



## Growing a Classical School: How Unified Leadership and Teamwork Creates Sustained Growth With Dr. David Seibel

### Lesson 2: The Four Subsystems and Styles

#### Outline:

The Four Subsystems and Styles (The Tools of Leadership)

	Inputs	Adizes Management Role	Output
1	CC Teaching and Learning	Producer	Total Faculty, Staff and Admin Grades Served, Teacher Retention
2	Finance and Operations	Administrator	Total Budget, Hard Coverage
3	Fundraising and Facilities	Entrepreneur	SP/SFP, Square footabe/acreage, Annual Fund/Capital Campaign
4	Marketing and Admissions	Integrator	Enrollment, Capacity, Retention

#### The Four Subsystems

- Teaching and Learning
- Finance and Operations
- Fundraising and Facilities
- Marketing and Admissions

#### The Four Styles

- Producer
- Administrator
- Entrepreneur
- Integrator

#### Subsystems and Styles

- Each style is associated with a subsystem within the school.
- What you lead must dictate how you lead.
  - **Teaching and learning: The subsystem is the content, whereas the leadership tool, the producer is the method or skill.**



- Content and method should be integrated (content and method are inseparable).
- There is a content to educational leadership, not just a method.
- What Dewey did was divorce form from content and education by overemphasizing pragmatic techniques and underemphasizing truths within the content areas.
  - All the complex content in removed for the sake of focusing purely on the skill.
- Leadership in classical Christian education is more than a method or set of techniques, but rather contains a set of convictions and contents.
- In order for a school to reach prime in the lifecycle, four tools must be present within the school producing effective results in teaching and learning (Paei).
- The next is **administering efficient processes in finance and operations** (pAei).
- The third is **entrepreneuring and fundraising and facilities** (paEi).
- The fourth and final tool is **integrating in marketing and admissions** (paeI).
- The number one problem all schools face is that they do not know how to solve their own problems. We do not know how to tune our own leadership instruments.

## Paei: Producing and Teaching and Learning

- Producing and teaching and learning is the heart of the school.
- Your school will be judged by the graduates that come out of your doors.
- Producing and teaching and learning is most crucial in the lifecycle during the stages of infancy and GoGo.
- The producer management styles is on that is focused on doing and making progress and achieving results.
- Producers are focused on implementation rather than strategy and planning.

## paEi: Entrepreneuring and Fundraising and Facilities

- “The best way to predict the future is to create it.”
- Fundraising and facilities are the aspects of the school that require significant strategy, vision, direction, and planning for the future.
- Entrepreneuring and fundraising and facilities is the steering wheel of the school.
- The E function is often the easiest to identify.
  - Evidence of the presence of entrepreneuring and fundraising and facilities would be:
    - A multi-year strategic financial plan
    - A fundraising case for support
    - A strategic plan of major aims



- Entrepreneurship is most obvious during courtship before the school is born and the founder's dreams are turning into plans.
  - During GoGo the entrepreneurship style emerges again.
  - During adolescence it is essential that administering and finance and operations does not crowd out the creative entrepreneurial spirit.

## pAei: Administering and Finance and Operations

- Administrators make sure that the school is orderly and structured and that rules are followed.
- The administering role focuses on how to do things. Getting things organized and generally under control in doing things right in processes, procedures, and systems.
- Administration becomes more important as the school grows in size.

## paeI: Integrating and Marketing and Admissions

- "If you want to lift yourself up, lift up someone else." Booker T. Washington
- Key metrics are retention, total students, and total grades served.
- The integrator is the people person (not task, process, not vision). They will strive for consensus.
- Integrating and marketing and admissions is the school's engine oil that keeps subsystems running smoothly.
- Anyone in leadership at the school must have a capital I in their style (effective at conflict resolution).

## Typical and Optimal Path in the Lifecycle Development

- The typical path is what most schools take.
  - The management functions (PAEI) and their subsystems develop one by one.
  - This is what happens in the majority of schools constrained by money.
  - Division of labor is increasingly important as an organization grows in size.
- The schools most likely to start on the optimal path are those planted by mature schools, charter schools, or schools who have spent years planning with contribution from someone with experience starting schools.