



# It's Not Them It's You! How Managers Hold The Key To Employee Engagement

**Mary Bradley, Sagar Gokhale  
& Josh Halsey**

# Panel

- Mary Bradley
  - Deputy Director
  - Central Michigan University – Center for Charter Schools
- Sagar Gokhale
  - Director: Strategy, Policy, and Accountability
  - Chicago Public Schools
- Josh Halsey
  - Executive Director
  - Washington State Charter School Commission

# Who's in the Room?



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# Here's what we're hoping you'll be able to do...

- Articulate the relationship between management and employee engagement.
- Determine areas of strength and growth for yourself as a manager.
- Identify strategies for improving your management abilities to enhance your team's engagement.

**When you decided to  
attend this session, what  
were you hoping to get  
out of it?**





# Laying the Foundation: Management vs. Leadership

- Planning
- Budgeting
- Organizing
- Controlling
- Coordinating
- Resource Use
- Time Management
- Decision Making
- Problem Solving

- Vision
- Motivation
- Inspiration
- Persuasion
- Teamwork
- Building Relationships
- Listening
- Counseling
- Coaching
- Teaching/Mentoring

# Great Managers Have the Following Talents...

1. The **motivate** every single employee to take action and engage employees with a compelling mission and vision.
2. They have the **assertiveness** and the ability to overcome adversity and resistance.
3. They make **decisions** based on productivity, not politics.
4. They create a culture of clear **accountability**.
5. They build **relationships** that create trust, open dialogue and full transparency.

# What Employees are Saying – What's Important to Them

1. Full appreciation for work done
2. Feeling “part” of things
3. Sympathetic help on personal issues
4. Job security
5. Good wages
6. Interesting work
7. Promotion/growth opportunities
8. Personal loyalty to workers
9. Good working conditions
10. Tactful discipline

# What Employees Want from Managers

1. Reliable and Meaningful Communication.
2. Performance Management Beyond Annual Reviews.
3. Strengths Over Weaknesses.

# Different Approaches to Management



# What's My Obligation?

## As a Leader:

- Set and inspire a vision.
- Craft and live the mission.
- Assemble and motivate the team.

## As a Manager

- Motivate team to realize stated strategic goals.

# Managing Engagement

- Do my team members have what they need to ensure that our team meets its goals?<sup>1</sup>
- Base Camp – What do I get?
- Camp 1 – What do I give?
- Camp 2 – Do I belong here?
- Camp 3 – How can we all grow?

# Managing Engagement

- What are your success measures?
- What is your timeline?
- What's your plan to assess engagement?
  - Have you polled your employees?
  - Have you identified strengths and opportunity areas?
  - What's your timeline?
- Do you make your mission and vision clear at every opportunity?



# The Whole-Person Mindset

## The 4 Need Areas



# Levels of Engagement



# Engagement Through Strategic Planning



# Engagement Through Strategic Planning

## PORTFOLIO MANAGEMENT

To provide access for all students to a quality education; to ensure that the educational options being offered is of the highest quality.

### Wildly Important Goals:

1. Utilize the IAM (quantitative) and qualitative data to develop and implement academy-specific support/oversight strategy
2. Utilize dashboarding to monitor performance at the portfolio and academy level
3. Evaluate the impact of academy specific support/oversight strategy.

## STRATEGIC PARTNERSHIPS

Build relationships and establish strategic partnerships that will create opportunities to further the Center's mission, increase state and national visibility, and further authorizing and oversight best practices throughout the state and nation.

### Wildly Important Goals:

1. Establish partnership with five high quality operators by June 30, 2017 that will positively impact our portfolio's performance.
2. Establish relationships and strategic partnerships that position the Center as a thought leader and creates opportunities that will enhance our ability to improve public education.
3. Establish three initiatives by June 30, 2017 through partnerships with the University and leverage CMU's resources that will provide a value add to our schools while increasing CMU's reputation as a leader in education.

## ACADEMIC SUPPORT

Provide expert academic support to increase overall academic performance of CMU-authorized schools.

### Wildly Important Goals:

1. Establish data cultures for the utilization of data for improved instruction in four (year 1) Falcon Initiative schools by May 2016
2. Increase academic achievement in one "problem of practice" area for three (year 2) Falcon schools by May of 2016.
3. Increase academic achievement in one "problem of practice" area for three (year 3) Falcon Initiative schools by May of 2016.
4. Establish culture of 85% students engaged in classrooms in 11 schools by May of 2016.
5. Deliver New School Support processes for one school by May of 2016.

## COMMUNICATIONS

Engage and inform stakeholders about the Center's mission, our portfolio of schools and the importance of educational choice.

### Wildly Important Goals:

1. Develop a plan targeting key stakeholders with key messaging to position the Center as setting the standards for charter school authorizing and charter school innovation, education, choice and accountability.
2. Develop marketing/communications materials to inform key audiences and stakeholders about the Center in general, and specific programs, services and activities,
3. Develop an external website as an effective communications tool that presents a positive image of the Center brand and serves as a resource for stakeholders and the public.

## DATA

The Center and CMU authorized schools will use essential data that provides for effective oversight, accountability and informed decision making necessary for improving performance.

### Wildly Important Goals:

1. Refine and establish key performance indicators and improve methodology that drive decision making of the Center for use during the 2015-16 reauthorization cycle.
2. Provide essential data to Center staff and schools that will drive decision making and the performance of the CMU-authorized schools by establishment of the new display of growth for the 2015-16 school year and additional data use by schools (e.g., provide data on problems of practice for Falcon initiative).
3. Use research and resources to understand the trends of educational data use that will allow the Center to stay on the cutting edge of the use of data by establishment of dash boarding in 2016 and new initiatives.

## LEADER DEVELOPMENT AND ORGANIZATIONAL CAPACITY

To recruit, retain and develop a team of passionate professionals who are committed to the mission of the Center.

### Wildly Important Goals:

1. Develop/development of leaders.
2. Recruit and retain top talent.

# Josh's Management Approach

- Control
- Competence
- Clarity

*Turn the Ship Around!* By L. David Marquet

- Supplement the above with **Relationship.**

**Let's to a quick pulse  
check...**

**How are we doing on our  
objectives?**



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# Other Approaches?

**What's worked for you?**

**Are there specific challenges you are interested in troubleshooting with the group?**

# Wrap Up



# So What, Now What?

- Complete the *So What, Now What* section of the Key Learnings worksheet:
  - What action items will you implement upon return to your office?
  - What else would you like to spend more time exploring/learning more about?
- Share Out...