

SAIS | New & Emerging Leaders Institute The Art of Coaching... Building Your Leadership Team

PRESENTED BY:

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About ISM



Since **1975** ISM has been dedicated to the advancement of school management.

We provide creative strategies by combining extensive research, proven management techniques, and personalized service.



About Scott Wilson

- 1980-1981 / Univ. of Georgia Admissions
- 1981-1990 / Baylor School (Chattanooga, TN)
- 1990-1997 / Hammond School (Columbia, SC)

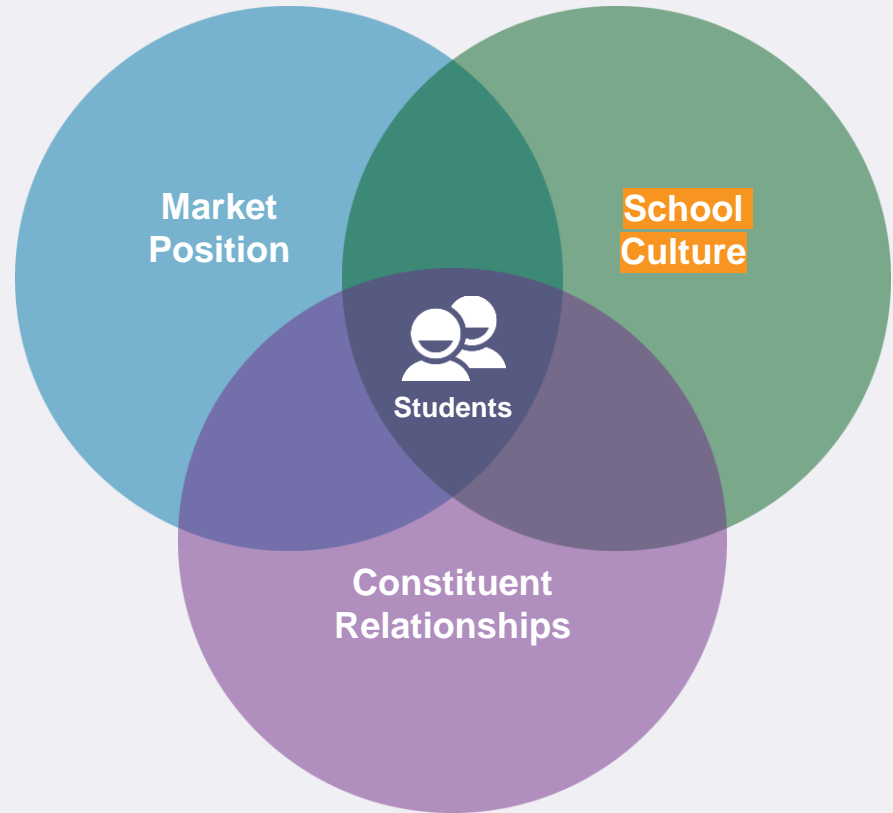
Headships

- 1997-2003 / Valwood School (Valdosta, GA)
- 2003-2009 / Brookstone School (Columbus, GA)
- 2009-2021 / Baylor School

- Joined ISM in 2021!!

The Art of Coaching... Building Your Leadership Team

Leadership & School Culture



Why Culture Matters



“

“If we’re not intentional about culture, another culture will show up!”

-John Burton | 1972 US Olympian;
President, Burton Executive Leadership



A word cloud of positive traits and values. The words are arranged in a circular pattern, with the largest words in the center and smaller words towards the edges. The colors of the words vary, including shades of orange, green, blue, and red. The words include: welcoming, caring, supportive, collaborative, communication, trust, kindness, patience, encouraging, respect, humour, helpful, acceptance, accessible, balance, mentorship, transparency, positive-attitudes, connections, flexible, privacy, confidence-building, equality, courageous, professional, happy-people, giving, lighthearted, dependable, philosophy, participatory, empathetic, sharing, friendly, involved, understanding, smiles, dependability, community, respectful, pride, team-players, driven, happy, humility, clean, risk-taking, playfulness, warmth, adaptable, cooperative, committed, inclusive, and fun.

ISM Research: School Culture & Enrollment

PositiveSchool
Culture

=

Strong
Enrollment



Why Culture Matters...

