School board members are the face of their schools. The mantle of responsibility they carry is heavy. Every word, every action is subject to public review. More than any other elected body, school boards conduct their business in a diverse public setting that includes students, parents, grandparents, teachers, administrators, clergy, media and business leaders. And they must lead as one member of a collective board with an equal voice in decisions affecting the most precious resource of our society—our children. To lead effectively, board members must have multiple tools in their toolkit. Important tools like, effective communication and decision-making must be carried out with civility and a keen eye to the ethical imperatives of leadership. Through discussion, activities, structured reflection and video, engage with fellow board members in this important discussion of professional ethics and civility designed specifically for the challenges faced by school boards. Let’s build our toolkit!

**Workshop Objectives**

Participants will:

Define civility and ethics in practical ways that apply to the role of school board member.

Examine the concepts of civility and ethics in light of the important role of board member.

Examine their personal leadership skill set and leading as part of a board.

Examine how we make decisions...civilly and ethically.

Sharpen their toolset for civil, ethical, effective, communications.

Engage in activities, (please participate), videos, demonstrations, and table discussions as we learn together today.
Introduction and Opening Activity: Quotes

Follow the instructions of the Facilitator and the directions on the slide pictured below

Opening Activity: Quotes
- You have two folders at your table.
- Choose the one entitled Civility. Read the quotes on the handout and then discuss your favorite with the other participants at your table.
- Choose a table favorite to share with the larger group
- Repeat the process with the other folder entitled Ethics

Reflection:
Which quotes were meaningful to you?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
What is your common sense definition of Civility?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

What is your common sense definition of professional ethics?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Reflection: What would an evaluation of civility entail?

An evaluation of board civility should include the following criteria:
Have board members received governance training?
How are issues resolved?
How is the board perceived publicly?
Has the board had a civility study session?
What issues continue to resurface yet never get resolved?
How are board members relating to each other?
How is the board relating to staff?
How long does it take to get things done?
How much time are we spending on personal issues or attacks?
Do speakers feel safe at board meetings? Do staff feel safe interacting with board members?
Does the public feel safe interacting with board members?
Do board members listen, or prejudice issues?

Such an evaluation can guide the board’s work towards civility in the future.

Think about Simon Senik’s Golden Circles. What is your board’s why?

__________________________________________

__________________________________________

__________________________________________
Reflection: IQ, EQ and Mindfulness

Think about the concepts of IQ, EQ and mindfulness. Why is this discussion so important to the IMPLEMENTATION of what we are discussing today?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Leadership Domains

[Diagram of Leadership Domains]

Personal = ____________________
Relational = ____________________
Contextual = ____________________
Inspirational = ____________________
Supportive = ____________________
Responsible = ____________________
**Activity: Evaluate Your Leadership**

Follow the instructions of the Facilitator. Using the slide below, rate your leadership in each area. Think of a mark near the center as indicating poor skill. The farther out the line you make your mark, the more confident you fell in this skill area.

![LeaderShip Diagram](image)

**Activity: Value Sort**

Follow the instructions of the facilitator. In the center of your table is a handout entitled Value Sort. Take a copy and wait for instructions.

Write your results below

1. ____________________________________________

2. ____________________________________________

3. ____________________________________________

4. ____________________________________________

5. ____________________________________________

What impact does your profile of values have on your behavior in a board setting?

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________
**Activity C’ing the Difference**

Your table will be assigned a “C” word. Discuss why your word is important in board conversations. Choose a spokesperson for your group to share your thoughts with the larger group.

**Activity: C’ing the Difference**

1. Civility
2. Connecting
3. Covenants
4. Confidentiality
5. Congeniality
6. Caring
7. Character
8. Clarity
9. Conflict Resolution
10. Comedy
11. Cultural Sensitivity
12. Collegiality
13. Collaboration
14. Curiosity

**Activity: Paper Clip**

Follow the instructions of the facilitator.

