

# What's in your pantry? Spice up your leadership

Aggie Malter, PAISBOA

Damian Kavanagh, MISBO

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**AIS**



**Widener  
University**

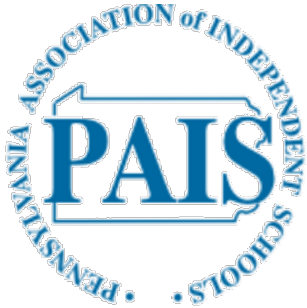
# AGGIE'S JOURNEY



**PennState**



PAISBOA



*Once, Always.*



PHI SIGMA SIGMA

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CAMBRIDGE  
ACADEMY



UNIVERSITY OF  
GEORGIA



# DAMIAN'S JOURNEY



*We power independent schools.™*

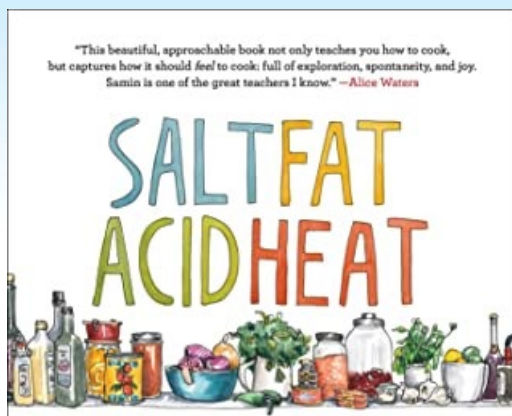
**S A I S**  
serving and accrediting  
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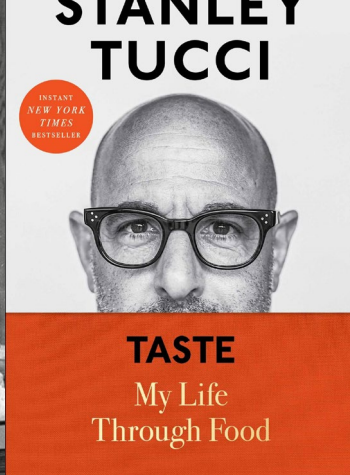
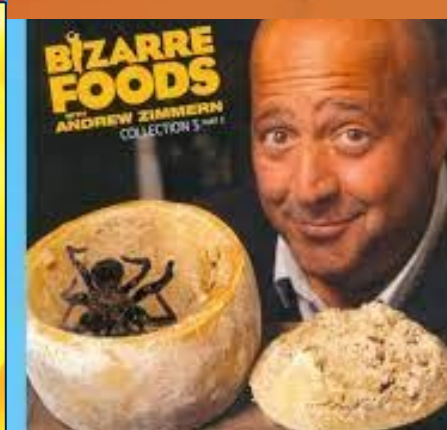
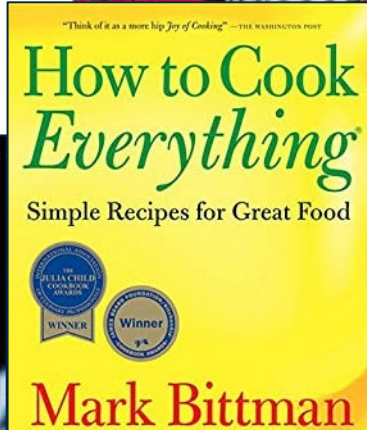
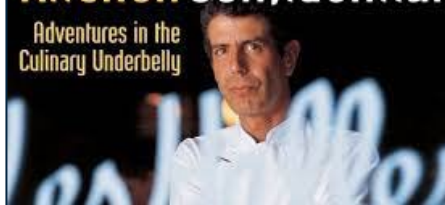
MASTERING THE ELEMENTS OF GOOD COOKING

by **SAMIN NOSRAT**  
and ART by WENDY MACNAUGHTON  
with a foreword by MICHAEL POLLAN

NEW YORK TIMES BESTSELLER

**Kitchen Confidential**

Adventures in the  
Culinary Underbelly



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# Ingrediente Segreto



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# Activity

Generate your list of leadership characteristics.



