's success. A positive evaluation process can help both the Board and the Superintendent to celebrate their accomplishments, recheck their respective expectations, and improve their performance.

2. Following Up



Ben Williams (SUPES 2010) has moved to the position of Superintendent of Central Lake Public Schools. He started in his new leadership role on January 3rd. Ben previously served as High School Principal in Saline Area Schools. Congratulations, Ben.

Note: If you are a SUPES graduate from any SUPES Academy class, please keep us posted as you assume new education leadership roles.

3. Research/Reading Roundup: Avoiding the Willpower Trap-Influencing Human Change

Every administrator, manager, supervisor has experienced it--the frustration of trying to get an employee to change. Conventional wisdom/management theory would suggest that communicating clearly about a shortcoming and attaching consequences for failure to change should resolve the performance problem. However, Joseph Grenny writing in the *Leader to Leader Journal* says that when the problem is a behavior (rather than job knowledge) that approach is inadequate more often than not because the underlying assumption is wrong. That assumption is that the unsatisfactory behavior is a matter of will and that change is also a matter of will. He suggests that "career limiting behaviors" often are unchanged not because the employee lacks the will, but because the employee lacks the skill to change. Grenny says that leaders fall into "the willpower trap" when they think that personal motivation is the only factor in whether someone changes and are reinforced in that belief when no change is evident. He presents a different model for accomplishing change that looks at all the influences that support and enable the undesirable behavior and then gives the employee the tools to make different choices. By looking at six areas of influence in motivation and ability, Grenny says the leader can get a more comprehensive understanding of the problem and then support the employee with specific strategies for moving toward real, positive, and sustainable behavior change. This article explains the areas of influence and gives a clear and specific example of identifying and using influences to accomplish behavior change in the workplace. It challenges leaders to facilitate employee behavior change by teaching them and giving them the tools to change and grow.

Read the full text of this article, "Change Anything: the 21st Century Approach to Performance Management and Avoiding the Willpower Trap," online or in print in the *Leader to Leader Journal*, Winter 2012, pp. 26-31.

4. The Leaders' Speech File: Presidential Wisdom

- The test of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there. —James Buchanan
- If your actions inspire others to dream more, learn more, do more and become more, you are a leader.—John Quincy Adams
- A man is not finished when he is defeated, he's finished when he quits.—Richard Nixon
- Do you want to know who you are? Don't ask. Act! Action will delineate and define you.—Thomas Jefferson
- Rules are not necessarily sacred. Principles are.—Franklin D. Roosevelt
- The only limit to our realization of tomorrow will be our doubts today.—Franklin D. Roosevelt
- There are many ways of going forward, but only one way of standing still.
--Franklin D. Roosevelt
- Be sure you put your feet in the right place and then stand firm.—Abraham Lincoln
- My great concern is not whether you have failed, but whether you are content with your failure.—Abraham Lincoln
- Things may come to those who wait, but only those things left by those who hustle.—Abraham Lincoln

- In every battle there comes a time when both sides consider themselves beaten, then he who continues the attack wins.--Ulysses S. Grant
- There are no constraints on the human mind, no walls around the human spirit, no barriers to our progress except those we ourselves erect.—Ronald Reagan

5. Notes from the Asylum: Senior Strategy

A con man and a senior citizen are sitting next to each other on a long flight. The con man is thinking that he can easily get one over on the senior. So, the con man asks if the senior would like to play a fun game.

The senior is tired and just wants to take a nap, so he politely declines and tries to catch a few winks.

The con man persists, saying that the game is a lot of fun. "I ask you a question, and if you don't know the answer, you pay me only \$5.00. Then you ask me one, and if I don't know the answer, I will pay you \$500.00," he says.

This catches the senior's attention and, to keep the con man quiet, he agrees to play the game.

The con man asks the first question. "What's the distance from the Earth to the Moon?" The senior doesn't say a word, but reaches into his pocket, pulls out a five-dollar bill, and hands it to the con man.

Now, it's the senior's turn. He asks the con man, "What goes up a hill with three legs, and comes down with four?" The con man uses his laptop to search all references he can find on the Net. He sends E-mails to all the smart friends he knows; all to no avail. After an hour of searching, he finally gives up. He wakes the senior and hands him \$500.00. The senior pockets the \$500.00 and goes right back to sleep.

The con man is going nuts not knowing the answer. He wakes the senior up and asks, "Well, so what goes up a hill with three legs and comes down with four?" The senior reaches into his pocket, hands the con man \$5.00, and goes back to sleep.

Moving? Got a new e-mail address? If you are changing districts or changing your e-mail address, please let us know. We'd like to keep your contact information up-to-date in our files so we can continue to send you the *Leaders' Almanac* each month. Just send your new contact information to: mileaderops@gmail.com.

6. About Us

Michigan Leadership Institute is committed to supporting the success of public education by developing, deploying and supporting outstanding executive leadership. Based in current leadership research, all MLI services are developed and delivered by successful leader-practitioners. For more information about MLI services, please visit our web site www.mileader.com or contact any of the regional presidents:

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Our purpose in publishing this newsletter is to share some of the more interesting and useful information gleaned from our ongoing research on the topic of leadership. Please feel free to forward this message to colleagues who may be interested. If they would like to subscribe directly, they can email us at MLI@mileader.com and ask to be added to the mailing list. To unsubscribe, email us at MLI@mileader.com and ask to be removed from the list.

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