

# ACADEMY ACTION

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## Questions

Franklin Schargel an educational consultant, recently identified the following five "Questions All Educators Need to Answer" at a continuous improvement conference in Texas:

1. What is already working?
2. What makes it work?
3. What needs improvement?
4. How do we need to transfer what works to what needs improvement?
5. What do we need to measure to show the improvement?

## Principal Institute Begins

The Academy will begin its first Principal Institute July 20-23. Ray Simon, Director of the Arkansas Department of Education, confirmed the funding for the Principal Institute in a letter on March 17, 1999.

Participants will be involved in four sessions over a period of one year. People from throughout the state and the nation have been involved in developing the design of the Institute, which will include strands on Teaching and Learning, the Change Process, Collaboration, and Building an Accountable System.

Academy partners have been asked to nominate candidates; current principals interested in participating should contact an Academy Partner.

## HUMILITY VS. CHARISMA

In the winter, 1999 issue of *Leader to Leader*, published by the Drucker Foundation and Jossey-Bass Publishers, Patrick Lencioni discusses the apparent choice a leader must make between being characterized by *humility* or *charisma*. Lencioni contends that this is not really a dichotomy. He suggests that each characteristic has both strengths and weaknesses and that the humble leader must work to develop charisma, while the dynamic leader must develop humility. However, he cautions against compromising one's fundamental nature to acquire such balance, since this type of compromise leads to "the stuff of mediocrity."

### The Benefits of Humility

- Engenders trust and loyalty among all who know the leader or those who work closely with the leader
- Allows more honest, unfiltered feedback from employees about what is happening in the organization
- Minimizes politics and positioning within the organization

### The Benefits of Charisma

- Inspires employees throughout the organization, even those who don't know the leader personally
- Provides employees with a symbol to rally around during crisis
- Raises the profile of the organization



### Which Are You?

#### Humble

- Do you consider others in the organization to be as important as you are?
- Do you respect their time as much as your own?
- Do you hold yourself to the same standards that you set for others?
- Are you genuinely interested in what lower-level employees have to say?
- Do employees at lower levels of your organization approach you frequently and comfortably?
- Are you sometimes reluctant to make grand public statements or take bold public action?
- Are you often uncomfortable receiving praise?

#### Charismatic

- Do you consider your actions to be more important than those of the people in your organization?
- Do you look for opportunities to make public statements or take bold public action?
- Are you aware of the extent to which you actively manage your actions for public effect?
- Do people tell you they enjoy hearing you speak?
- Are people in your organization hesitant to give you frank and honest feedback? Are you sure?
- Do you believe that your personal leadership is the key to your organization's success?
- Are you comfortable receiving praise?

Developing both sides of this equation is not as easy as it may appear. Lencioni suggests that humble leaders tend to believe that charisma is phony and unimportant, while charismatic leaders privately believe that humility is a sign of weakness.

QUOTES OF THE MONTH

*"The only things you can learn are the things you don't already know."*  
- Myron Tribus

*"The key is not to change schools, but to improve them."*  
- Franklin Schargel



TEACHERS CAN EARN CREDIT

We have received several request about graduate credit for Arkansas Leadership Academy participation. Several universities have designed programs to incorporate Academy activities with college requirements for graduate credit.

Decisions about offering credit are made by the university. Please confer with your college or university if you have questions about course credit for participation in Leadership Academy activities.

Shared Purpose

The story is told of a NASA grounds-keeper who asked one day by a visitor what his job was. His reply, "To put a man on the moon."



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Institute Schedule

PRINCIPAL (New!)

July 20-23, 1999.....Conference Center

INDIVIDUAL

July 11-16, 1999.....Tyson Development Center

November 28-December 3, 1999.....Tyson Development Center

TEAM

June 20-25, 1999 **Math & Science**.....Conference Center

July 25-30, 1999.....Conference Center

October 3-8, 1998.....Conference Center

TEACHER

July 12-14, 1999.....Forum V Session 4

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