Characteristics  
Of  
A  
Good  
Leader

# QUALITIES OF A BAD LEADER

CAREERCLIFF.COM

- Don't take feedback
- Don't believe in growth
- Being Overly Conservative
- Permitting Negative Gossip
- Poor Communication of Strategy
- Closed-Mindedness
- Assigning Blame
- Inconsistency
- Being Too Slow to Adapt
- Micromanage
- Can't accept criticism
- Lack of Transparency
- Not Listening
- Dismiss other's ideas
- Valuing Experience Over Potential
- Ego
- Unethical
- Biased
- Working 24/7
- Lack of Empathy
- Not flexible
- No creativity and innovation



# TRAITS OF A GOOD LEADERSHIP

- Self-motivated
- Humility
- Care for Others
- Self-awareness
- Emotional Intelligence
- Self-Discipline
- Passion
- Resilience
- Accountable
- Supportive
- Tech-savvy
- Integrity
- Ability to delegate
- Communication
- Self-awareness
- Gratitude
- Learning agility
- Influence
- Empathy
- Courage
- Respect
- Empathy
- Innovative
- Honesty
- Active Listening
- Self-Confidence
- Vision
- Delegation
- Decision-making
- Problem-Solving
- Fair Attitude
- Inquisitiveness
- Empower others



source: [blog.vantagecircle.com](http://blog.vantagecircle.com); [ccl.org](http://ccl.org)



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# Spices

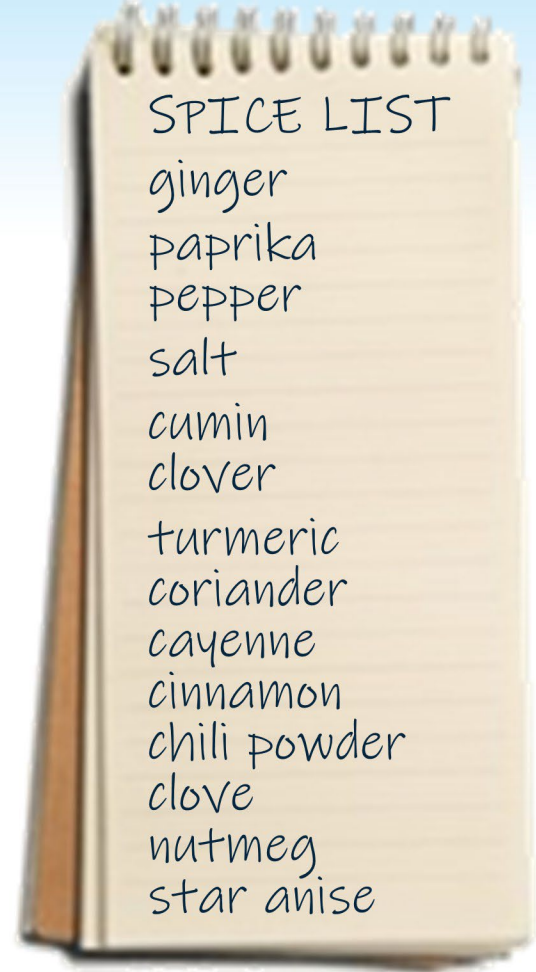


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# Activity

- Take the list of leadership characteristics and put them into your spice rack:

Example: empathy is like cardamom – a little unexpected, complex yet comforting, with an herbal warmth that enhances everything around it.



