

**COMMUNICATION IS THE
SKELETON KEY TO EFFECTIVE
BOARD-SUPERINTENDENT TEAMS**

ASBA Wednesday Webinar Series
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PRESENTERS:

DR. ADAM LECKIE
SUPERINTENDENT
CASA GRANDE ELEMENTARY SCHOOL DISTRICT

NIKKIE WHALEY
BOARD SUPPORT AND EQUITY SERVICES MANAGER
ASBA



TODAY'S DISCUSSION

TODAY WE WILL COVER:

- **COMMUNICATION BASICS**
- **COMMUNICATION STYLES**
- **COMMUNICATION PROTOCOLS &
AGREEMENTS FOR BOARDS**

**"THE ART OF EFFECTIVE LISTENING IS
ESSENTIAL TO CLEAR COMMUNICATION AND
CLEAR COMMUNICATION IS NECESSARY TO
MANAGEMENT"**

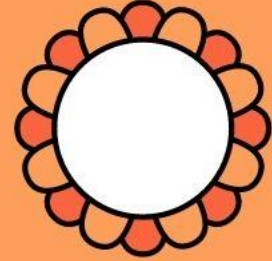
JAMES CASH PENNY



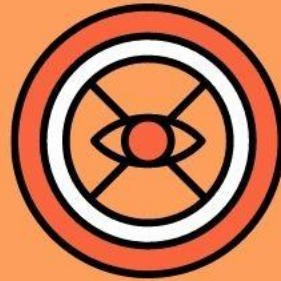
COMMUNICATION BASICS



LISTEN



REFLECT



PROJECT



DISCUSS



LISTENING PITFALLS

INITIAL LISTENING - HEAR THE FIRST BIT AND ASSUME YOU KNOW THE REST

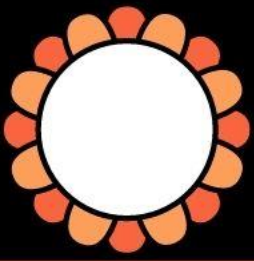
SELECTIVE LISTENING- HEAR WHAT YOU WANT, DISREGARD THE REST

BIASED LISTENING- PREJUDGE THE TOPIC, SOURCE OR SPEAKER. HEAR WITH OPINION ALREADY MADE

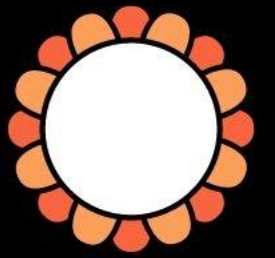
DEFENSIVE LISTENING- LISTENING FOR ANYTHING THAT COULD BE AN ATTACK, CRITICISM OR HOSTILE.

AMBUSH LISTENING- LISTENING FOR ANYTHING THAT COULD BE USED AGAINST ANOTHER PERSON





REFLECT



- WHAT ARE THEY TRYING TO SAY?
 - WHAT CONCERNS DO THEY HAVE?
 - WHAT DO THEY WANT TO SEE HAPPEN?
- AM I UNDERSTANDING THEM CORRECTLY?
 - TRY SUMMARIZING (E.G. WHAT I HEARD YOU SAYING IS... IS THAT CORRECT?)
 - AVOID SPEAKING ON BEHALF OF SOMEONE (E.G. WHAT JOYCE IS TRYING TO SAY IS....)
- HOW DO YOU FEEL ABOUT WHAT WAS SAID?
 - ARE YOU ANGRY, ANNOYED, CONFUSED, OFFENDED, INDIFFERENT?
 - TRY SUMMARIZING (SEE ABOVE) AND, IF NEEDED, SHARE YOUR FEELING (E.G. I AM CONFUSED BY WHAT YOU JUST SAID BECAUSE...)
 - AVOID MAKING ACCUSATION ABOUT OR MINIMIZING THE THOUGHTS OF OTHERS. (E.G. "YOU JUST HAVE AN AGENDA!" OR "THAT'S RIDICULOUS".)