It's Part of Our Value Proposition... A “Differentiator”



Why Culture Matters...

Culture Helps Set
Norms for Behaviors



A full-page background image showing two hikers on a rocky mountain trail. In the foreground, a man with a large backpack and trekking poles stands on a rocky outcrop, looking towards the camera. In the background, another hiker is visible further up the trail. The landscape is rugged with snow-capped mountain peaks under a clear blue sky.

Why Culture Matters...

Culture Reflects Leadership

You are the sherpa for your school's culture....

Why Culture Matters...

A Positive Culture Changes
Lives For The Better!

“

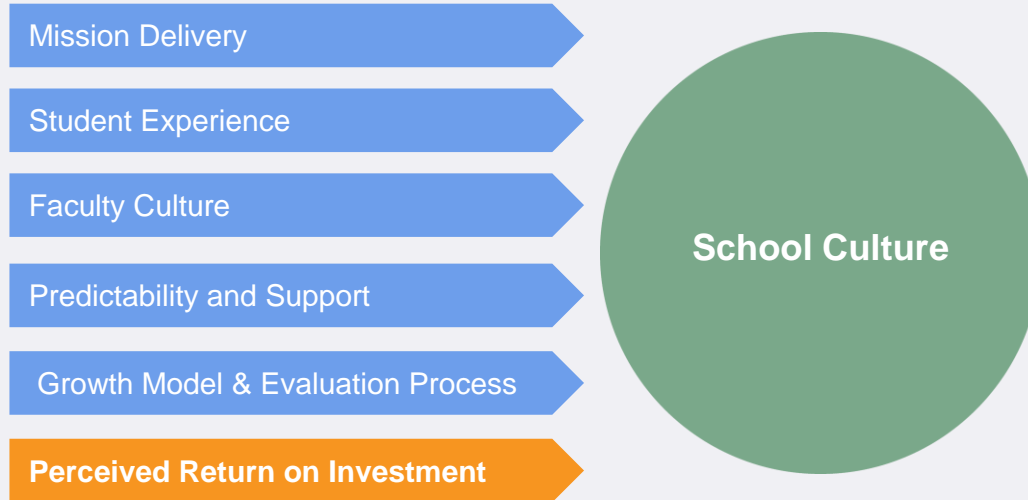
“Education is not
preparation for life;
education is life itself.”

-John Dewey | *American Philosopher and Psychologist*



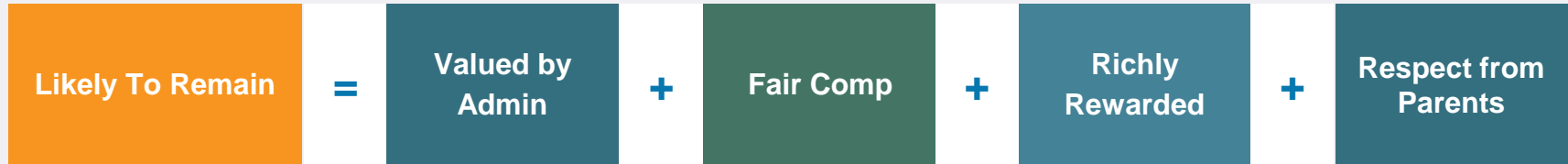
Culture **helps determine**
what kind of school you are;
What **kind of students** you
seek; What kind of **outcomes**
you produce.

The School Culture Sphere



ISM Research on Teachers

MR=.29, $p < 0.001$



Working with Faculty & Staff Successful Heads of School...



Provide predictability
and support



Ask and listen



Manage change
well. Cast a clear
vision and plan.



Back their people!



Craft a healthy
faculty culture.



Spend the time and
resources necessary
to facilitate the
growth of others



Show gratitude



Attend to their
flourishing and
own well-being

Working with Faculty & Staff: Accountability

Leaders are accountable
for accountability.



Accountable to What? Our Core Values

Every member of our professional community is committed to upholding the core values on which the community is founded. Our faculty and staff are dedicated to respecting and serving our families through:

***Community Building**

***Collegiality**

***Professional Practice**

***Professional Growth**

***Attendance and Engagement**

***Timeliness and Punctuality**

***Communication**

***Professional Appearance and Presentation**

***Commitment**

So, How Do We Build Healthy School Cultures?