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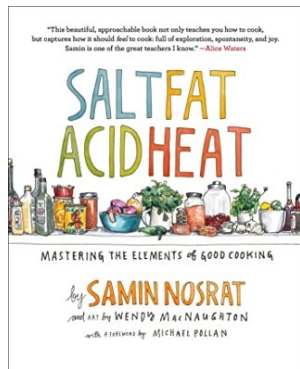
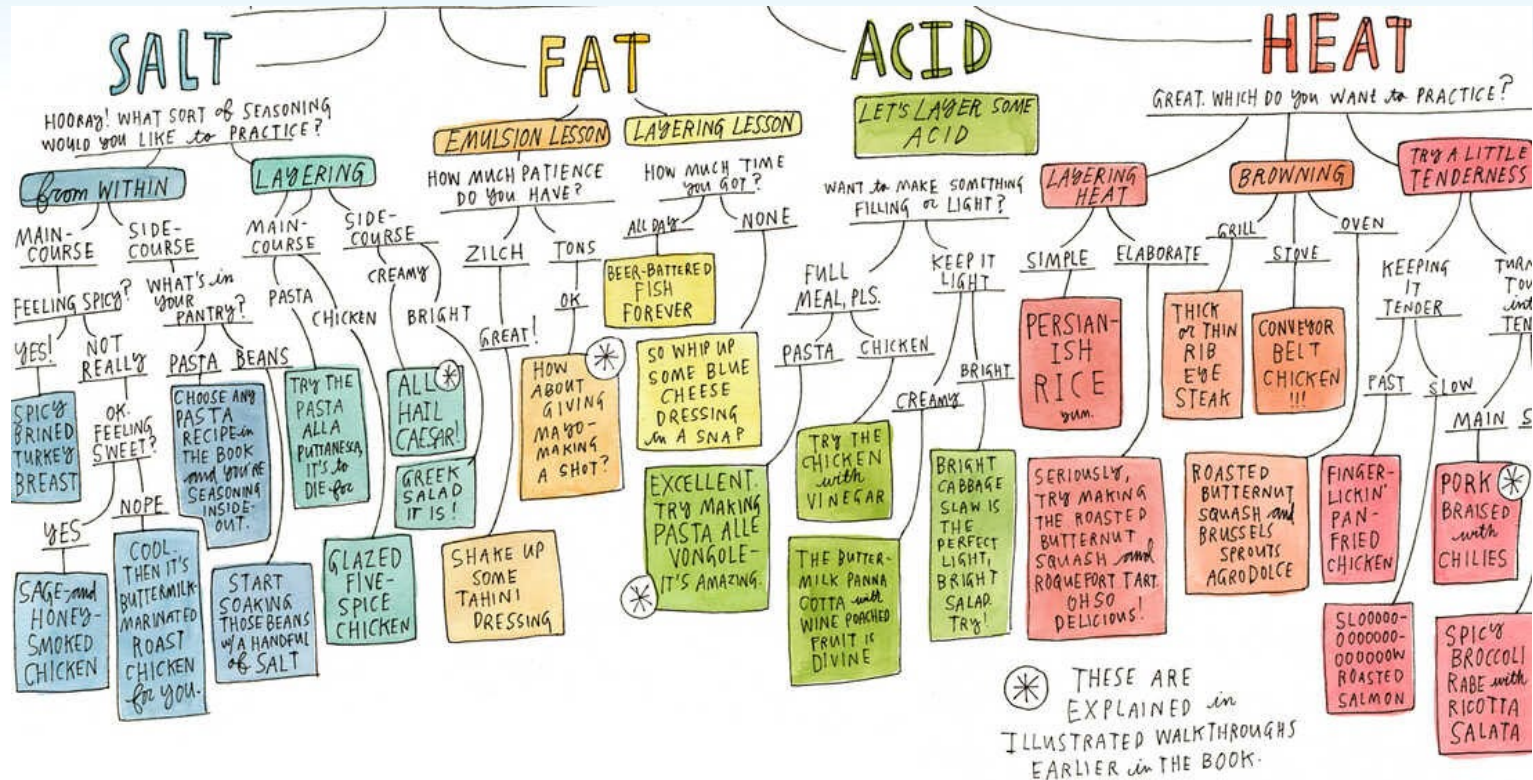
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# Process



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# WHAT SHOULD I COOK?



PERFECT  
↓  
ANATOMY OF A GRILLED CHEESE SANDWICH

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<https://www.npr.org/sections/thesalt/2017/05/30/529699099/-salt-fat-acid-heat-a-guide-to-the-elements-of-cooking>

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# Don't Forget the Eggs!



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Crème brûlée



Soufflé



Meringue

# Activity: The Egg Inventory



Working / Thinking / Learning Styles





## Learning, Thinking, Working Styles

~David Kolb~

Helpful to:

- Understand Self  
Natural instinctive strengths  
*In your groove*
- Understand Others  
Why others do what they do  
*Reduces blaming*
- Create the best group result  
Serves everyone's needs  
*Involves all in effort*

Works for family, work, friends, church, community...



