



Clovis Unified School District

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Leadership Academy

5 Minute Activity

Hiring is the Most Important thing We Do

Read the following values from *Leadership Philosophies of the Clovis Unified School District* (pps. 17, 18, 19) and then read the excerpt from *Good to Great* by Jim Collins. Discuss one or more of the prompts below.

- A Clovis Unified leader hires the people who meet the needs of the school site or department, then is held accountable for that action.
- You are who you hire.
- We look for people a cut above the average.

Begin with Who

One of the leadership books we read at CHARGE years ago was *Good to Great* by Jim Collins. His philosophy of hiring still aligns with the CUSD philosophy, hiring is the most important thing we do.

“Good-to-great leaders understand three simple truths. First, if you begin with “who” rather than “what,” you can more easily adapt to a changing world. If people join the bus primarily because of where it is going, what happens if you get ten miles down the road and you need to change direction? You’ve got a problem. Second, if you have the right people on the bus, the problem of how to motivate and manage people largely goes away. The right people don’t need to be highly managed or fired up; they will be self-motivated by the inner drive to produce the best results and to be part of creating something great. Third, if you have the wrong people, it doesn’t matter whether you discover the right direction; you still won’t have a great company. Great vision without great people is irrelevant” (p. 42).

Discussion Prompts:

Emerging Leaders (101): Collins talks about getting the right people on the bus before worrying about where the bus is going. Let’s think about that for a minute... In a small group discuss “who” you want on your bus (school site, department, division). What are the characteristics and skill sets that would make your school/department/division great? Make a list of characteristics and a list of skills. Which list is longest? Why? Which list holds the most value in the hiring process? Why?

Established Leaders (201): As a leader, think about how you motivate your team. Make a list of the strategies/techniques you use. Next to each strategy/technique place a star if it motivates all employees. If not, list the employees it does motivate. How do you know it makes a difference? Now, make a list of those employees who do not need motivation to do the right thing. Discuss your lists with a small group. What does this teach us about getting the right people on the bus?

Tenured Leaders (301): A popular Collins quote is “Great vision without great people is irrelevant.” Think about your vision for your school/department/division. Do you have the right people on the bus? Are they in the right seats? Identify 1-2 procedures your department/school/area can implement to ensure you get the right people on the bus and identify 1-2 processes to move/eliminate the wrong people.