

Growing, Supporting and Sustaining Your School Leaders

AWSP/WASA Summer Conference
June 2023

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Warm-up Q1:

What has changed in the educational landscape in the last 15 years?

Think - Stare - Pair - Share

Warm-up Q2:

How have those changes impacted the roles and expectations placed on school leaders?

Think - Stare - Pair - Share

Warm-up Q3:

What skills and attributes are required to be a highly effective school leader in today's schools?

Think - Stare - Pair - Share

Warm-up Q4:

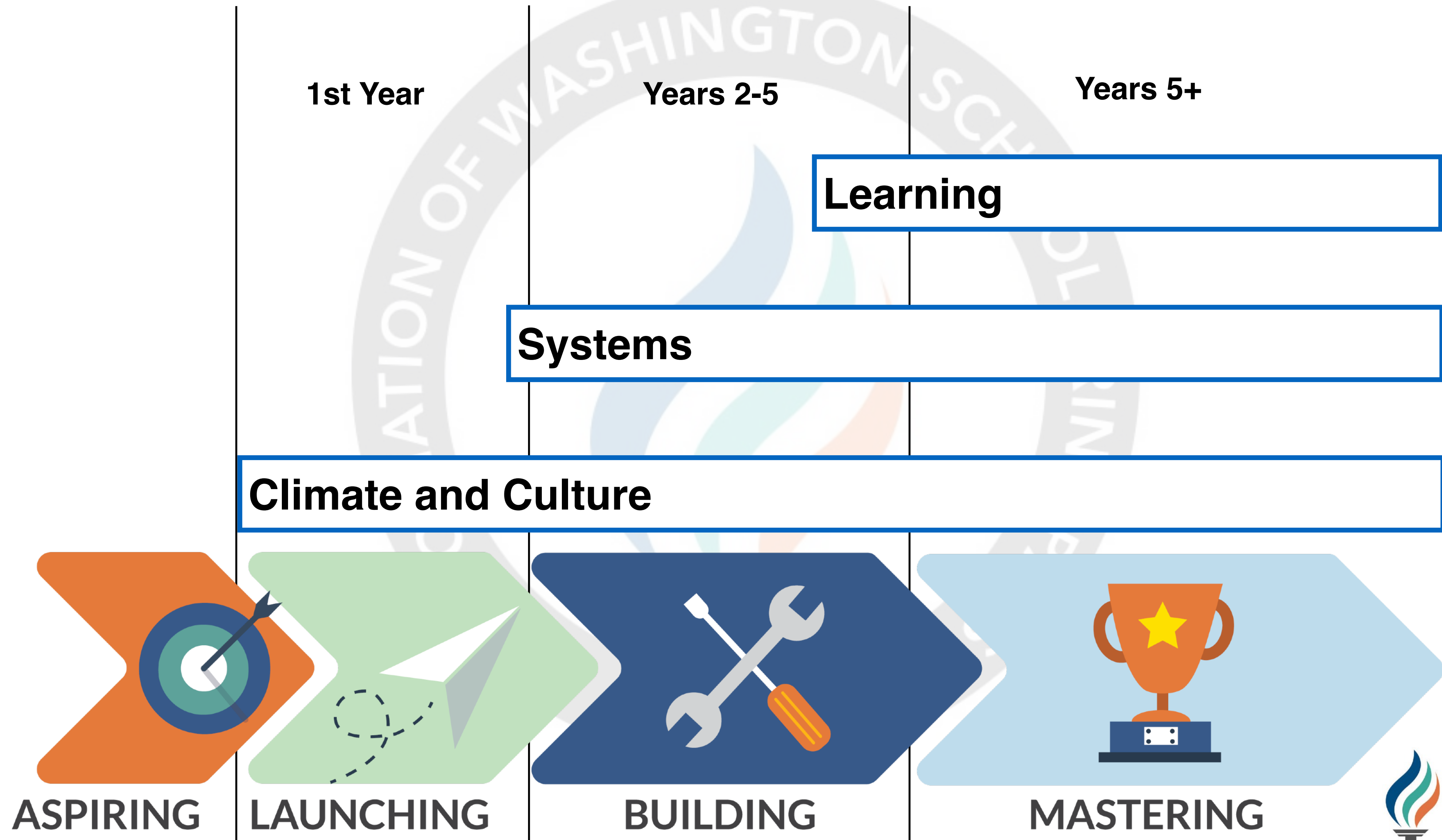
How are you currently *growing*,
supporting, and *sustaining* your
school leaders?

Think - Stare - Pair - Share

Context First: The Educational Landscape



AWSP Leadership Continuum



AWSP Leadership Continuum

How can we
accelerate the
impact of
highly effective
leadership?

1st Year

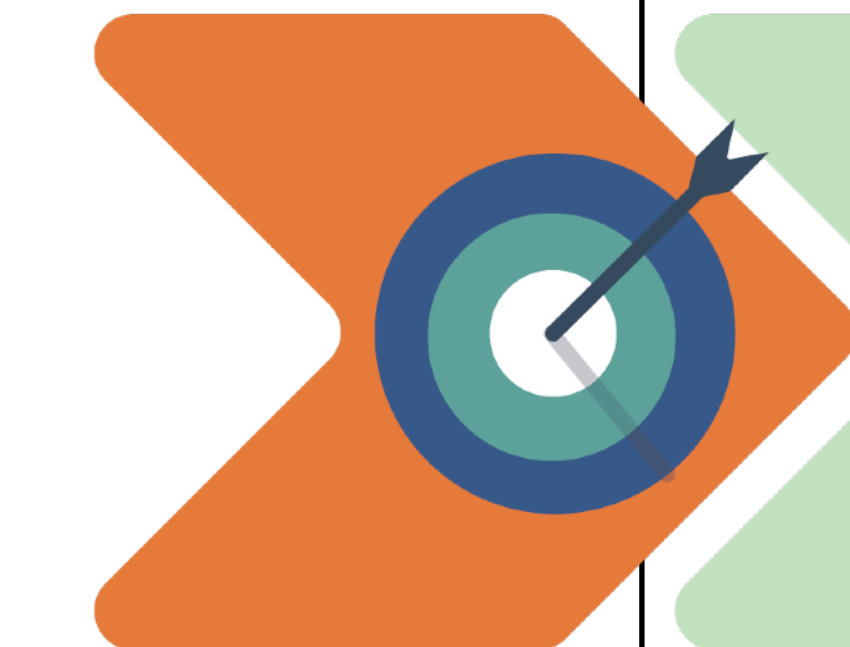
Years 2-5

Years 5+

Learning

Systems

Climate and Culture



ASPIRING



LAUNCHING



BUILDING



MASTERING

AWSP Leadership Continuum

How can we
accelerate the
impact of
highly effective
leadership?

WHY?



“1 in 4 principals are in
the same building after
5 years.”

1st Year

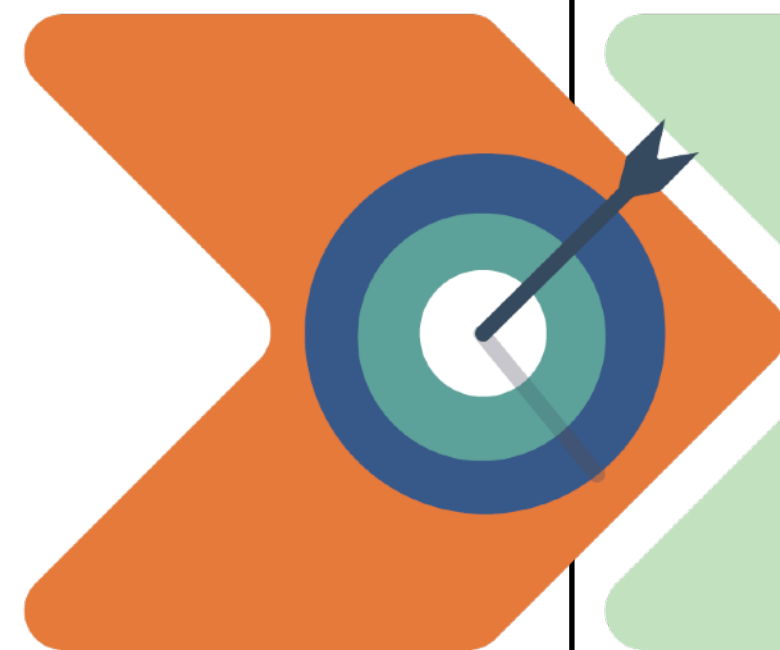
Years 2-4

Years 5+

Learning

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ASPIRING



LAUNCHING



BUILDING



MASTERING

Principal churn is bad for kids.