It Begins with the Leadership Team!
(And This is Not a Guess).



How Do We Build the Culture We Aspire to Have to Have at Our School???

It Begins with the Leadership Team

ISM Research shows that an educational community built on trust improves student outcomes.

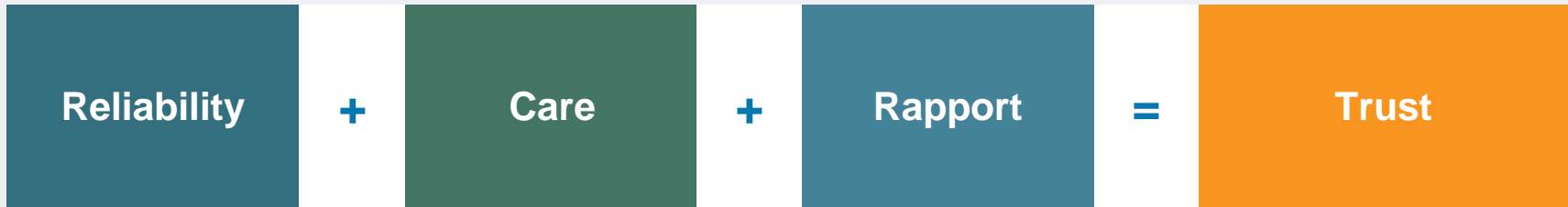
So, just what are your teachers wanting/needing from you???

- Commitment
- Sincerity
- Integrity
- Competence
- Consistency

In short, they need to TRUST you.



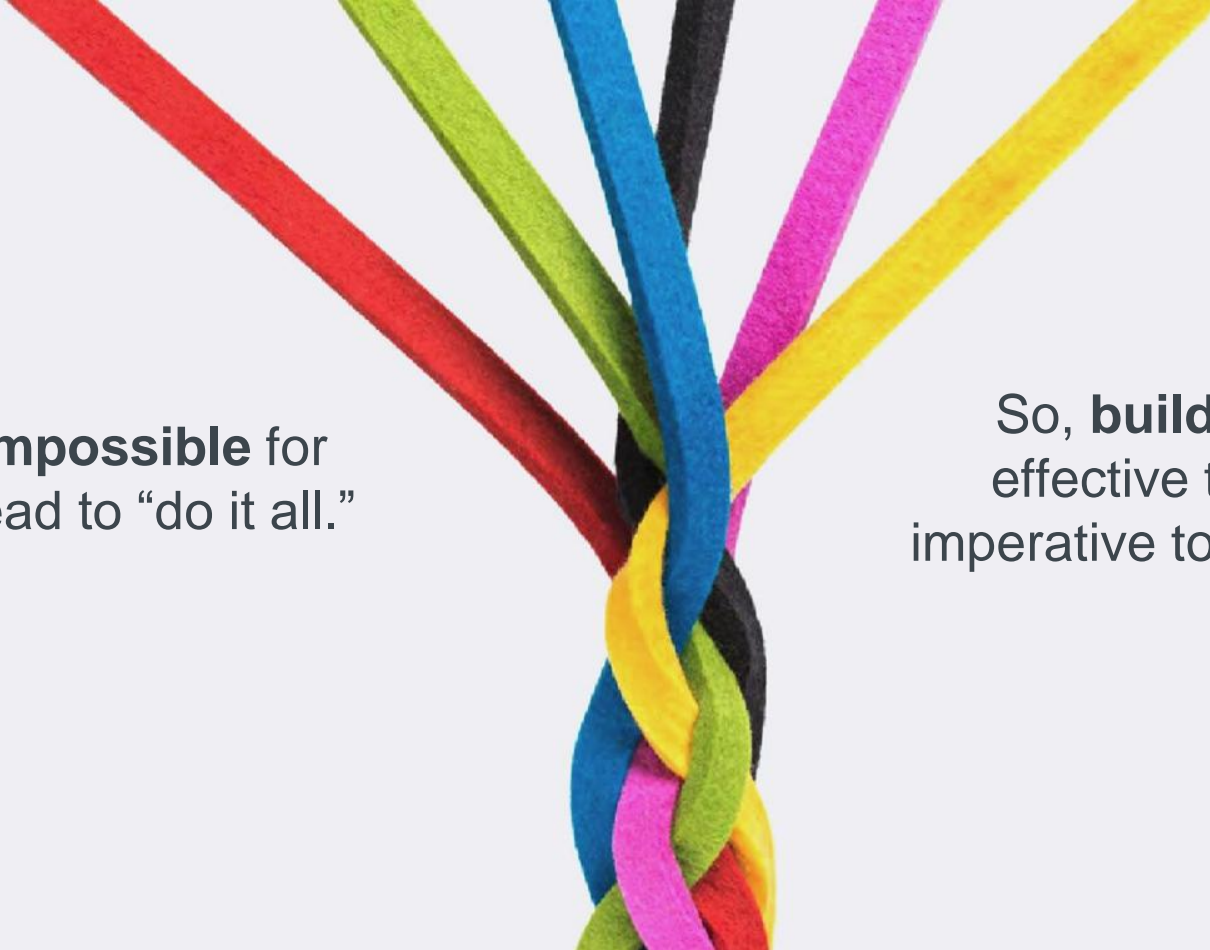
The Trust Equation:



Independent School Leadership Encompasses a Myriad of Facets & Responsibilities

- Having a Vision for the School
- Establishing a Positive Cultural
- Thinking Strategically
- Working with the Board
- Working with Faculty
- Working with Parents
- Maintaining Financials
- Marketing, Admissions,
- Fund-Raising...





It is **impossible** for
the Head to “do it all.”

So, **building** an
effective team is
imperative to **success**.

Building Your Leadership Team

1

What Roles are Represented on Your Team? The ISM Circle

2

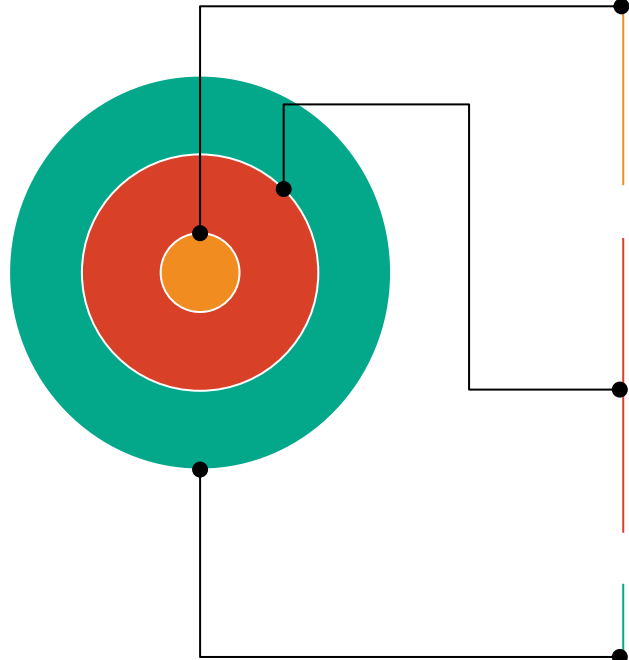
The Right Members of the Team: Qualities

3

Becoming “the Team” Your School Needs

ISM Circle

Leadership Tasks and Responsibilities



A RING

- Guide and Relate to the Board of Trustees
- Implement the Strategic Plan
- Implement Board Policies
- Determine and Evaluate Programs and Functions
- Define and Ensure Personnel Qualities
- Allocate Resources
- Relate to Government, Associations, Institutions
- Represent the School to Community and Constituents