## Learning, Thinking, Working Styles

~David Kolb~

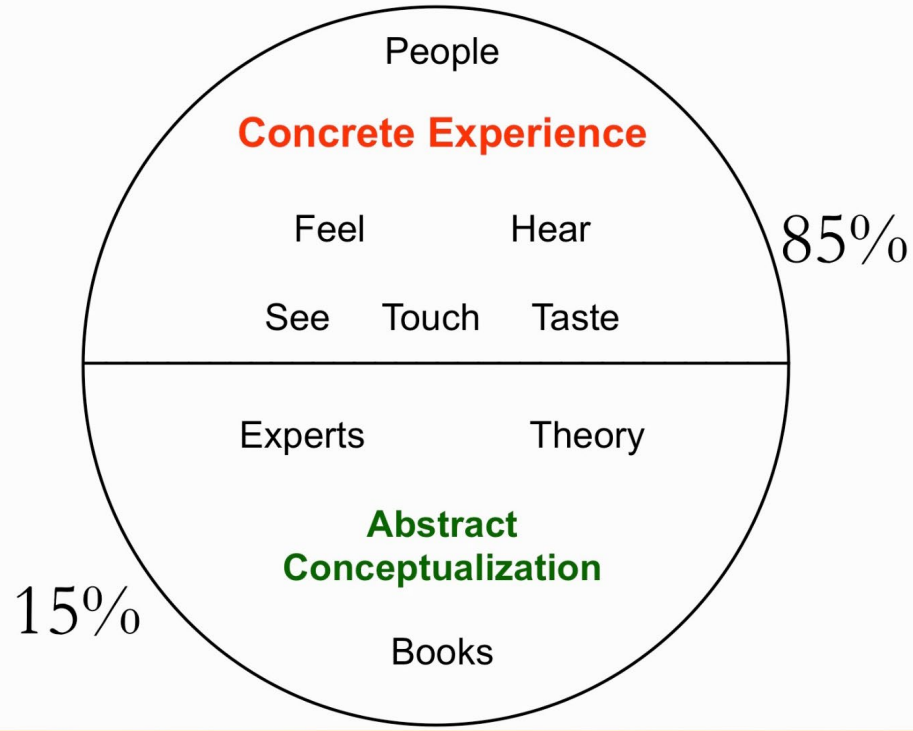
Not intended to:

- Put people in boxes
- Suggest people don't stretch
- Suggest one "style" is better than another

You don't get harmony when everyone  
sings the same note!

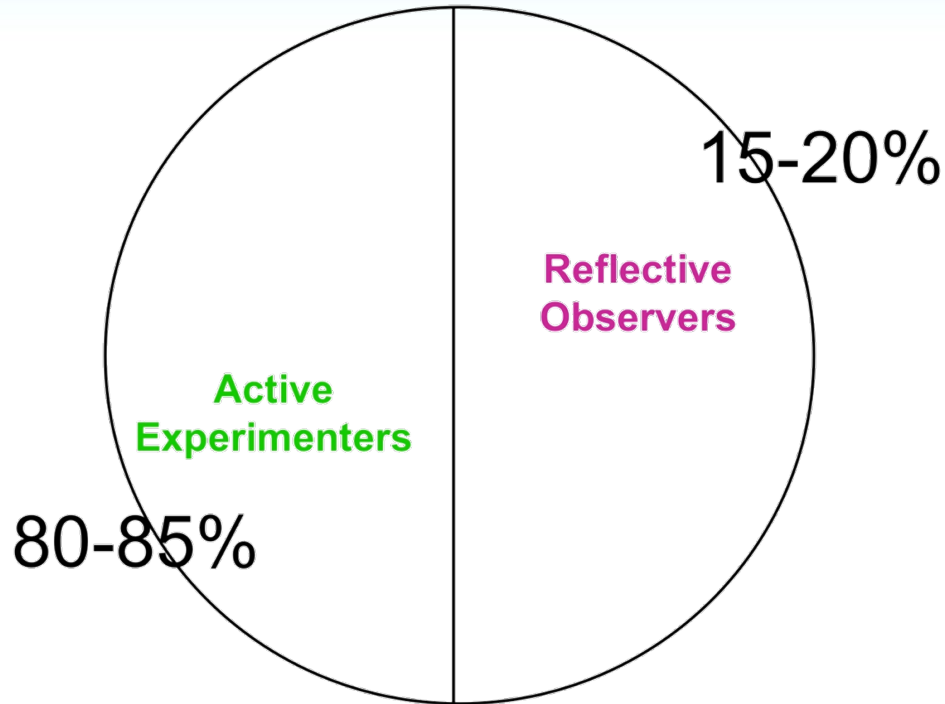


## How we take in information





## How we use information





## The whole picture

**What If?**

70%

**Top-Left**

**Why?**

10-15%

**Top-Right**

**Bottom-Left**

10%

**How?**

**Bottom-Right**

3-5%

**What?**

Concrete Experience

What if?

Why?