**Principal churn is bad for kids,
staffulty, and the school community.**

**What are the impacts of constant
leadership changes in our schools?**

Think - Stare - Pair - Share

What we know about school leadership...

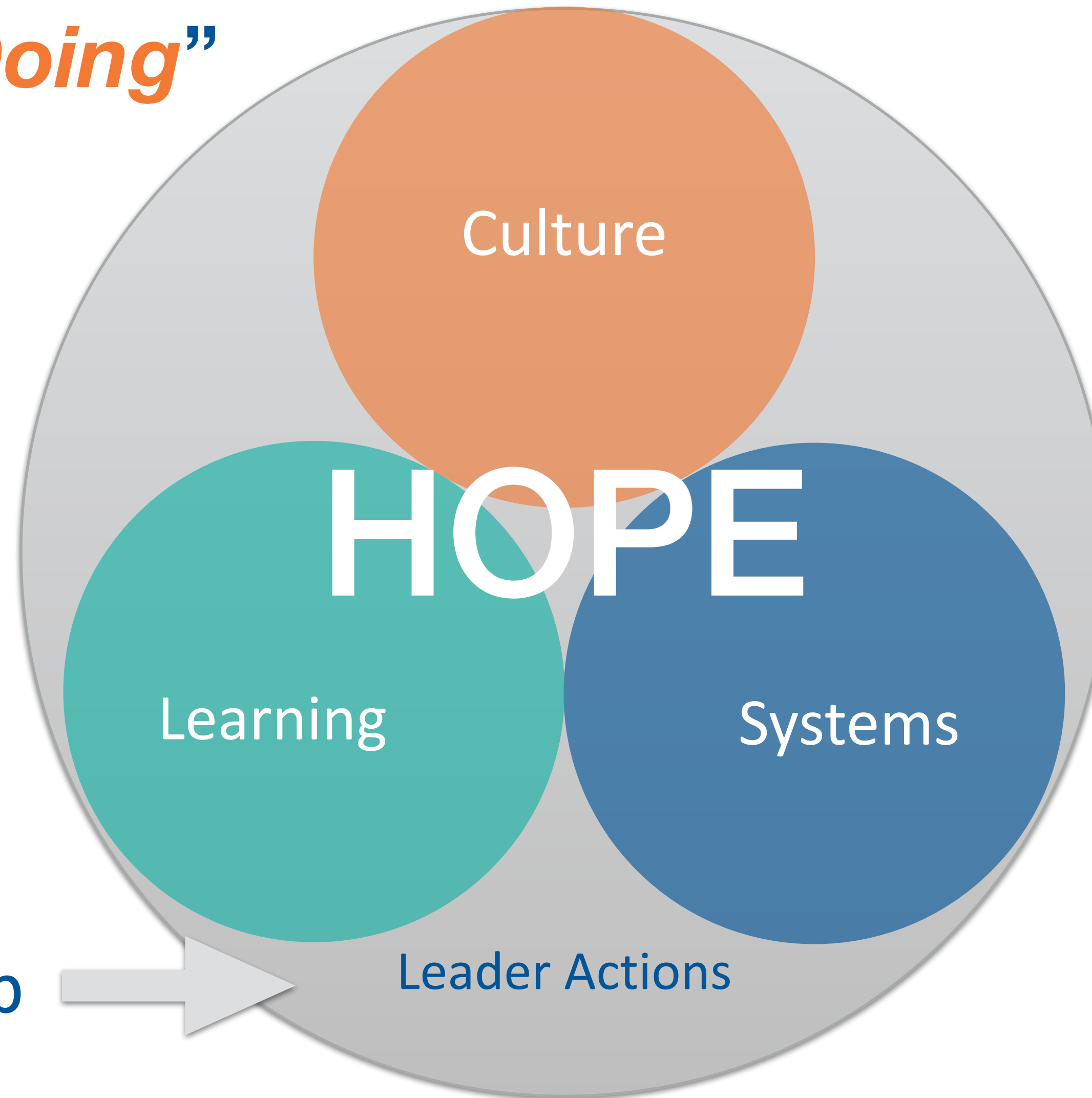
“Becoming While *Doing*”

Lead by creating
CULTURE

Lead by building
SYSTEMS

Lead by leading
LEARNING

The Art of Leadership

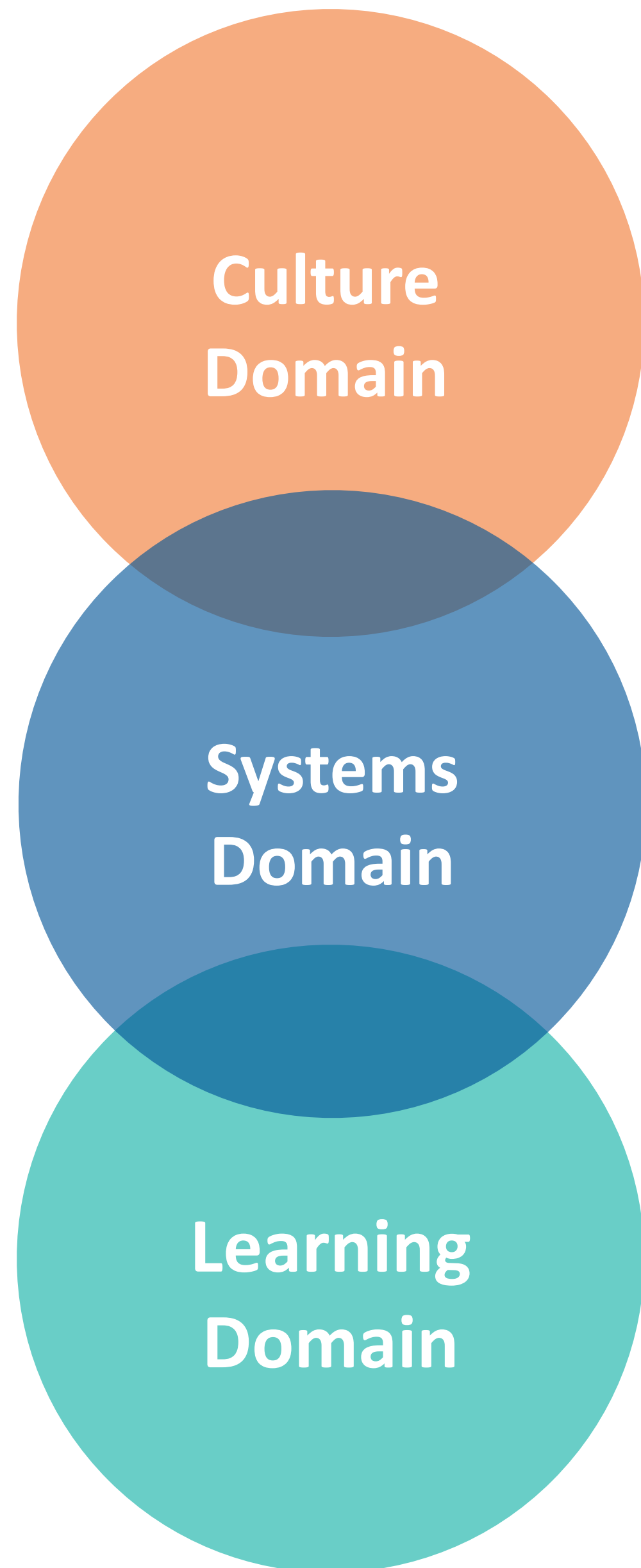


“Culture, like trust, must start on day one, takes years to build, and only seconds to lose.”

“Systems can often remain untouched through the constant change of leadership.”

“Without a positive school culture, and systems to support that culture, historically inequitable gaps will persist.”

School Leader Paradigm: “Doing”



Culture
Domain

Lead by creating
CULTURE

“I love relationships and
working with people.”