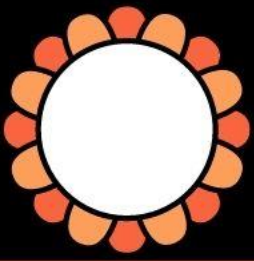


PROJECT

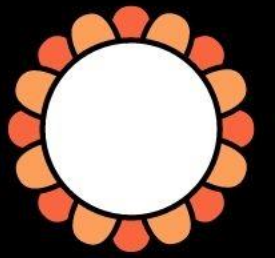
DO YOU LOOK LIKE YOU ARE LISTENING?

- BODY LANGUAGE - DOES YOUR FACE AND BODY PROJECT LISTENING?
 - EYE ROLLS, SIGHS, TAPPING, LOOKING AROUND, SHAKING YOUR HEAD
- TONE OF VOICE- DOES YOUR TONE DEMONSTRATED A DESIRE TO UNDERSTAND OR DISMISS?
 - TRICKY TONE CAN BE PERCEIVED DIFFERENTLY DEPENDING ON COMMUNICATION STYLE
 - BOTH LOUD AND SOFT VOICES CAN BE SEEKING TO UNDERSTAND OR DISMISSIVE





DISCUSS



**ALL MEMBERS ARE EQUALLY ENTITLED TO AN OPPORTUNITY TO SHARE THEIR THOUGHTS
AND BE HEARD.**

- **CREATE OPPORTUNITIES TO LEARN, ASK QUESTIONS AND DISCUSS VIEWS**
- **AIM FOR CONSENSUS- CONSENSUS IS GENERAL AGREEMENT (CAN LIVE WITH IT)**
- **DOCUMENT AGREEMENTS. MAY NEED TO BE REFERRED TO LATER**
- **WHERE CONSENSUS CAN'T BE REACHED, EVEN AFTER FULL-BOARD DISCUSSION, NOTE IT BUT MOVE FORWARD.**



