# Developing and Evaluating Your Leadership Team

MASA Spring Conference
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## Goals for Today

- Leadership Characteristics
- Leadership Team
- Developing Leaders
- Evaluating Leaders

*Listening Pairs*

***Describe your most impactful leader***

# Characteristics of Leaders

- Visionary Facilitator
- ***Strong relationships with others***
- Sense of urgency
- Comprehensive planning
- Focus on results and use of data
- Ability to understand and support change
- Ongoing monitoring and use of data
- Personal integrity, resiliency, relentlessness
- Problem solver
- Communication skills – speaking, listening, comprehending, writing
- ***Ability to develop leadership in others***
- ***Ability to promote a professional culture***
- ***Ability to build and participate in a learning community***

| | |
|---|---|
| Know | • Know the people |
| Know | • Know the organization |
| Learn | • Learn what they need to improve |
| Support | • Provide the resources and supports needed to grow |
| Growth | • Provide time for reflect and growth through conversations and feedback |
| Make | • Make it your job to help every single person in your organization achieve success and grow as individuals and as an organization. |

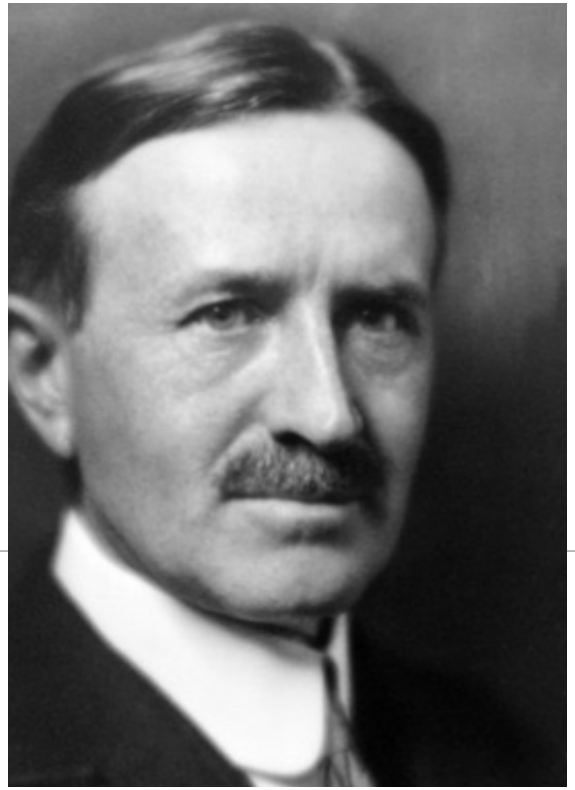
# Growing Leaders

| | |
|---|---|
| Believe | • **Believe in them.** |
| Encourage | • **Encourage them.** |
| Share | • **Share with them.** |
| Trust | • **Trust them.** |

# Leaders Developing Leaders: J. Maxwell

The secret of my success is a two word answer: Know people.

— Harvey S. Firestone —



The growth and development of people is the highest calling of leadership.

— Harvey S. Firestone —

# Build trust…

Time

Respect

Unconditional Positive Regard

Sensitivity

Touch

# Groups Making Decisions Together and Learning Together

DLT Monthly Meetings

Monthly DLT Learning Experiences

Leadership Learning Teams

Monthly Sessions with Leadership Teams

Weekly or Monthly Individual Sessions

Retreats as Needed

# Keep All Meetings Interactive

- Begin with Warm Up Activities/ “Family Fun” – These are not a waste of time. They should focus on the topic of the session.
- Plan for interaction and exchange of ideas for each meeting.
- Focus on sharing the data to show results! Data is motivating!!!
- Invite others to lead portions of the leadership meetings.
- Close each meeting well. Getting to closure and planning for next steps keeps momentum going! Actions must be seen and results noticed.

| What are the identified strengths? | How do you know? |
| --- | --- |
| What are the identified areas for growth? | How do you know? |
| What should you/we do next? | How do you know? |

# Data Discussion Protocol

# Data Discussion Protocol

**Review the Data:** Review the data and take notes.

**Describe the Data:** What do you see? What do you not see? Be objective.

**Interpret the Data:** What does the data suggest we celebrate or not celebrate? What are the assumptions we might make given the data?

**Implications:** What must we now do, explore, and/or question as a result of this exercise?

**Reflection:** What questions arose for you regarding the data, this process, etc.?

**Now What:** What are your next steps regarding the data, this process, etc.?

# Partners Talk

What do you do to grow leaders in your district?

Remember leaders can be teachers, staff, community members, administrators, students, etc.

# Purpose of Leadership Evaluations

- Demonstrate a greater degree of self-awareness
- Validate leadership strengths and opportunities for development using a variety of perspectives
- Understand how strengths and development opportunities impact performance
- Develops good Board/ Superintendent/ Leadership relationships
- Promotes professional growth
- Provides clarity of roles
- Creates common understanding of leadership
- Provides a mechanism for accountability on District goals as determined by multiple measures.

# Leadership Standards for Principals DESE May 2018

The Principal as the **Visionary Leader** develops and implements a vision for the school to guide the earning of all students.