Systems
Domain

Lead by building
SYSTEMS

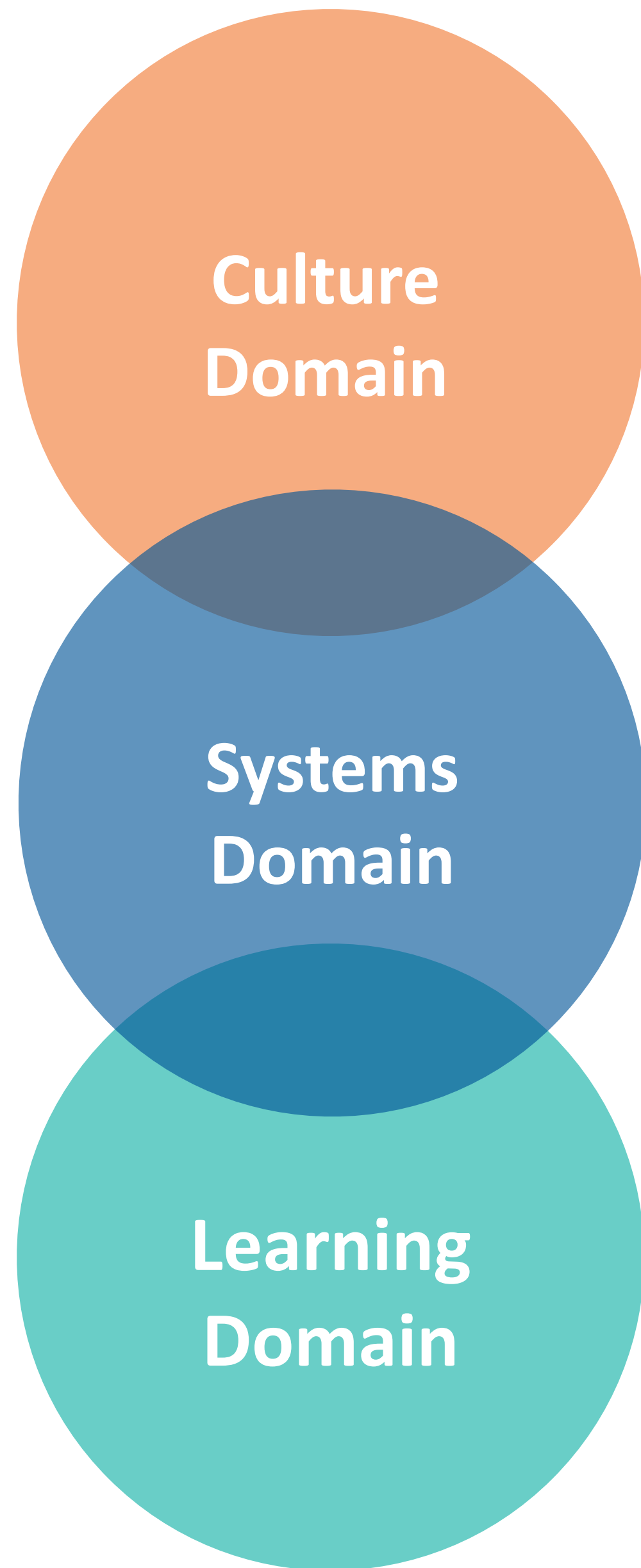
“I love fixing things and
building efficient systems.”

Learning
Domain

Lead by leading
LEARNING

“I love helping my teachers improve
their instructional practices.”

School Leader Paradigm: “Doing”



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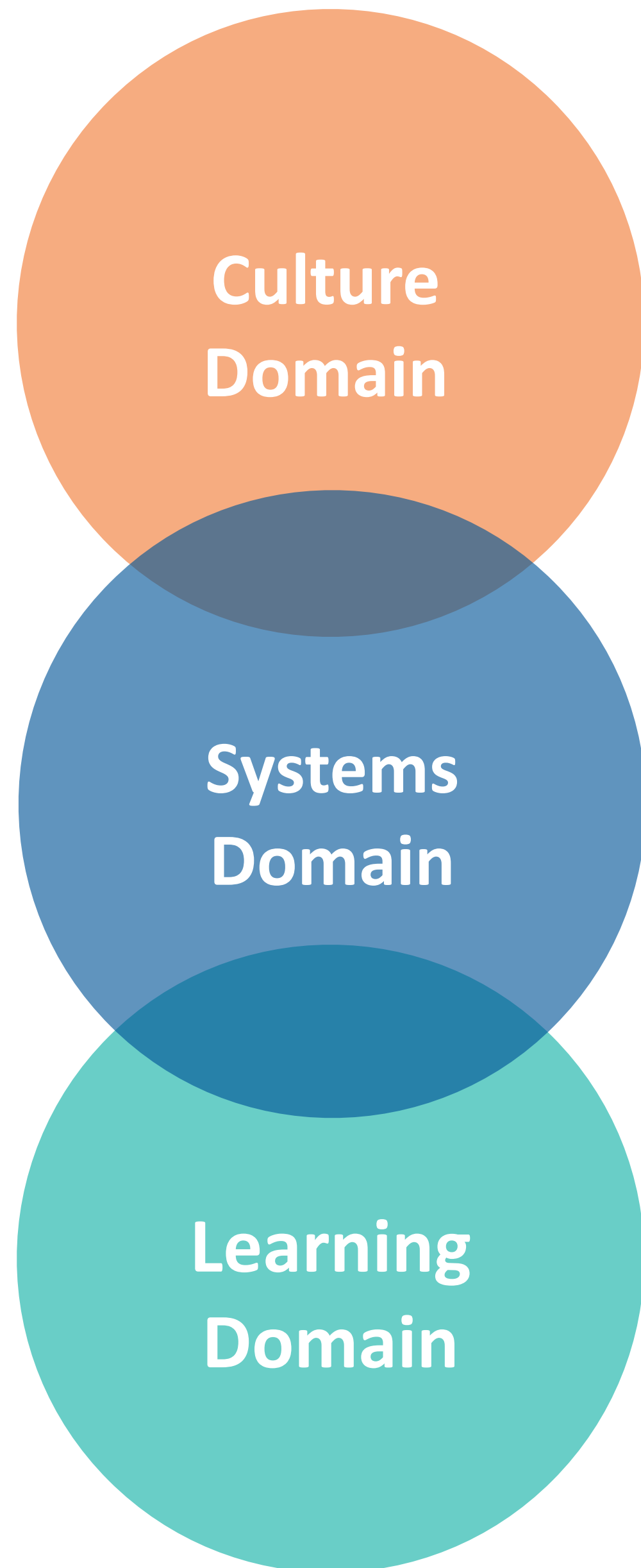
Learning
Domain

Lead by leading
LEARNING

Culture Dimensions:

- Relationships
- Student Centeredness
- Wellness
- Equity
- Traditions/Celebrations
- Ethics
- Global Mindedness

School Leader Paradigm: “Doing”



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Systems
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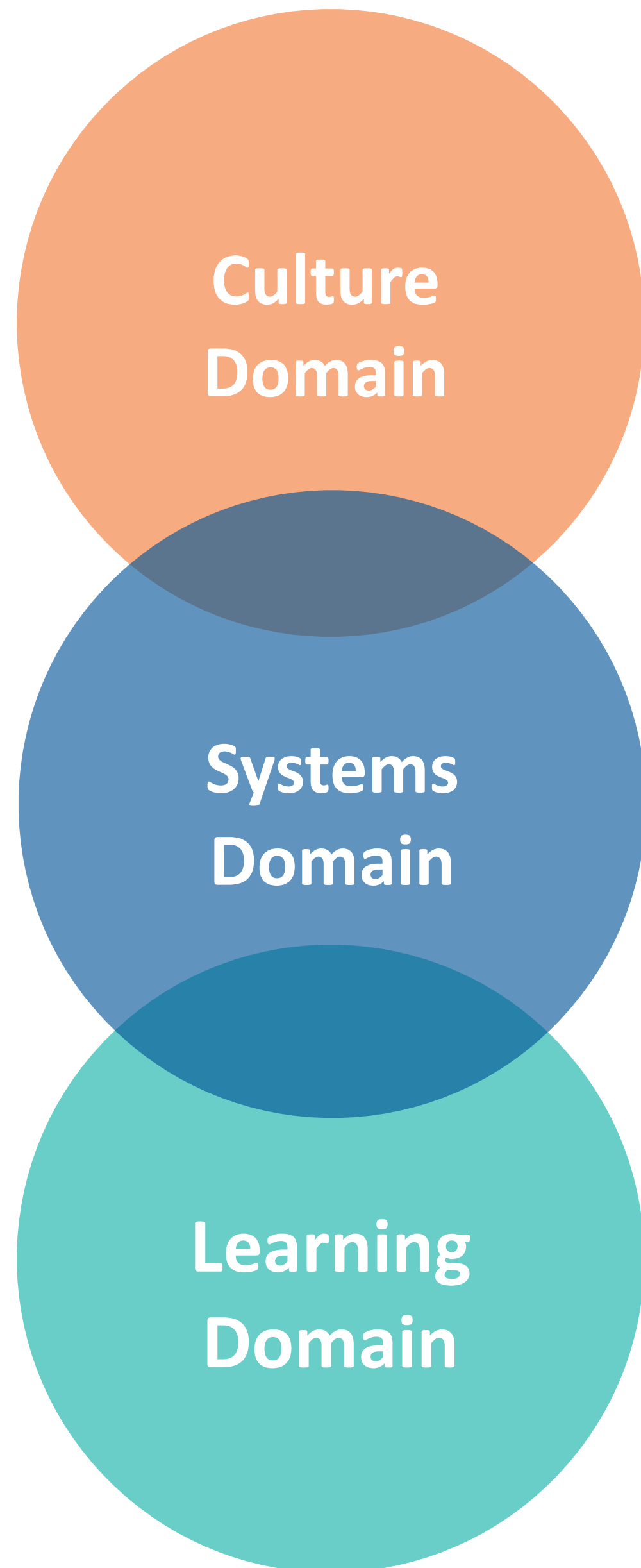
Learning
Domain