TEAM MEMBER STYLE

DIRECT-ASSERTIVE, FORWARD THINKING

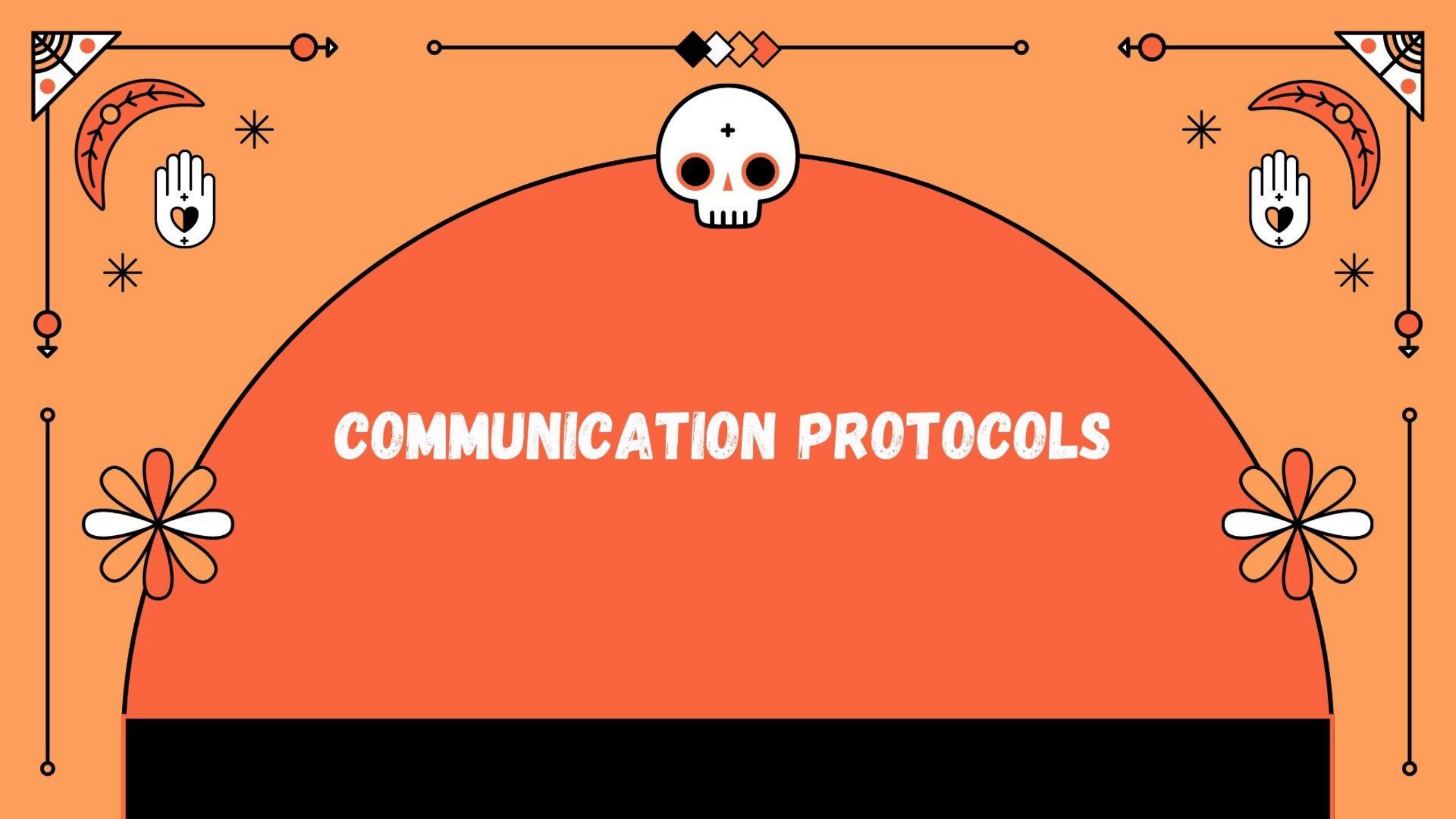
SPIRITED- ENERGETIC, CREATIVE

CONSIDERATE- THOUGHTFUL, SUPPORTIVE

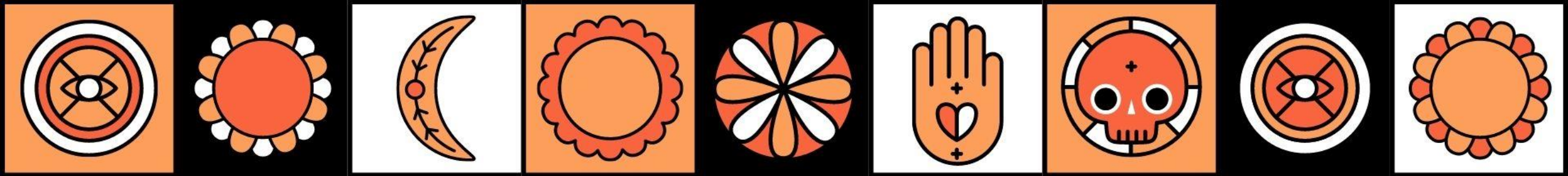
SYSTEMATIC- CONSISTENT, WELL ORGANIZED



ASBA FACILITATED TRAINING



COMMUNICATION PROTOCOLS



**WHEN THE PRACTICES AND PROTOCOLS OF THE GROUP ARE DISCUSSED,
AGREED UPON, DOCUMENTED AND REFERED TO TEAMS:**

PROMOTE MUTUAL UNDERSTANDING

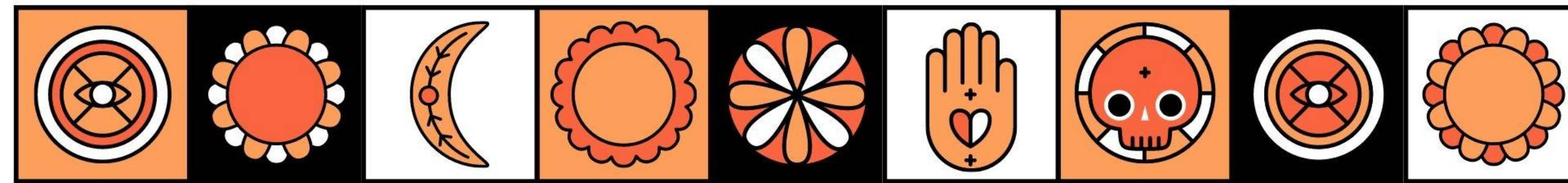
IMPROVE CONSISTENCY

BUILD TRUST

REDUCE NON-PRODUCTIVE CONFLICT

FOSTER COLLABORATION

IMPROVE EFFICACY AN EFFECTIVENESS OF THE BOARD

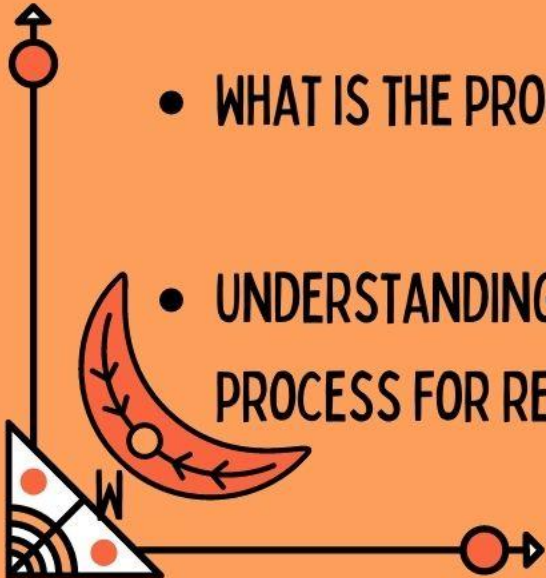




BOARD/SUPERINTENDENT



- WHAT INFORMATION CAN THE BOARD EXPECT FROM THE SUPERINTENDENT AND HOW OFTEN?