- Active problem solving
- Crisis intuitive
- Adaptable
- Entrepreneurial
- Risk taker
- Enthusiastic
- Leads by energizing people
- Holds up vision
- Learns by trial & error
- Loves the big picture

- Sympathetic
- Brings harmony
- Leads by trust & participation
- Observes others
- Seeks personal meaning
- Sensitive
- Reflective
- Helpful
- Directed by feelings & emotions
- Tackles problems by first reflecting alone, then brainstorming

Active Experimentation

Reflective Observation

- Leads by personal forcefulness
- Values strategic thinking
- Practical
- Literal
- Precise
- Seeks analytical solutions to problems
- Thrives on plans & timelines
- Productive
- Steady
- Limited tolerance for fuzzy ideas

- Firm minded
- Learns by thinking through ideas
- Makes decisions impersonally
- Leads by principles & procedures
- Planner
- Uncomfortable with subjective judgments
- Driven by intellect – “What do the experts say?”
- Likes details
- Analytical

What?

Abstract Conceptualization

How does this work?

Think through the details

Finish something

If you live in this quadrant, your “workout” must include:

- Slow down when sharing ideas
- Organize
- Seek facts
- Value strategic thinking
- Listen without fixing
- Respect details
- Reflect
- Appreciate procedures

If you live in this quadrant, your “workout” must include:

- Make
- Be practical
- Try something new
- Organize
- Structure
- Think through how something works
- Plan ahead
- Deal with conflict

If you live in this quadrant, your “workout” must include:

- Respect the process
- Take time to know people
- Create
- Brainstorm ideas
- Reflect
- Listen
- Be sympathetic
- Develop trust

If you live in this quadrant, your “workout” must include:

- Welcome change
- Become comfortable with chaos
- Motivate others
- Think of people
- Risk
- Deal with conflict
- Try it before it is perfect
- Share feelings

Connect with people

Do something

# QUESTIONS - CONVERSATION STARTERS

- Are there people in the room with eggs different from yours?
- Are there people on your team with eggs that are different from yours?
- What modifications have you made to work with other people?

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# Putting it together – add heat



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All chocolate  
chip cookies  
start as dough