Lead by leading
LEARNING

System Dimensions:

- Vision/Mission
- Communication
- Collaborative Leadership
- Data Literacy
- Strategic Management
- Safety
- Operations

School Leader Paradigm: “Doing”



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Systems
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Learning
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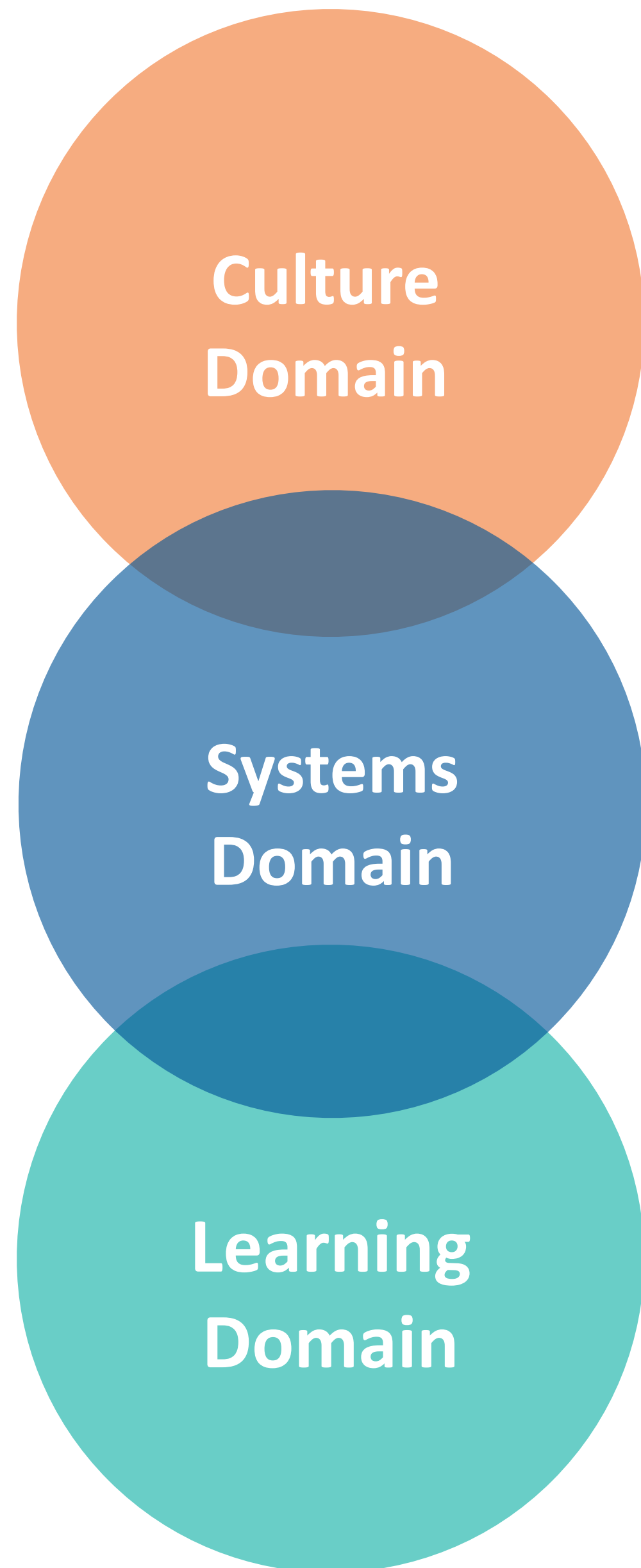
Lead by leading
LEARNING

“I love helping my
teachers improve their
instructional practices.”

Learning Dimensions:

- Reflection and Growth
- Result-Orientation
- Curriculum
- Instruction
- Assessment
- Innovation
- Human Capital Management

School Leader Paradigm: “Doing”



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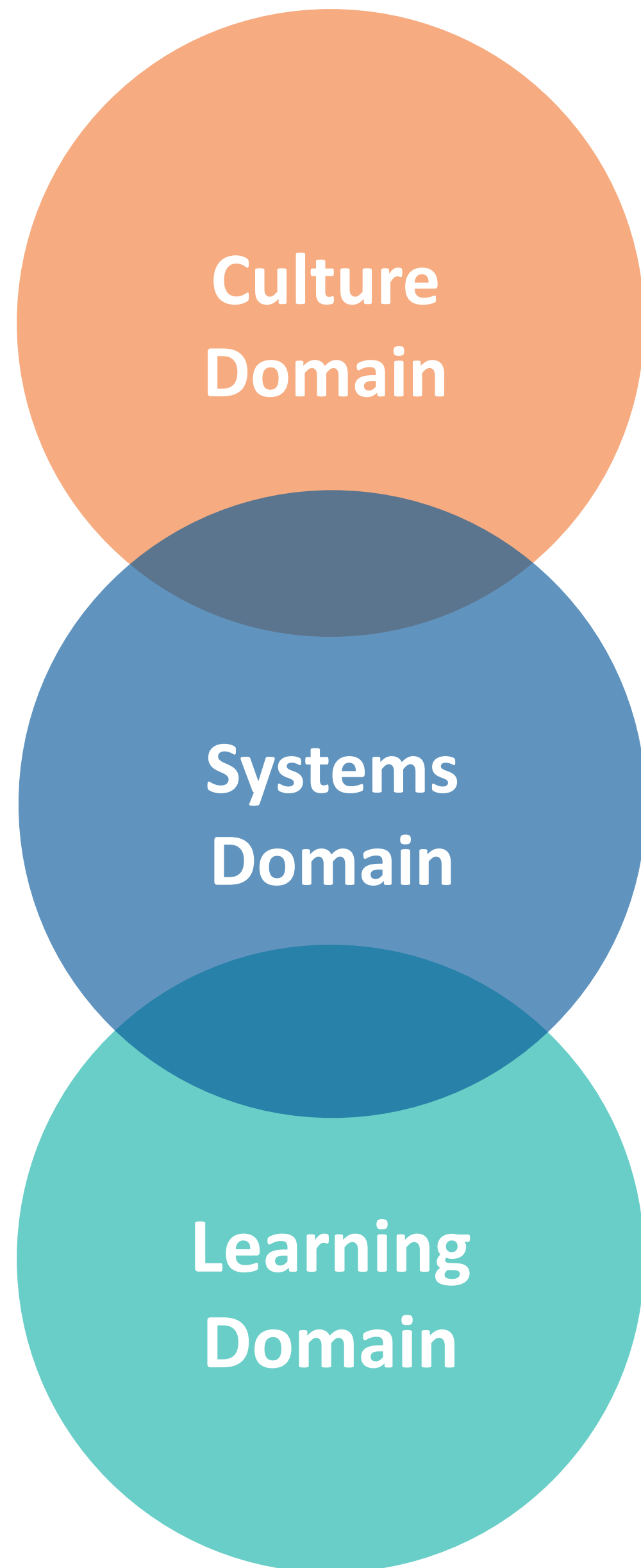
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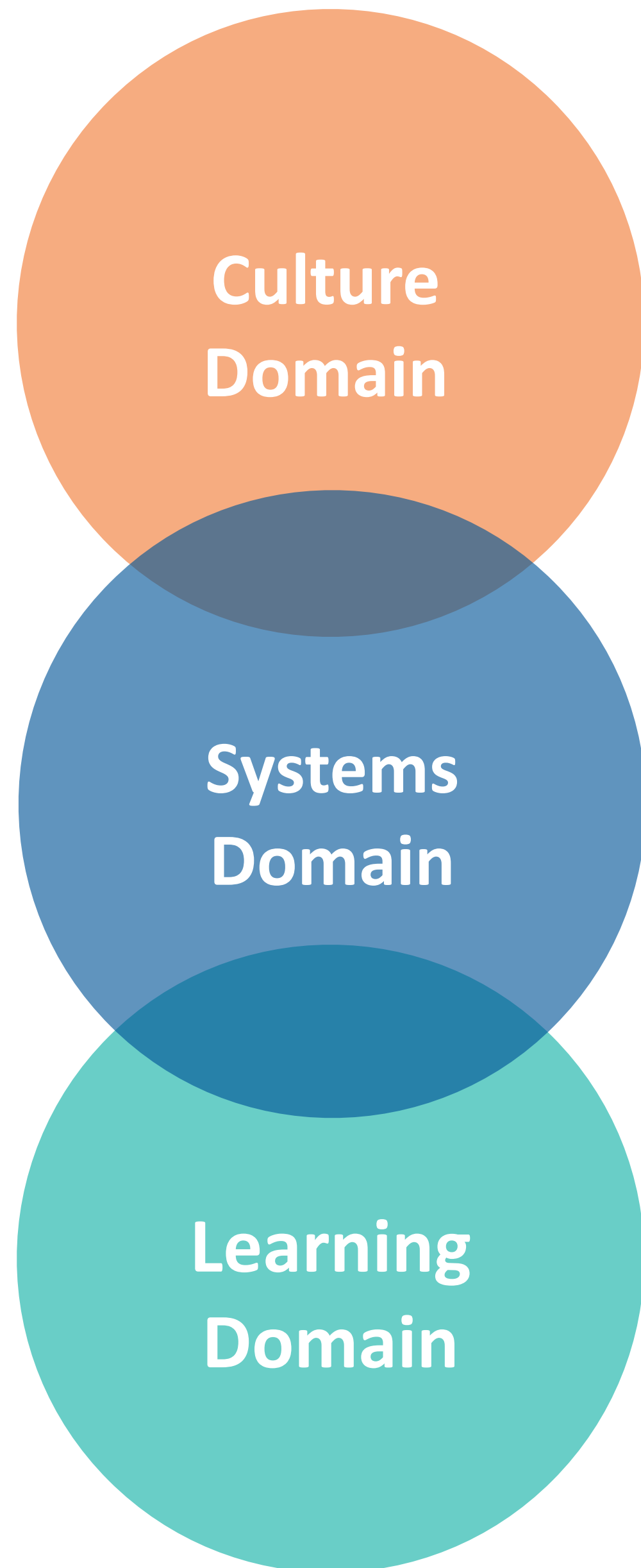
Learning
Domain