- HOW QUICKLY WILL THE SUPERINTENDENT RESPOND TO BOARD MEMBER QUESTIONS? WILL ANSWERS TO INDIVIDUAL QUESTIONS BE SENT TO THE BOARD?
- WHAT IS THE PROCESS FOR WHEN AN INDIVIDUAL MEMBER MAKES A REQUEST OF THE SUPERINTENDENT?
- UNDERSTANDING THE BOARD SUPERVISES THE SUPERINTENDENT, NOT INDIVIDUAL MEMBERS, WHAT IS THE PROCESS FOR REQUESTS THAT MAY REQUIRE SIGNIFICANT TIME OR EFFORT TO BE REDIRECTED?





AGENDA SETTING



- WHEN WILL THE BOARD PRESIDENT AND SUPERINTENDENT MEET TO DISCUSS THE AGENDA? WHEN WILL IT BE MADE AVAILABLE TO THE BOARD?
- TO WHOM SHOULD BOARD MEMBERS DIRECT THEIR QUESTIONS ABOUT THE AGENDA? BY WHEN?
- HOW DO BOARD MEMBERS GET ITEMS PLACED ON THE AGENDA? HOW WILL REQUEST BE TRACKED?
- WHAT AGREEMENTS EXIST FOR HOW AGENDA ITEMS WILL BE ADDED, PRIORITIZED, OR BLOCKED?