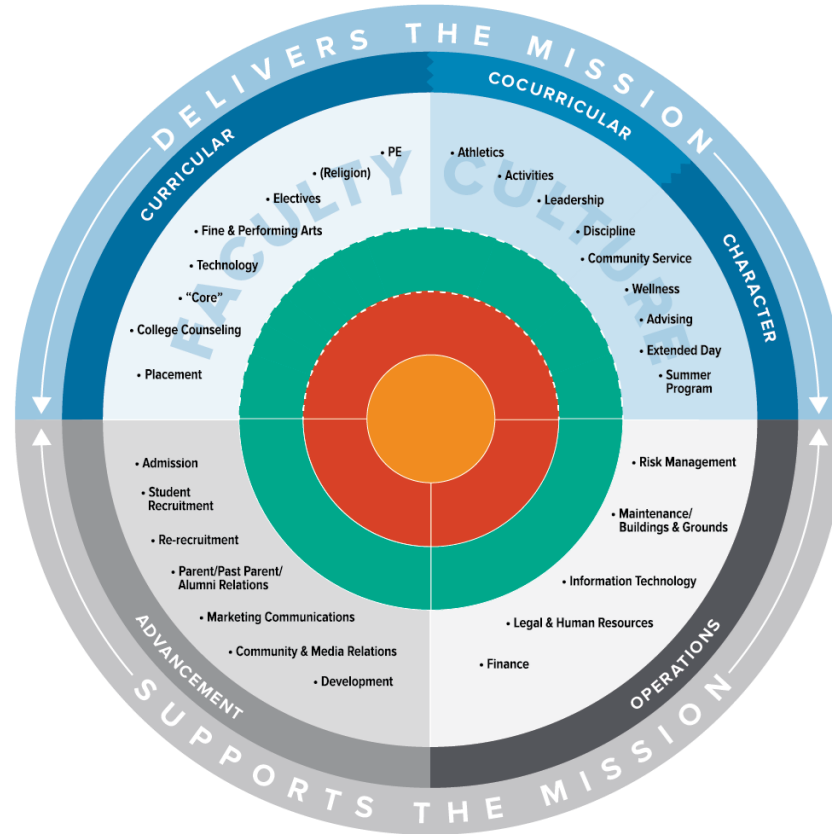
B RING

- Serve on Administrative Team
- Develop and Implement Annual Administrative Agenda
- Implement Operational Policies
- Direct Programs and Functions
- Train, Renew, Evaluate Personnel
- Coordinate Schedules and Calendars