Lead by leading
LEARNING

“I love helping my
teachers improve their
instructional practices.”

How would
you rank
your
Domain
strengths?

School Leader Paradigm: “Doing”



Culture
Domain

Lead by *creating*
CULTURE

How does your Domain
Strength support or interfere
with your leadership?

Systems
Domain

Lead by *building*
SYSTEMS

How would you
rank your
Domain
strengths?

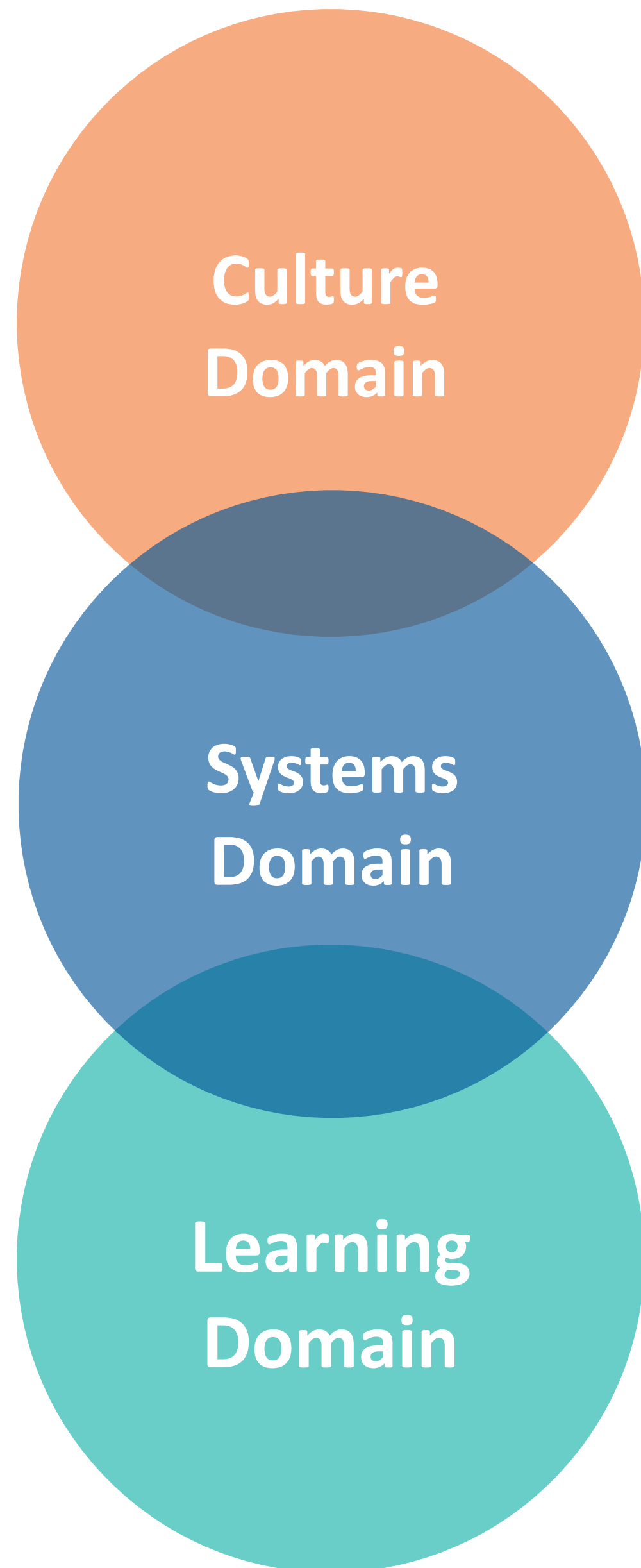
How do the Domain
Strengths of the leaders you
support help or hurt the
impact of their leadership?

Learning
Domain

Lead by *leading*
LEARNING

How do you differentiate
the support needed for
each of your leaders?

School Leader Paradigm: “Doing”



Culture
Domain

Lead by *creating*
CULTURE

How do you differentiate
the support needed for
each of your leaders?

Systems
Domain

Lead by *building*
SYSTEMS

What other factors influence
the success and effectiveness
of the leaders you grow,
support, and sustain?

Learning
Domain

Lead by *leading*
LEARNING

Think - Stare - Pair - Share

What other factors influence the success and effectiveness of the leaders you *grow, support, and sustain*?

