“ET TU BRUTE?”

Conspiracy and Betrayal in the District Office
Presenters:

Dr. George Bickert
Superintendent
Ruidoso Municipal Schools

Dr. Marc Space
Superintendent
Grants/Cibola County Schools
In Dante's Inferno, those guilty of treachery were sent to the lowest and coldest reaches of hell, forever frozen up to their necks in lakes of ice with constant blizzards storming around them.
Our presentation is not based on any direct research, but rather, our personal and professional experiences in dealing with central office administrators who sought to undermine a newly appointed school superintendent.
For the purposes of this workshop, our focus is on situations where a superintendent, external to a district, experienced treachery from a central office administrator who believed he or she should have succeeded the outgoing superintendent.
Above all things a Hun must be loyal.

Disagreement is not disloyalty

Actions counter to the good of the tribe are disloyal and those perpetrating need to be expeditiously removed.

Characteristics of This Type:

- Inflated Sense of Self
- Enlarged Sense of Entitlement
- Tendency to Blame Others for Their Mistakes
- Lack of Remorse or Guilt
The Number 1 Specific Skillset for these individuals is: Impression Management:
The ability to suppress emotions and appear pleasant, charming and sincere while manipulating an individual to serve their purpose.
My Associate Superintendent

The Beginning
(March 2013)
• Job offer (Monday)
• Problem (Wednesday)
• Clarification (Thursday)

The Interim
(Mar. – April 15th)
• Spring Budget Conference
• Daily emails

Day 1
• 8:15 a.m.
5 Leadership Team Principles

• Name on the back of the jersey is more important than the name on the front.
• Deal with conflict definitively.
• Be proactive.
• Focus on the stars and develop more of them.
• Make everyone practice.
Who you are IS important, but the TEAM is more important.

“The name on the front of the jersey is a helluva lot more important than the name on the back.” Kurt Russell as 1980 US Olympic Hockey Coach Herb Brooks in “Miracle”.
What Not To Do

Do not ignore the situation - it will not get better.
Do not underestimate the impact this individual can have on others in the organization.
What Should You Do?

If you suspect you are being undermined by an employee, confer with the Board President.

More often than not, he or she will confirm or acknowledge your suspicions.
Deal with Conflict

• You CANNOT ignore the obvious problems (Board members, administrators, secretaries, etc.)
• Find out who is with you/team and who is in it for self.
Be proactive

• The more time you can spend preventing fires; the less time you have to spend fighting them.

• Bad: December 2013- Not moving principal

• Good: December 2015- Moving principal
There is a very real reason that “stars” get preferential treatment...their production!

2007: 5th grade math teacher...

2015: WME teachers...
Practice

• What do your “stars” do to get better?
• Do you push “practice” on everyone?
• 2014: Good to Great
• 2015: Think Like a Freak
Selected Bibliography

The Sociopath Next Door
by Martha Stout

“Inside the Mind of a Workplace Sociopath” by James Adonis
The Sydney Morning Herald, August 9, 2013

“How to Deal With a Sociopath”
www.wikihow.com
“ET TU BRUTE?”

Conspiracy and Betrayal in the District Office