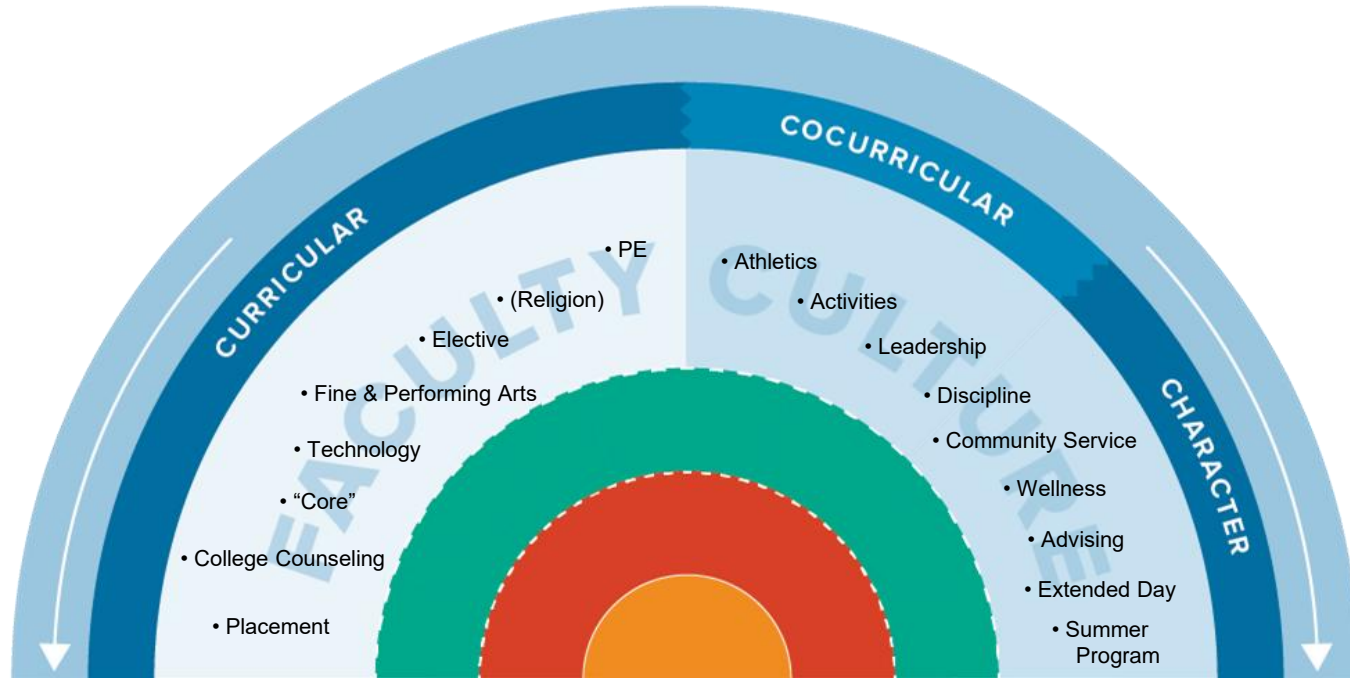
C RING

- Direct Specific Program or Function
- Supervise Personnel
- Develop and Operate with Calendars and Schedules

