

# Public Sector Leadership

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# Public Sector Leadership



- **Who is this Guy?**

- Cross-Cultural Experiences – Mandarin Language Church, West and East African Countries, and Mexico
- Licensed Apprentice Embalmer
- Associate Professor of Psychology and Homiletics
- Director of Testing and Counseling
- Dean of Student Services
- Salesman, Sales Manager, and Vice President of Sales/Operations
- Pastor
- Principal/Headmaster
- Consultant
- Chief Financial Officer
- Chief Special Projects Officer

# Public Sector Leadership



- **Who is this Guy?**
  - Chief Logistics Officer
  - Deputy Superintendent of Schools
- **Formal Education (Degree or 18 or more graduate hours):**
- History
- Counseling Psychology
- Marriage and Family Therapy
- Organizational Behavior and Development
- Anthropology
- Theology and Religion
- Education and Educational Leadership
- **What is Missing?**
- Business, Accounting, Mathematics and non-Social Sciences

# Public Sector Leadership



- **His Skills?**
  - Speaking, Writing, Storytelling, Analysis,\* Problem-Solving,\* Deciding,\* Listening, Puns,\* and Adaptability
- **His Weaknesses?**
  - Patience, Attention Span, Attention to Detail, Puns,\* Apple Pie, Spaghetti,\* and Red Zinfandel\*
- **Perfect Preparation to be a Public Sector Leader:**
  - **Foreign Languages** – Get used to Listening to That which is Incomprehensible and to Those you Simply don't Understand
  - **Marriage and Family Therapy** – Learn how to Understand Conflict, Triangulation, and how to Bring Healing to Broken Systems
  - **Physical & Cultural Anthropology** – Learn how to Sift, Sort, and Dig. To Learn to Understand the Power of Culture, Artifacts & Memories
  - **Statistics** – Learn to Analyze Numbers (Many can Add; Few can Read)

\*Quickly and not to Excess!

# Public Sector Leadership



- **What Factors Enhance Trusted Leadership?**
  - Unifying Mechanisms
  - Acting - Not Reacting
  - Being Grounded in Something Other than Work
  - Social Network/Human Capital Bridge-Building & Coaching
  - Determination, Decision Making, and Dedication to Vision
  - Consistency – Trust is almost never Given as a Gift; it is almost always Earned. Once Lost it almost never Returns
  - Empathy\* – Listening and Understanding
  - Genuineness\* – Openness and Self-Disclosure
  - Acceptance\* – Unconditional Positive Regard
  - Congruence\* – Accurate Perception of Self

\*Client-Centered Therapy of Carl Rogers

# Public Sector Leadership



- **What Factors Inhibit Trusted Leadership?**
  - Dysfunction and Chaos in Governance – Chain of Command/Unclear Roles/Swim Lanes
  - Competition for Scarce Resources
  - Dividing Mechanisms
  - Settling for Visual Diversity without True Diversity of Thought
  - Excessive Change in Leadership and Vision (SM vs. SDUSD)
  - The Self-Centric Leader – Relying on Skills, Background, Education, etc.
  - Failure to Understand Systems Theory: Homeostasis vs. Morphogenesis, Public vs. Private Feedback, Non-Linearity

# Public Sector Leadership



Student Achievement is Invariably Negatively Impacted, not because Teachers don't Know how to Teach, but because Teachers and Students can all Smell the Dysfunction in the Air, and are Afraid to Commit, Risk, Dare, or Trust.

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The Trees that are Most Grounded are Those with the Deepest Roots in the Richest Soil through which They Draw Sustenance, Sustainability and Support. In the Largest Forest, each Tree Stands or Falls Alone Depending on how well it is Grounded!

Stay Grounded my Friends!

Phil Stover

**Thank you !**