**Leadership is an art.
A delicate balance between *becoming* while *doing*.**

**What other factors influence the
success and effectiveness of the
leaders you *grow, support, and sustain*?**

**Leadership is an art.
A delicate balance between *becoming* while *doing*.**

**What other factors influence the
success and effectiveness of the
leaders you *grow, support, and sustain*?**

**What is the difference between some of your most
effective and least effective leaders?**

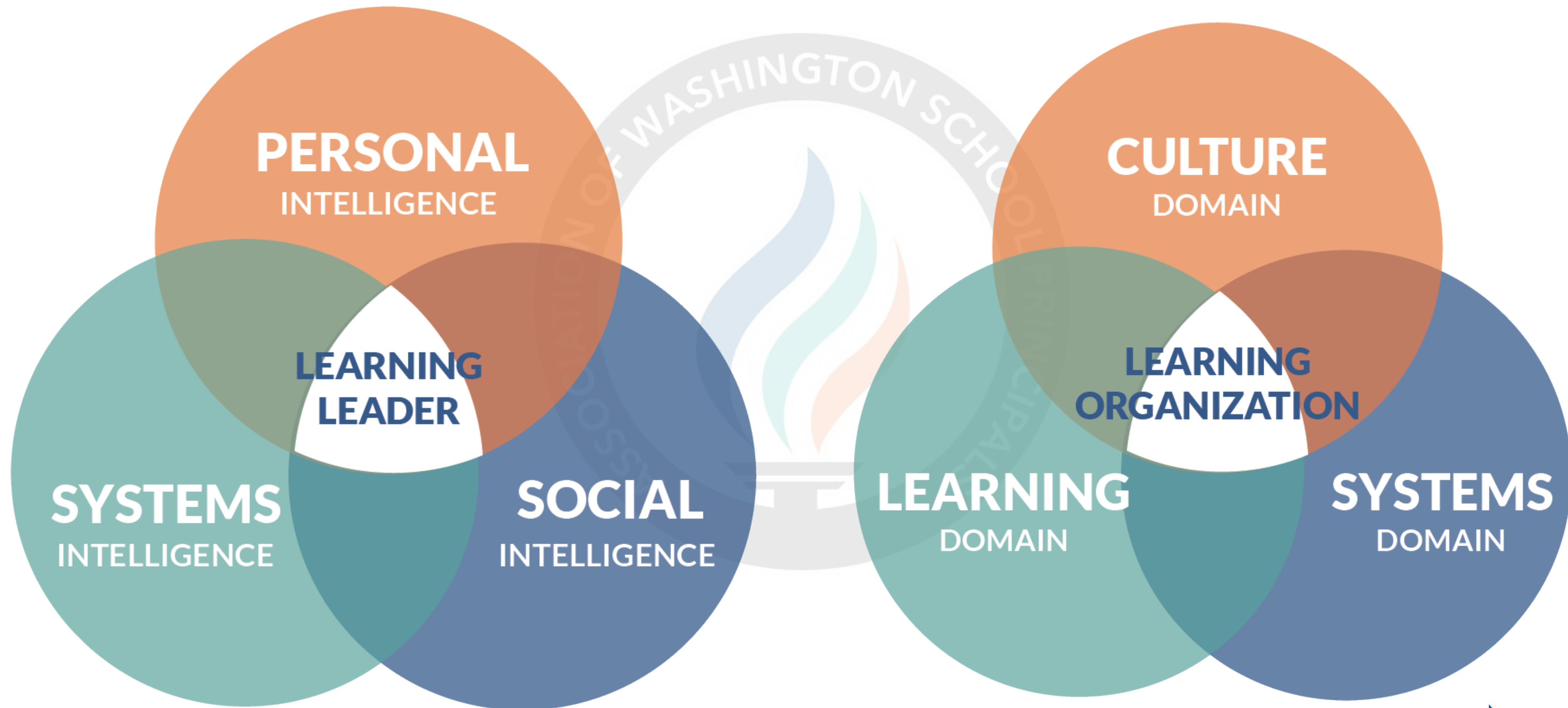
**Leadership is an art.
A delicate balance between *becoming* while *doing*.**

"When you learn about successful principals, you keep coming back to the character traits they embody and spread: energy, trustworthiness, honesty, optimism, determination."

-David Brooks, NY Times "Good Leaders Make Good Schools"

SCHOOL LEADER PARADIGM

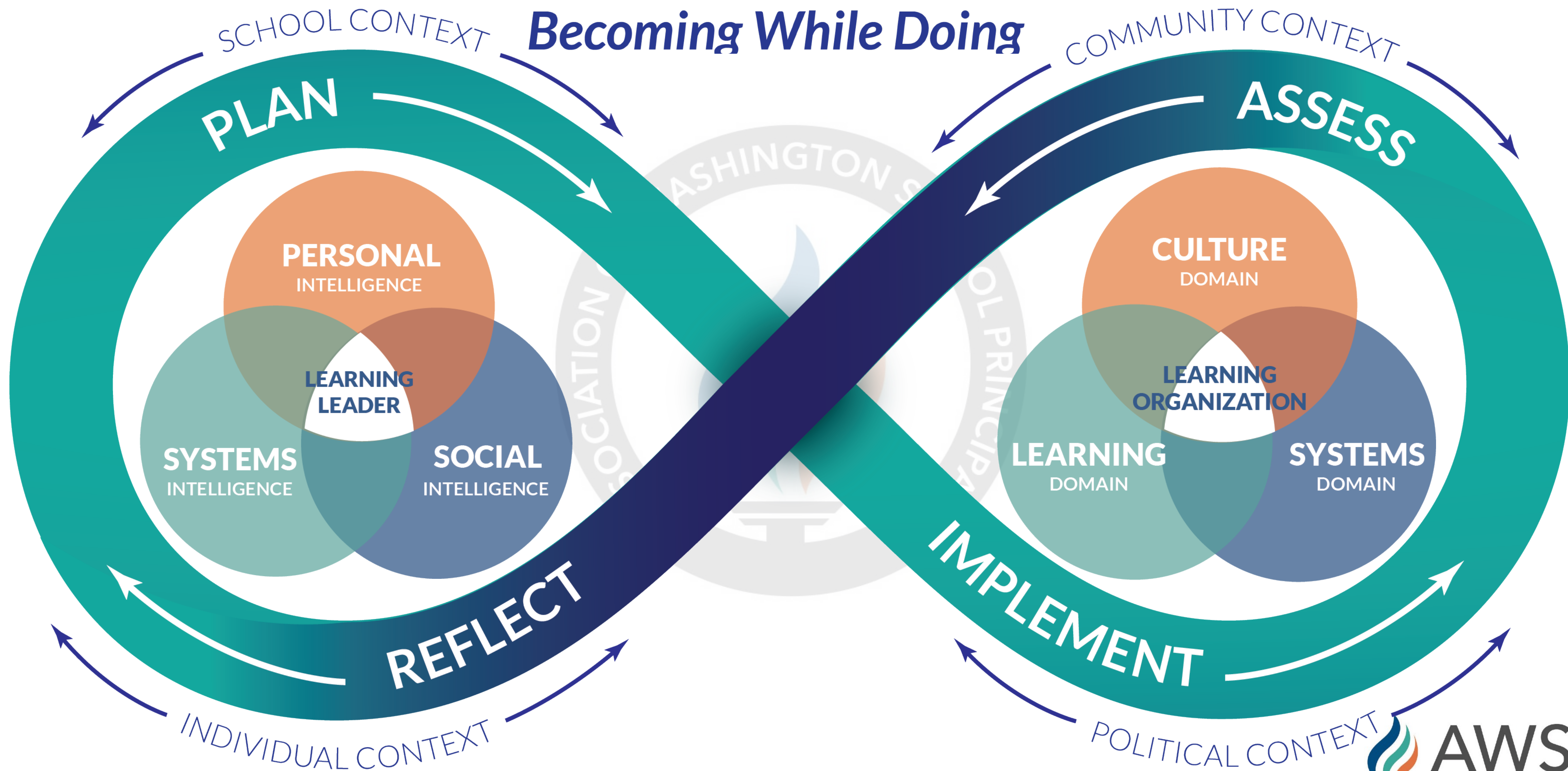
Becoming While Doing



Leadership is an art, a delicate balance
between “becoming while doing.”