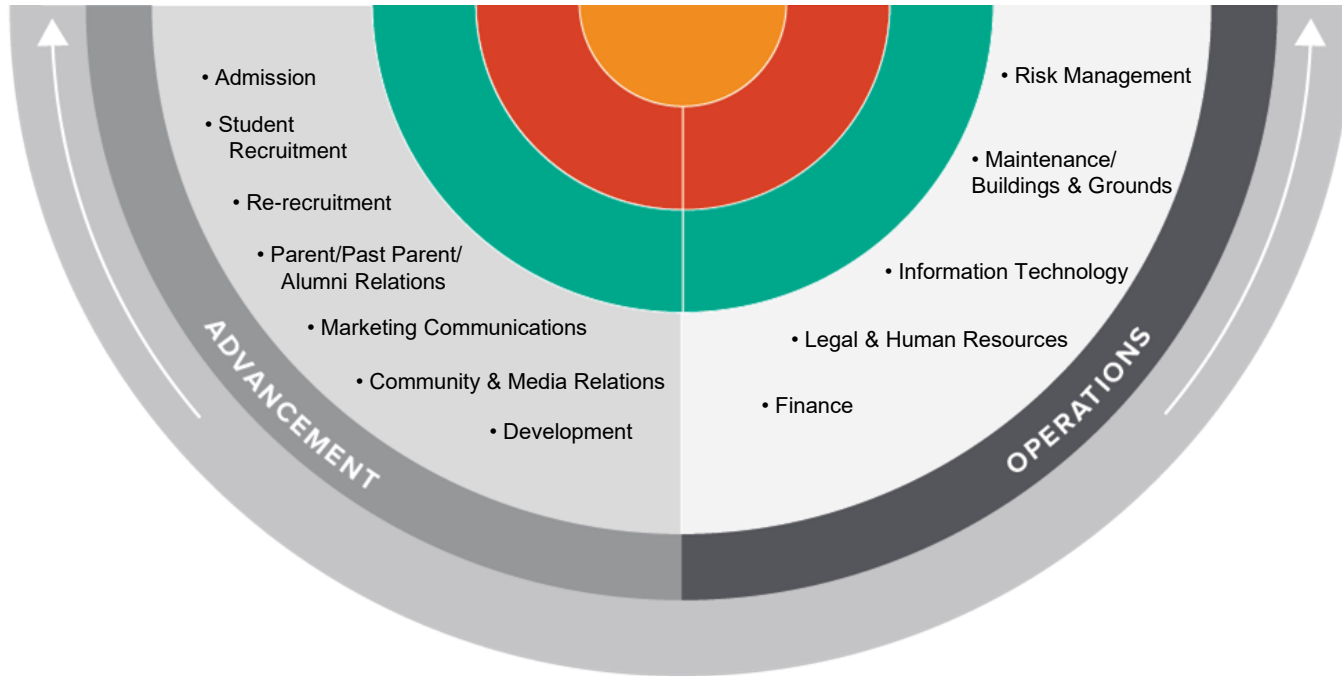
The ISM Circle



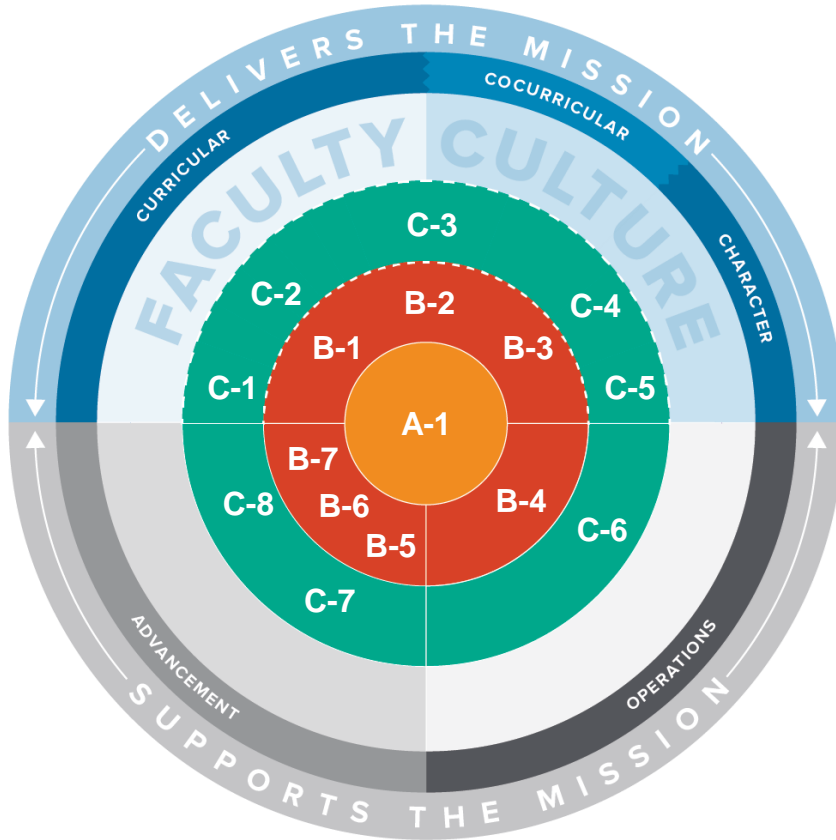
Upper Half



Lower Half



Example School



A - 1 = School Head

B - 1 = Division Head

B - 2 = Division Head

B - 3 = Division Head

B - 4 = Business Manager

B - 5 = Development Director

B - 6 = Marketing Communications Director

B - 7 = Admission Director

C - 1 = College Counselor

C - 2 = Department Chairs

C - 3 = Athletics Director

C - 4 = Extended Day Director

C - 5 = Summer Program Director

C - 6 = Facilities Manager

C - 7 = Director of Data Services

C - 8 = Director of Annual Giving

The Right “Members” of the Team

Requirements for Being a Member of My Teams:

- Expertise/High Performance in Their Respective Jobs
- Being a Productive Member of “the Team”
- Trustworthiness
- Loyalty