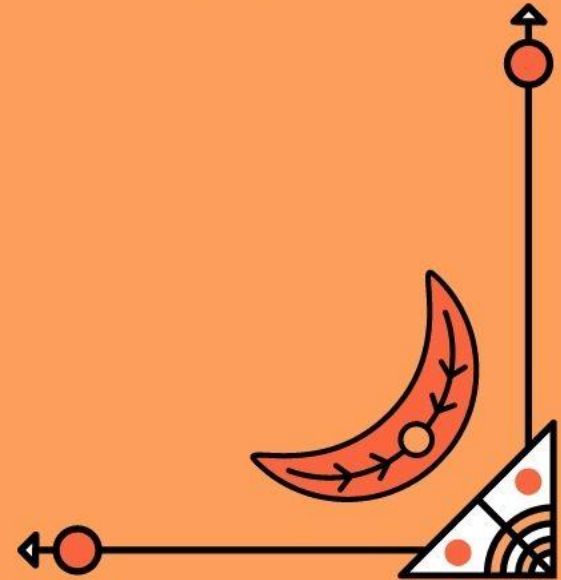




MEETINGS



- WHAT AGREEMENTS EXIST AROUND BOARD MEETINGS? (BEFORE, DURING, AFTER)
- WHAT RULES OR PROTOCOLS ARE USED TO ENSURE ALL MEMBERS GET AN OPPORTUNITY TO SPEAK?
- WHAT ARE YOUR RULES OF ORDER?
- WHAT OTHER EXPECTATIONS EXIST IN TERMS OF ETIQUETTE OR PROCESS?





SITE VISITS



- WHAT IS THE PROTOCOL FOR WHEN BOARD MEMBERS ATTEND DISTRICT OR CAMPUS EVENTS?
- HOW SHOULD BOARD MEMBERS GO ABOUT ARRANGING SITE VISITS? WHAT EXPECTATIONS ARE IN PLACE FOR WHEN BOARD MEMBERS VISIT SITES?
- WHAT IS THE EXPECTATION OF BOARD MEMBERS WHO VISIT SCHOOLS WHERE THEY HAVE A FAMILY MEMBER WHO IS A STUDENT/STAFF?
- WHAT SHOULD BOARD MEMBERS DO IF THEY OBSERVE SOMETHING THAT IS CONCERNING ?





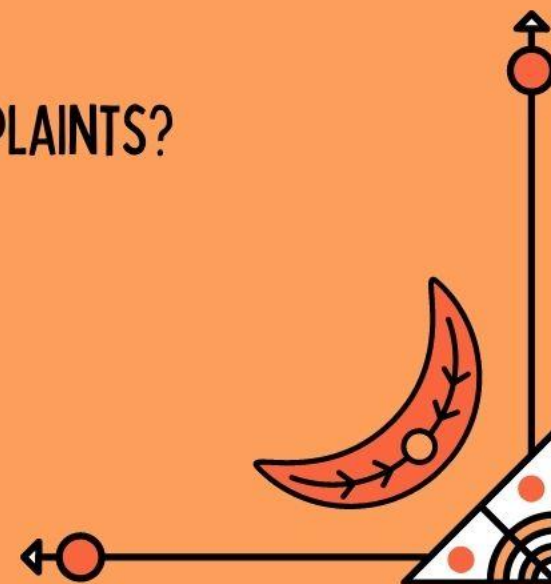
FAMILIES/ STAFF/ COMMUNITY



- WHERE SHOULD QUESTIONS OR CONCERNS BE DIRECTED? WHAT IS THE CHAIN OF COMMAND?
- WHO SHOULD RESPOND TO COMMUNICATION ADDRESSED TO THE ENTIRE BOARD? HOW WILL THE REST OF THE BOARD KNOW A RESPONSE WAS MADE?
- WHAT EXPECTATIONS DOES THE BOARD HAVE ABOUT BEING INFORMED ABOUT COMPLAINTS?
- WHO CAN SPEAK ON BEHALF OF THE BOARD AND WHEN?



THERE'S POLICY FOR THAT



**ASBA IS HERE TO HELP
NWHALEY@AZSBA.ORG**

