



Essential School Leadership with Keith Nix

Lesson 4: Finding and Growing Talent

Outline:

Win the war for talent

- You need to identify people to bring into your school to advance the mission.
- You also identify young and potential talent.
- **Know thyself.** A board lists every competency to run a school when looking for a Head of School.
 - Knowing yourself helps you surround yourself with people who complement you.
- In looking for talent, there are three words to consider: hungry, humble, and smart (Lencioni).
 - Hungry: They want to be better at their craft, and they want to grow.
 - Humble: They need to work well within the team with a high degree of trust.
 - Smart: This is emotional intelligence.
 - In hiring faculty, spending a few hours. You want someone who listens well, has confidence, and are hungry to learn.
 - In every hire, you want them touching a few people on the team, not just one person.
- It should be obvious that you care about their flourishing.

What are some temptations and mistakes in hiring?

- Impressive credentials (degree or major) can be allowed to trump the gut feeling of chemistry.
- Past experience is something to be considered, but not wholly. There are times when taking someone who is green but is hungry, humble, and smart over someone who is taught in a progressive setting who has a mindset and certain habits about education.
- It is hard to be a teacher without parent level maturity. Ideally all of your faculty are growing toward priest level maturity.

How do you work on the school?

- Return to the basic mission and the portrait of the graduate.
- Are we delivering on our promises?
- Appropriate well written surveys go out.
- You cannot work on everything all the time.
- A well written strategic plan informs both goals and priorities of working on the school, part of which is assigned for the Head to implement with his team and some are for the board.
 - This is an orchestrated organized event.



- Evaluate the old wineskins which need to be adjusted, changed, or replaced in order to maintain culture while you are growing. Where do we need new wineskins?

Where do you find great teachers? Where should administrators of a small school look for good teachers?

- The parent community is going to provide you some people who are fully dedicated to the mission, who have talents and gifts in teaching and are already part of your community.
- Go to colleges who are doing liberal arts education.
- Hire people who you want your students to become like.
- For a small school it is going to be local or young people.
- Get your name out early (network, talk about what you want to build). Post on ACCS and SCL.
- Make the need known in the community. Get the word out in churches. Send an email.
- Create a setting for them to flourish, set high expectations with talented people, and then let them run.