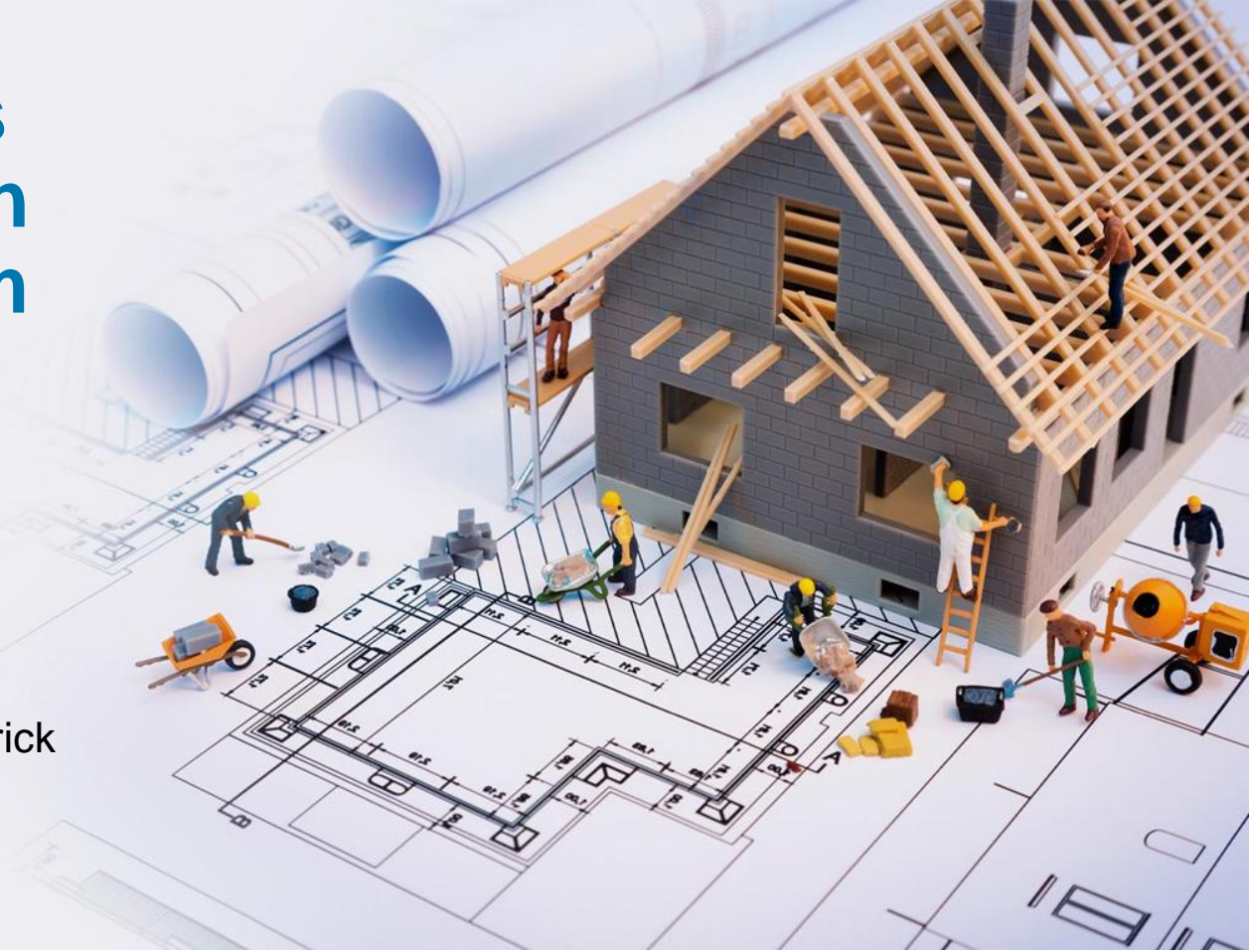
Becoming the Team Your School Needs

While assembling a group
of **talented & good
individuals** is essential to
making a team, **truly
effective teams** possess
qualities that transcend
“the sum of the parts.”



Fundamentals for Building an Effective Team

- Know Thyself
- Know the Members of Your Team
- Ensure Philosophical Alignment
- Goals & Objectives
- Working Together (Patrick Lencioni)





Knowing Thyself Means:

- Being True to Who You Are and
- What You Believe...Being Authentic
- Understanding Your Strengths & Weaknesses
- Understanding Your Behavioral Preferences
- Knowing What “Fills You Up.”

Knowing Your Team Means

- Taking the Time to KNOW Each Member of the Team (*Know What Fills Them Up*)
- Respecting Each Member's Experience, Expertise, Perspective, and Counsel
- Respecting Each Member's Behavioral Preferences
- Empowering Team Members to Do Their Jobs



Your Team & Philosophical Alignment

While Diversity of Thought, Perspectives, and Experiences are Critical to Comprising an Effective Team, the Philosophical Alignment of the Team's Members is Critical to Success.



GOALS

Specific
Measurable
Achievable
Realistic
Time Based

Goals & Objectives

- Establish clear goals and objectives for each member of your administrative team.
- Establish Goals for the Team.

Your Leadership Team Working Together

Patrick Lencioni

- Trust
- Constructive Conflict
- Commitment
- Accountability
- Results







Thank you!

Scott Wilson

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