

## Shifting from Leader of Self...to Leader of Others

**Prerequisites for some Leader of Other roles – check specific requirements for roles: 3+ years of teaching experience, and Master’s Degree preferred**

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

<b><i>Spirit of PSJA Competencies</i></b>	<b>Key shifts and skill-set focus areas</b>	<b>Job-embedded experiences &amp; resources for growth</b>
<p><b>Positive Engagement</b></p> <ul style="list-style-type: none"> <li>-Builds relationships</li> <li>-Communicates effectively</li> <li>-Models ethics</li> <li>-Exhibits professionalism</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to focus on building trusting relationships <b>with team members as well as students and parents/caregivers</b></li> <li>- Broaden leadership focus <b>beyond the classroom</b> – new focus emerges to support systems and culture within team that holds everyone accountable</li> <li>-Will need to coach others to effectively address their own needs and goals</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="#">Inclusive Leadership: Effectively Leading Diverse Teams</a> (article)</li> <li>- <a href="#">Creating a culture on collaborative family engagement</a> (article)</li> <li>- <a href="#">Creating a culture on collaborative family engagement</a> (article)</li> <li>- <a href="#">Personalized Professional Learning: A Job-Embedded Pathway for Elevating Teacher Voice</a> (book)</li> <li>- Create a plan and purpose to engage stakeholders with the campus around a specific goal.</li> </ul>
<p><b>Student-Centered Excellence</b></p> <ul style="list-style-type: none"> <li>-Demonstrates expertise</li> <li>-Establishes shared vision</li> <li>-Implements plans</li> <li>-Expects results</li> </ul>	<ul style="list-style-type: none"> <li>-Model continuous desire to learn, not only for students, but for team as well</li> <li>-Monitor not only own work, but also <b>monitor team progress</b></li> <li>-<b>Support team members</b> to meet rigorous standards</li> <li>-Ability to engage a team to cultivate shared language and understanding around campus vision –and <b>support team in incorporating the vision into their own own</b></li> </ul>	<ul style="list-style-type: none"> <li>- <a href="#">The Principles of Adult Learning</a> (article)</li> <li>- <a href="#">Developing the Leader Within You</a> (book)</li> <li>- <a href="#">Contagious Culture: Show Up, Set the Tone, and Intentionally Create an Organization that Thrives</a> (book)</li> <li>- <a href="#">Coaching for Equity</a> (book)</li> <li>- <a href="#">10 Ways Educators Can Take Action in Pursuit of Equity</a> (article)</li> <li>- Create a progress monitoring structure for yourself. Implement it. Evaluate its success and share with your team members for feedback.</li> </ul>
<p><b>Joint Empowerment</b></p> <ul style="list-style-type: none"> <li>-Builds capacity</li> <li>-Promotes collaboration</li> <li>-Inspires action</li> <li>-Develops leaders</li> </ul>	<ul style="list-style-type: none"> <li>-Shift to spending time providing and encouraging use of constructive feedback to grow team and team members</li> <li>-Ability to identify and promote strengths in team members to support their development</li> <li>-Ability to effectively facilitate team decision making and collaborative work</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="#">The Art of Coaching</a> (book + tools)</li> <li>- <a href="#">Making Team Differences Work</a> (article)</li> <li>- <a href="#">Facilitating Teacher Teams and Authentic PLCs: The Human Side of Leading People, Protocols, and Practices</a> (book)</li> <li>- <a href="#">Dare to Lead book study</a> (book and guiding workbook)</li> <li>- <a href="#">Big Potential</a> (book)</li> <li>- Offer to lead a small project within your team</li> </ul>
<p><b>Adaptive Innovation</b></p> <ul style="list-style-type: none"> <li>-Scans environment</li> <li>-Champions solutions</li> <li>-Manages change</li> <li>-Acknowledges outcomes</li> </ul>	<ul style="list-style-type: none"> <li>-Shift from focusing not only on one’s own role, but also to support team in understanding the team’s role in campus system and accountability to larger educational system</li> <li>-In times of challenge, focus both on one’s own ability to adapt as well as <b>support team members’ persistence and resilience</b></li> </ul>	<ul style="list-style-type: none"> <li>- <a href="#">Developing the Leader Within You</a> (book; chapter 8)</li> <li>- <a href="#">Administrators: What to ask of your data</a> (article)</li> <li>- <a href="#">Six Steps to Equitable Data Analysis</a> (article)</li> <li>- <a href="#">The Art of Coaching Teams</a> (book) – chapters 2 and 6</li> <li>- Find a colleague seeking support in staying accountable to their goals. Identify a coaching strategy and try it; evaluate effectiveness by asking for feedback.</li> </ul>