

Shifting from Leader of Others...to Leader of Leaders

Prerequisites for Assistant Principal role: Master's Degree, Valid Texas Teaching and Administrative Certificate, 3+ years of successful teaching experience

Resources to support your development, aligned with role-associated level and *The Spirit of PSJA*:

Spirit of PSJA Competencies	Key shifts and skill-set focus areas	Job-embedded experiences & resources for growth
<p>Positive Engagement</p> <ul style="list-style-type: none"> -Builds relationships -Communicates effectively -Models ethics -Exhibits professionalism 	<ul style="list-style-type: none"> -Shift to focus on building trusting relationships across entire department, not just on one's own team - Shift to spend significant time coaching team leaders, supporting them to lead more effectively -Focus on coordinating services and implementing systems and structures to meet the needs of students and ensure a safe campus environment 	<ul style="list-style-type: none"> - Article: How to set SMART Development Goals - a guide for staff and managers - Article: Building teacher collaboration school-wide - Article: Creating Collaborative Cultures - Article: 8 lessons from most improved schools on building collaborative cultures - Article: How to be a better listener - Design a structure to distribute leadership to others on your team. Delegate and monitor the work.
<p>Student-Centered Excellence</p> <ul style="list-style-type: none"> -Demonstrates expertise -Establishes shared vision -Implements plans -Expects results 	<ul style="list-style-type: none"> -Shift to spend time leading opportunities for team leaders to engage in continuous learning -Shift from planning within one team to planning via cross-department coordination -Ability to measure progress and coach team leads as managers 	<ul style="list-style-type: none"> - Book: Leaders of Learning How District, School, and Classroom Leaders Improve Student Achievement - School-wide goal setting template/example - Resource: RAPID framework for decision-making (identifying roles in a decision-making process) - Article: Using Student Achievement Data to Support Instructional Decision-making - Article: 7 Steps to Becoming a Data-Driven School - Conduct after action review of a new or stagnating initiative with your team. Gather stakeholder feedback along with quantitative data to ensure the assessment is robust
<p>Joint Empowerment</p> <ul style="list-style-type: none"> -Builds capacity -Promotes collaboration -Inspires action -Develops leaders 	<ul style="list-style-type: none"> -Ability to effectively observe classroom instruction and team meetings and provide actionable and supportive feedback to teachers and team leads -Shift in complexity of human capital skills, including the ability to implement rigorous and comprehensive selection process 	<ul style="list-style-type: none"> - Radical Candor framework - Six Steps for Effective Instructional Feedback - 2x2 Feedback form - Book: Crucial Conversations: Tools for Talking when the Stakes are High (excerpt) - Design and implement an ongoing process through which feedback from multiple stakeholders is gathered and implemented on a school-wide challenge/problem of practice
<p>Adaptive Innovation</p> <ul style="list-style-type: none"> -Scans environment -Champions solutions -Manages change -Acknowledges outcomes 	<ul style="list-style-type: none"> -Shift from team-wide to department-wide focus on innovation and improvement -Increase in complexity of change management skills: ability to coach and support leaders to respond with resilience in unexpected and/or challenging situations 	<ul style="list-style-type: none"> - Article: Creating Collaborative Cultures - Article: 8 lessons from most improved schools on building collaborative cultures - Book: Switch: How to change things when change is hard - HBR Article: "Don't just tell employees change is coming - explain why" - Design and implement an ongoing process through which feedback from multiple stakeholders is gathered and implemented on a school-wide challenge/problem of practice