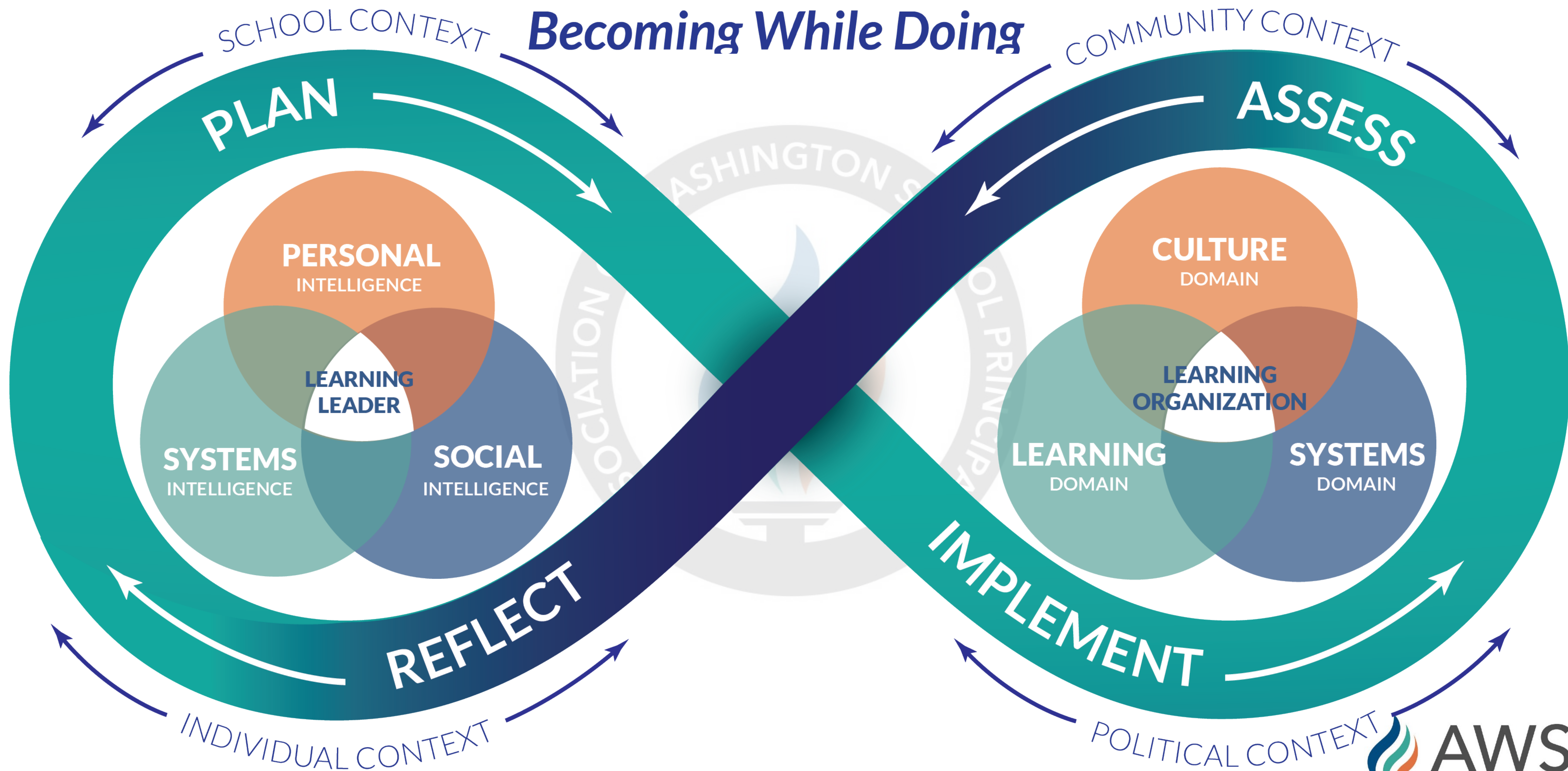
SCHOOL LEADER PARADIGM

Becoming While Doing



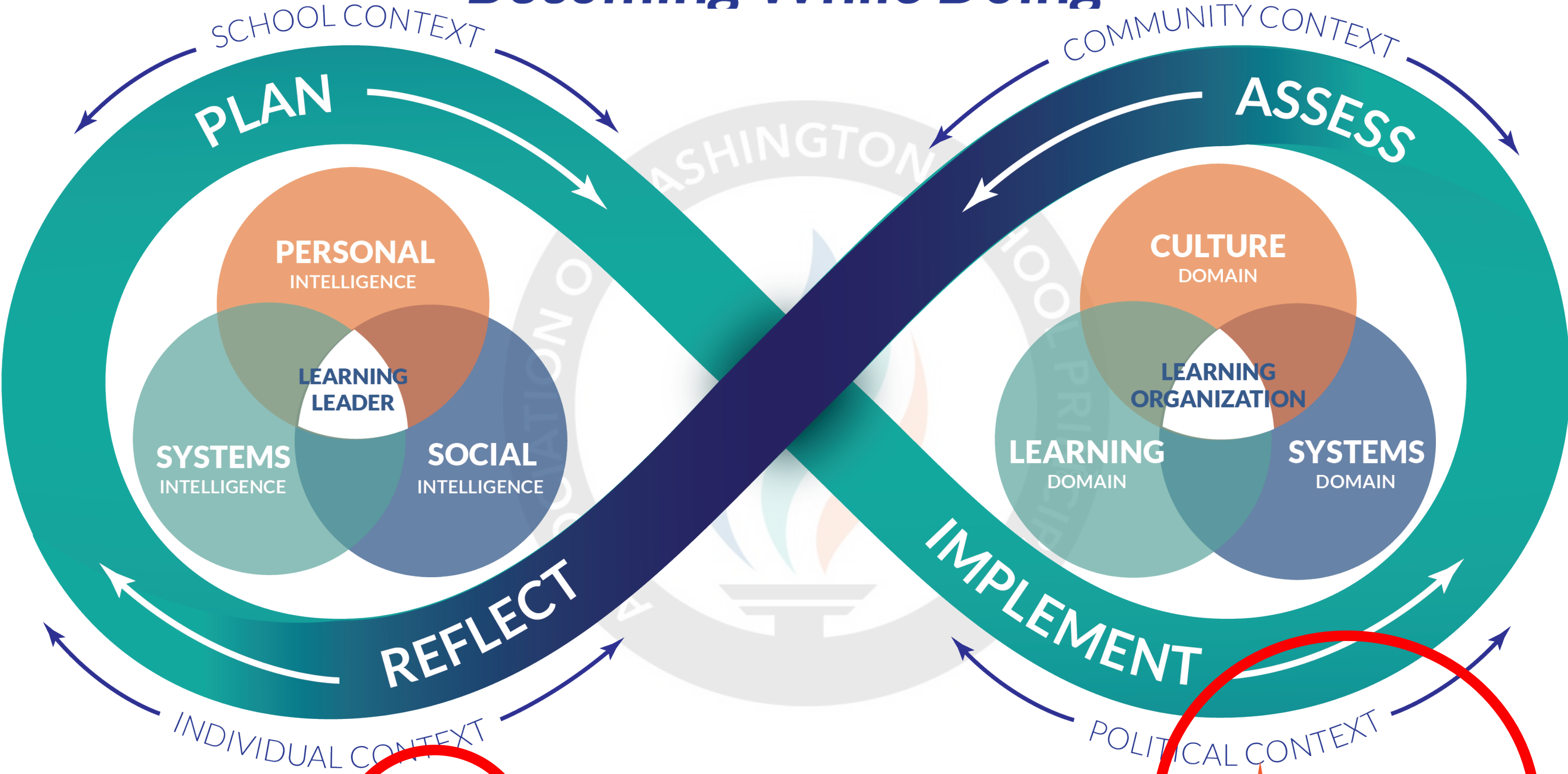
SCHOOL LEADER PARADIGM

Becoming While Doing



SCHOOL LEADER PARADIGM

Becoming While Doing



CREATING HOPE FOR ALL
#CreateHope

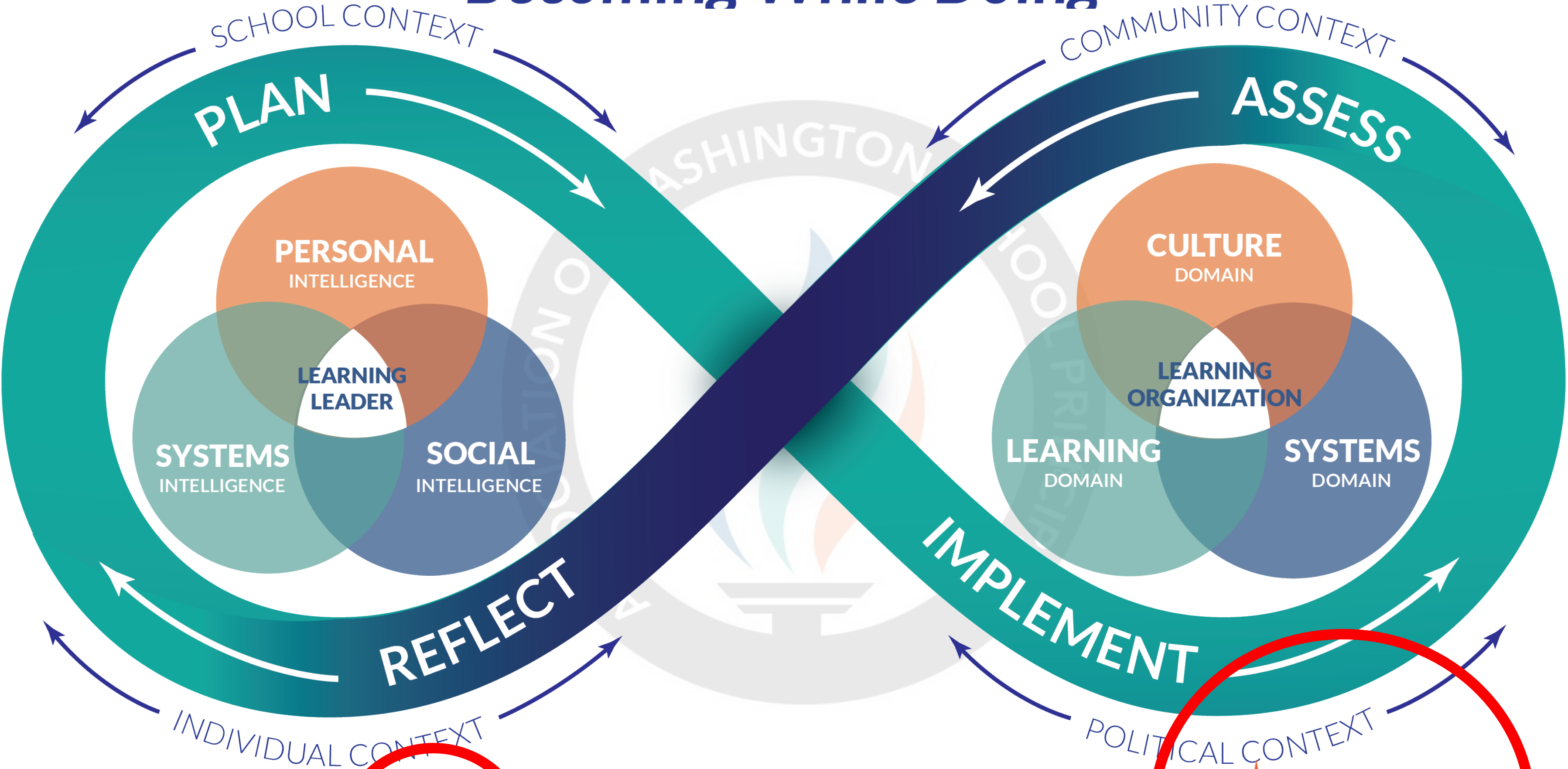


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SCHOOL LEADER PARADIGM

Becoming While Doing



