

Leading in All Directions



www.360degreeLeader.com

3



Illinois Association of School Business Officials | Friday, March 6, 2026 | Drury Lane Events, Oakbrook Terrace



Presenters

- **Kevin Dale – Business Manager/CSBO**
Rochelle Schools D212 & D231
- **Stephen Chassee – Principal**
Green Associates



What is a 360 Degree Leader?

- Concept by John C. Maxwell (The 360 Degree Leader)
- Leadership from the middle of the organization
- Influence in all directions: Up, Across, and Down
- Facility professionals are uniquely positioned to lead in this way



Leading Up, Across, Down, and From the Front

- John C. Maxwell's 360-Degree Leadership concept challenges the traditional view that leadership is solely for those at the top.
- It suggests that individuals can exert influence from any position, leading in all directions.



Why it Matters in School Facilities

- Facilities impact safety, learning, and morale
- Facility Professionals interact with Administrators, Staff, Students, and Service Associates (vendors)
- Leadership improves efficiency, trust, and outcomes



Leading Up

Influencing those in authority above you

- Lightening your leader's load
- Being a go-to player
- Communicating with respect and clarity
- Supporting your leader's vision
- Offering solutions, not just problems

Leading Across

Influencing your peers and colleagues

- Collaboration over competition
- Building strong relationships
- Adding value to others
- Practice active listening
- Resolving conflicts constructively

Leading Down

Influencing those you formally manage or mentor

- Seeing everyone as a "10"
- Developing your team
- Modeling the behavior you desire
- Empowering others
- Providing clear direction and feedback

Leading from the Front

Leading by Example

- Ex military leaders eat AFTER their troops
- You don't fight for advantage, perks, etc. for yourself
- That you wouldn't want to provide your staff
- Show your staff the same respect you show your boss, especially in front of other staff

*"Leadership is not limited by your position or title.
It's about your ability to influence others in any direction."*

- John C. Maxwell



Leading Up – Influencing Administrators

- Advocate for resources and improvements
- Present data-driven solutions
- Always come in with options and a proposed solution versus creating more work or issues for the administrator with problems



Leading Up - Examples

- Superintendent
- Assistant Superintendent/CSBO
- Direct Supervisor



Leading Across - Collaborating with Peers

- Coordinate with IT, Transportation, and Instructional staff
- Share best practices and solve problems together
- Be a team player looking for a common solution
- Be willing to serve/help versus provide only solutions



Leading Across - Across Different Districts

- High school district leads across elementary district
- An elementary district might feed into a high school district with many other elementary districts, making it imperative to coordinate with the other elementary districts
- Create alliances with other districts to increase your buying power and reduce costs



Leading Across - Examples

- IT Director
- Principal
- Athletic Director
- Transportation Director



Leading Down – Empowering your Team

- Train and support custodial, grounds, and maintenance staff
- Foster ownership and pride in their work
- Be willing to get into the trenches with your team
- Encourage and praise work well done
- Encourage innovation and ideas to make the team better



Leading Down - Examples

- Custodial
- Maintenance
- Grounds
- Vendors
- Suppliers
- Subcontractors



Leading from the Front – By Example - Examples

- Ex military leaders eat AFTER their troops
- You don't fight for advantage, perks, etc. for yourself
- That you wouldn't want to provide your staff
- Show your staff the same respect you show your boss, especially in front of other staff



Key Traits of a 360 Degree Leader

- **Initiative:** Take action without waiting
- **Adaptability:** Respond to change effectively
- **Communication:** Clear and respectful
- **Problem-Solving:** Focus on solutions



Overcoming Challenges

- **Limited Authority:** Build influence through trust & results
- **Budget Constraints:** Innovate and prioritize
- **Resistance to Change:** Lead by example



Conclusion & Call to Action

- Leadership is about influence, not position
- Facility professionals are essential leaders in education
- Lead up, across, and down — make a difference every day
- *“Start where you are. Use what you have. Do what you can.”*



We Thank You for Your Time!

Questions and Answers



Illinois Association of School Business Officials | Friday, March 6, 2026 | Drury Lane Events, Oakbrook Terrace



Panelists Info

Kevin Dale, Business Manager/CSBO

Rochelle Schools D212 & D231

(815) 561-3507; kdale@rthsd212.org

Stephan Chassee, Principal

GreenAssociates

(847) 317-0852; schassee@greenassociates.com



Illinois Association of School Business Officials | Friday, March 6, 2026 | Drury Lane Events, Oakbrook Terrace