**Reflection: What did you learn?**

______________________________________________________________________________
______________________________________________________________________________
Activity: Legos

Lego Activity

* Follow the directions of the facilitator.

Reflection: Why is supportive leadership so important?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Activity: Building Houses

Activity Response

* Planning Process: How did you frame the problem and explore solutions?
  * What “roles” were assumed? Who played the roles? How was that decision determined?
  * Did you make a “firm” or “loose” plan? What were the consequences?
  * Competitive dynamics: How did you anticipate what rivals would do?
  * As school systems do we care about competition?
  * Implementation: Did your plan unfold as expected? What adjustments were needed? Did you have waste, indecision, conflict, confusion?

Responses:_____________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
Activity: The decisions we must make

The decisions we must make!! Addressing them in a civil and professionally ethical manner.

- Review the situation in the folder on your table.
- Your facilitator will be the person at your table whose last name begins with the letter closest to the end of the alphabet.
- 1. What is the ethical dilemma?
- 2. Was there uncivil discourse?

Responses?

Activity: Thinking Hats

Follow the instructions of the facilitator

Activity: Six Thinking Hats

The scenario: A very involved, new board member has a child in one of your schools. The board member has been somewhat critical of the school’s program and some of the processes and procedures in place. One of your great teachers, may have gone a bit overboard in disciplining the board member’s child. On the day of the incident, immediately after school when the principal had just gotten the sketchy facts through the grapevine....

The board member arrives, the conversation is brutal and one-sided. The principal hardly gets a word in. The board member assures the principal that he will be fired and leaves without hearing any of the information the principal wanted to share.

Scene: The next board meeting and you have heard a recounting of the events and a charge for action from your fellow board member. How will you handle the situation?
What did we learn?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

**Toolkit: Words/Actions for Ethical Behavior**

- **Honesty:** You need to be honest in all of your actions, and every communication you make.
- **Integrity:** Integrity means having a consistent character that is demonstrated by an alignment of your thoughts, words and action.
- **Keeping Your Promises:** Keep every promise that you make, and always fulfill a commitment.
- **Loyalty:** You need to be loyal to your school district, your board and yourself, while operating within a strong moral compass.
- **Fair:** In all of your actions, you must strive to be fair and just.
- **Caring:** This involves having a genuine concern for others, as well as a sense of compassion.
- **Respect:** Respect is given because everyone deserves dignity, privacy and rights.
For your Toolkit: Constructive (Civil) Behaviors

- **Perspective Taking** – Putting yourself in the other person’s position and trying to understand that person’s point of view.
- **Creating Solutions** – Brainstorming with the other person, asking questions, and trying to create solutions to the problem.
- **Expressing Emotions** – Talking honestly with the other person and expressing your thoughts and feelings.

**Toolkit: Constructive (Civil) Behaviors**

- **Reaching Out** – Reaching out to the other person, making the first move, and trying to make amends.
- **Reflective Thinking** – Analyzing the situation, weighing the pros and cons, and thinking about the best response.
- **Delay Responding** – Waiting things out, letting matters settle down, or taking a “time out” when emotions are running high.
- **Adapting** – Staying flexible, and trying to make the best of the situation.

**Five Levels of Intuitive Input**

- Physical (body)
- Mental (mind)
- Emotional (heart)
- Spiritual (soul)
- Environmental (place)

All allow us to read individuals or situations or even anticipate an impending crisis.

**Activity: Your group’s example?**
Activity: Board Self-analysis

1._____  6._____
2._____  7._____  
3._____  8._____  
4._____  9._____  
5._____

And in conclusion....

And if we do not act civilly and with professional ethics?

- Terrible communication
- Diminished trust, respect, acceptance, tolerance among board members
- Increased stress, mistrust, frustration, lashing out, fear
- Loss of community respect
- Difficulty in getting anything done
- Makes board work a chore, rather than a joy
- AND most importantly we do not honor the role to which we have been elected.

Reflections on your day? How can you incorporate what you have learned? What will you share with others?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

11