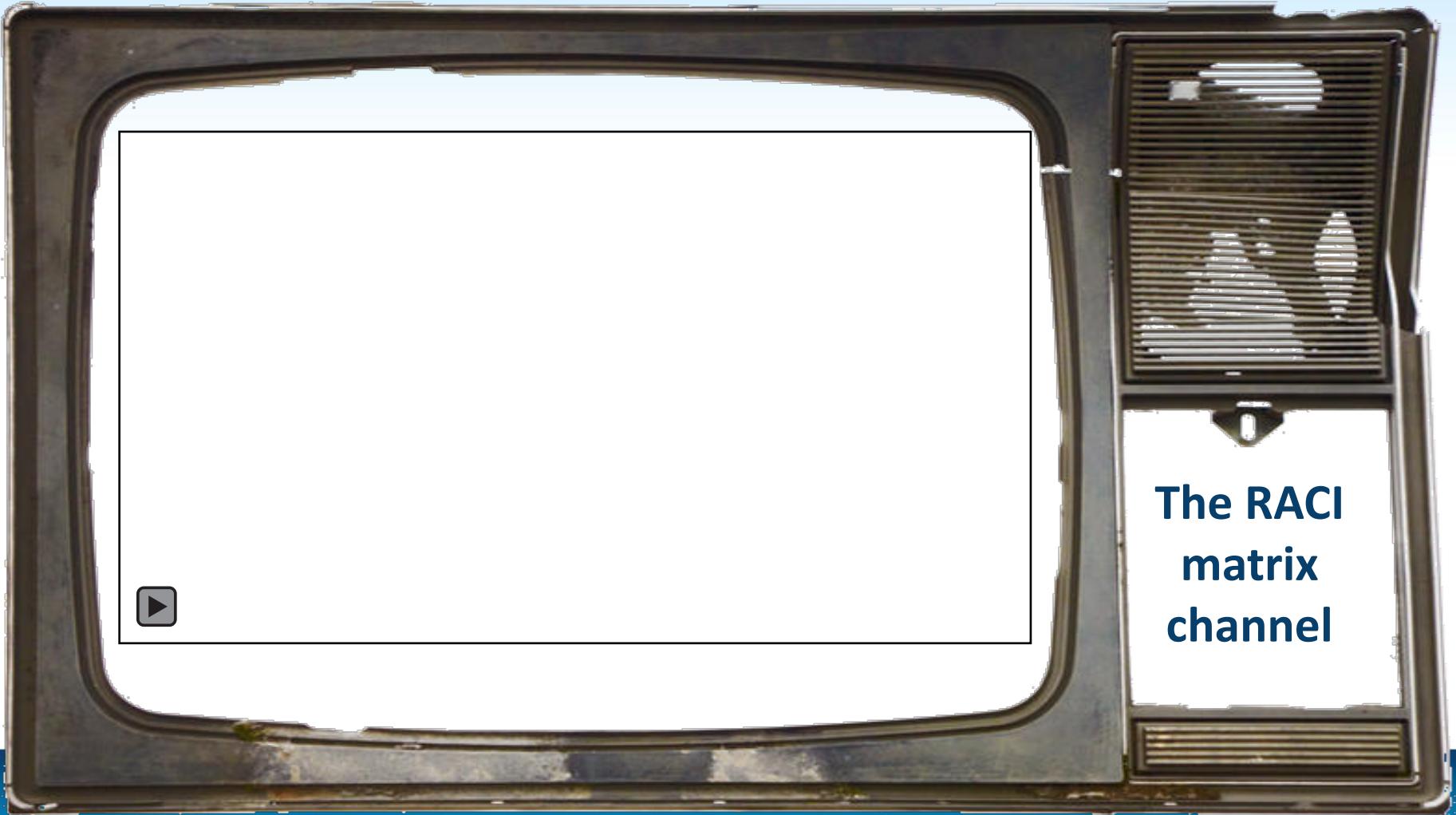
All gumbo  
starts as a  
roux



# The RACI Matrix



<https://project-management.com/understanding-responsibility-assignment-matrix-raci-matrix/>



**The RACI  
matrix  
channel**

# RACI Matrix

Task \ Role	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6
Task 1	R		C			
Task 2	R		A		C	
Task 3	R	R	I	A		I
Task 4			C		R	
Task 5	A	C		I		
Task 6		I	C	C		R



## Responsible

Person assigned to do the activity.

## Accountable


Person makes final decisions and has the ownership.

## Consulted

Person who must be consulted before a decision or action is taken.

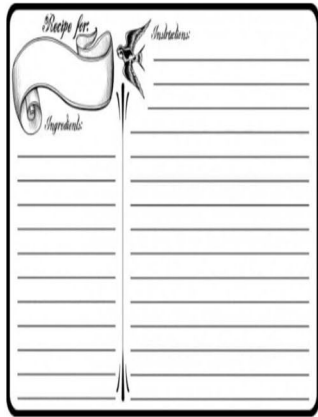
## Informed

Person who must be informed when a decision or action has been taken.



Leadership skills are like anything else, they take practice and effort to do them well. There are many ingredients that go into being a great leader, like focus, commitment, energy, communication, honesty, inspiration, awareness, accountability, etc. The key to the recipe is to blend and mix those traits while following this basic, four-step process:

## RECIPE FOR LEADERS



- 1. CREATE A VISION:** The vision doesn't always have to be large and over-arching, like becoming the best automaker on the planet. It could be becoming the best customer-service unit or sales team your company has ever had – even if just for that one quarter.
- 2. MOTIVE AND INSPIRE:** Why would others want to do this with you? Do they care about their work? Do they care about themselves? What is their personal/professional stake to want to do better?
- 3. MANAGE THE VISION:** Once you have sold the people around you on the idea that the effort is worthwhile, you must prove that to them, each step of the way, as you make progress. Also, show those not directly involved in the effort why what you are doing matters to them, too.
- 4. COACHING THE TEAM:** Leaders do not create followers, they create more leaders. When you build up the individual, the team takes care of itself.

[https://smartbrief.tradepub.com/?p=w\\_resa01&w=d&email=a7e980bdca48ecbe4a3e0f53ffa709d&key=uRrqPjSLvd75dUe8vzVC&ts=19304&u=1742411722331643919195&e=YW1hbHRlckBwYWlzM9hLm9yZW==&secure=1&\\_afn=0](https://smartbrief.tradepub.com/?p=w_resa01&w=d&email=a7e980bdca48ecbe4a3e0f53ffa709d&key=uRrqPjSLvd75dUe8vzVC&ts=19304&u=1742411722331643919195&e=YW1hbHRlckBwYWlzM9hLm9yZW==&secure=1&_afn=0)

# THE INDEPENDENT SCHOOL GROUP RETIREMENT PLAN



THE INDEPENDENT SCHOOL  
GROUP RETIREMENT PLAN

[indyschoolretirement.org](http://indyschoolretirement.org)

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Here is the CE code!

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