The Principal as the **Instructional Leader** ensures a guaranteed and viable curriculum, guarantees effective instructional practice, coordinates the use of effective assessments and promotes professional learning.

The Principal as the **Managerial Leader** implements operational systems, oversees personnel and ensures the equitable and strategic use of resources.

The Principal as the **Relational Leader** interacts professionally with students, staff, family and community.

The Principal as the **Innovative Leader** continues professional growth, actively engages in reflective practice and applies new knowledge and understanding to drive appropriate change.

**Missouri Model Standards/ Superintendent Indicators (2-3)**

- Mission, Vision, and Goals
- Teaching and Learning
- Management of Organizational Systems
- Collaboration with Families and Stakeholders
- Ethics and Integrity
- The Education System
- Professional Development

**Network for Educator Effectiveness**

- Leader Standards and Indicators
- Vision and School Improvement Planning
- Instruction, Curriculum, and Assessment
- School Climate
- School Operations
- Ethics and Professionalism
- Building Improvement Plan
- Principal Professional Development Plan

**TalentEd Leadership Indicators**

**District Created**

# Types of Leadership Evaluations

# Reflection and Feedback Sources

Surveys/focus groups will be designed to fit the needs and function of the individual administrator and the building/department they lead.

Administrator feedback surveys/focus groups will be completed by parents, staff, and as appropriate students.

Results will be used to assist administrators in their goal setting process.

# The Power In the Conversations

- Dedicate the time to listen
- Notice areas of growth and examples of success
- Ask reflective questions to increase reflective thinking
  - What are you most proud of accomplishing this year?
  - What didn't work so well, why, and what how did you learn from that experience?
  - Where did you grow and develop the most as a leader?
  - What challenge do you desire to set for yourself next year?
- Search for a way to support their growth
- Ask for how your leader can support and serve them

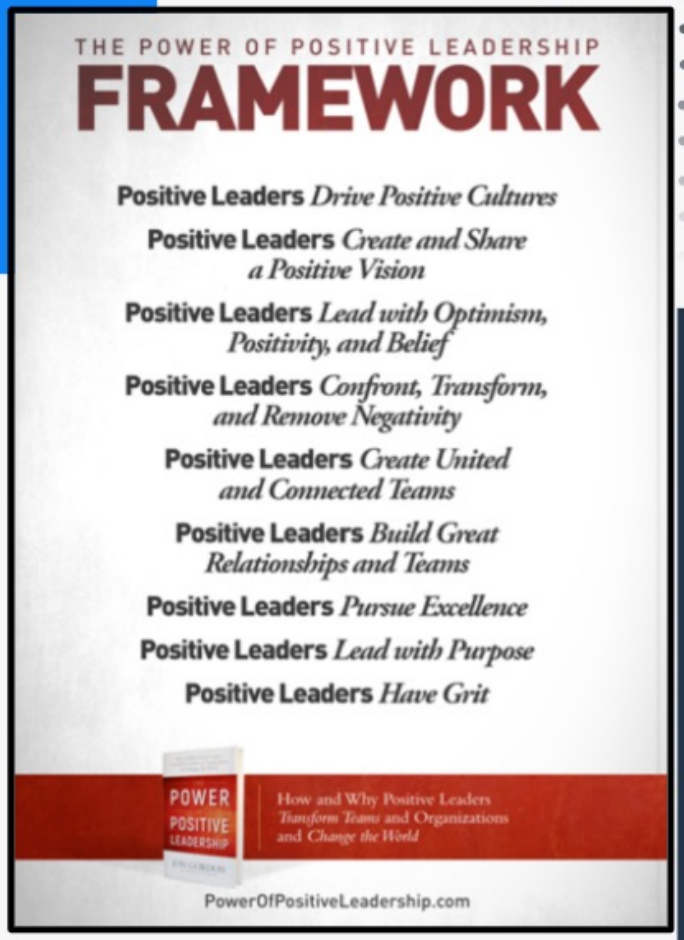
# Goal: Improve Principal Effectiveness

| Strengthen | Revise | Reduce | Train | Develop |
| --- | --- | --- | --- | --- |
| Strengthen central office structures to support and sustain changes in the principal supervisor role | Revise the principal supervisory job description to focus on instructional leadership | Reduce principal supervisors'' span of control (the # of principals they oversee) | Train supervisors and develop ;their capacity to support principals | Develop systems to identify and train new supervisors |

ONE SIZE
DOESN'T FIT ALL

# Ongoing Care and Support

- Serve your leaders well
- Create a positive culture
- Build YOUR team
- Grow your replacement
- Lead with purpose
- Show appreciation
- Notice growth
- Be there when it is hard
- Listen, slow down, listen
- Be intentional
- Highlight others- over and over
- Smile and have fun :)



# Results of Leadership

"When your tenure is over and you pass the mantle on to someone else, you want that person to be able to say, 'There was a person who helped us see how great we could be, and who laid the foundation for our great leap forward.'"

*Burt Nanus, "Visionary Leadership: How to Re-Vision the Future," Futurist*

# Questions

# Stay Connected

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