CREATING HOPE FOR ALL
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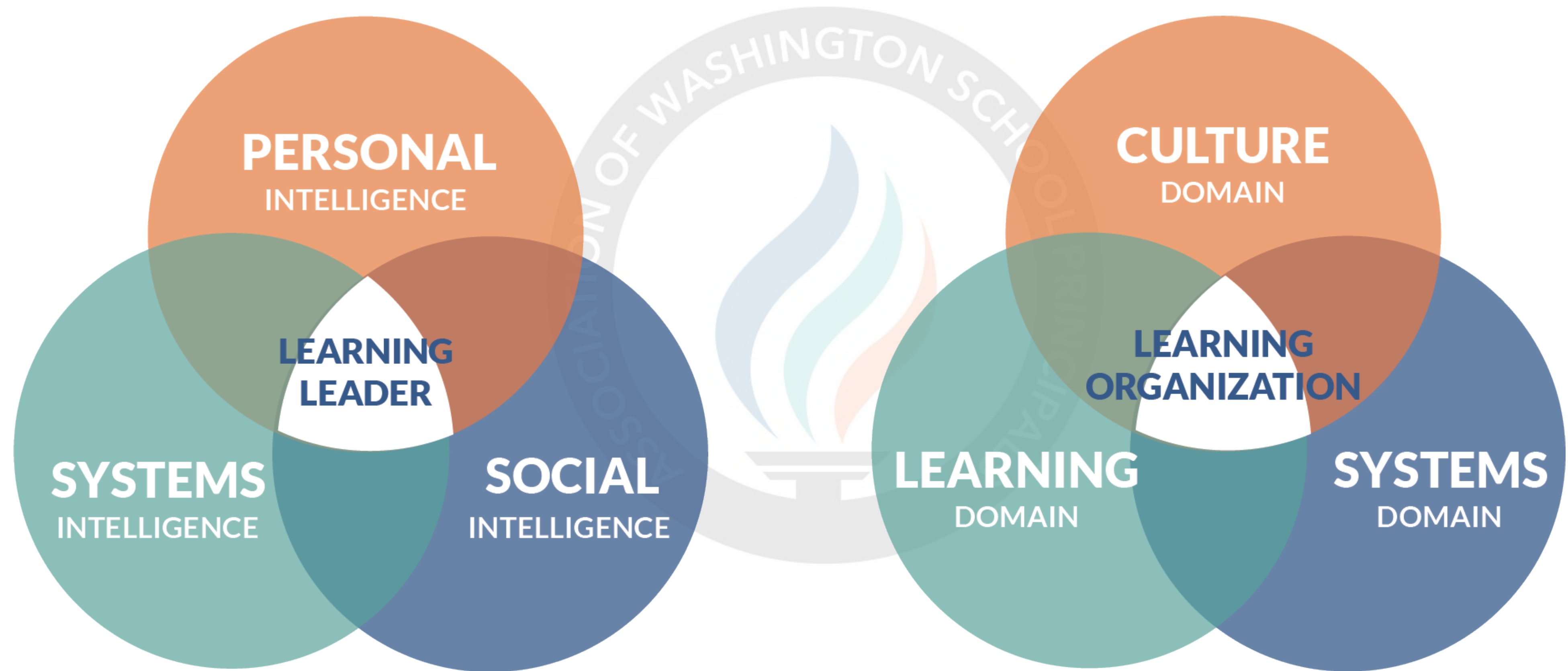


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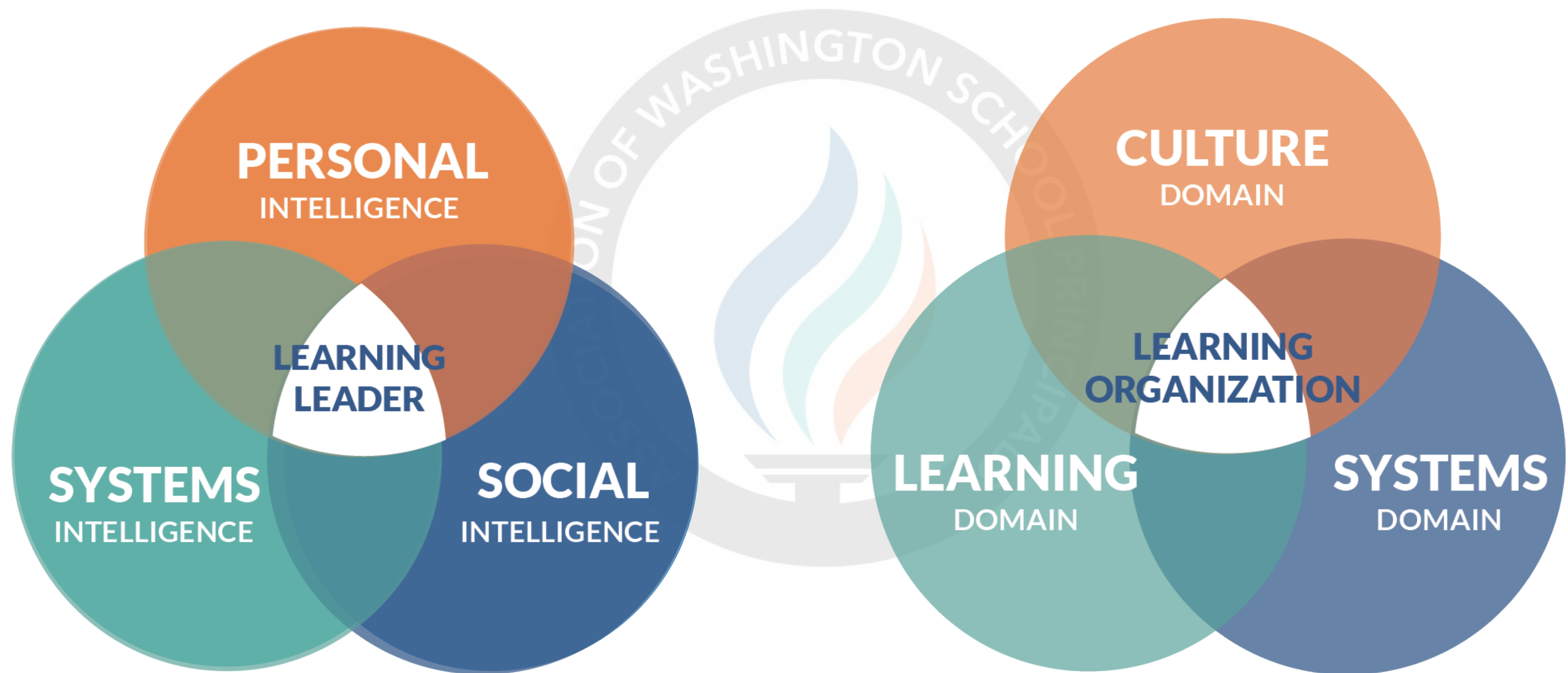
SCHOOL LEADER PARADIGM

Becoming While Doing



SCHOOL LEADER PARADIGM

Becoming While Doing



School Leader Paradigm: “Becoming”



COMPETENCIES:

- Wellness
- Growth Mindset
- Self-Management
- Innovation

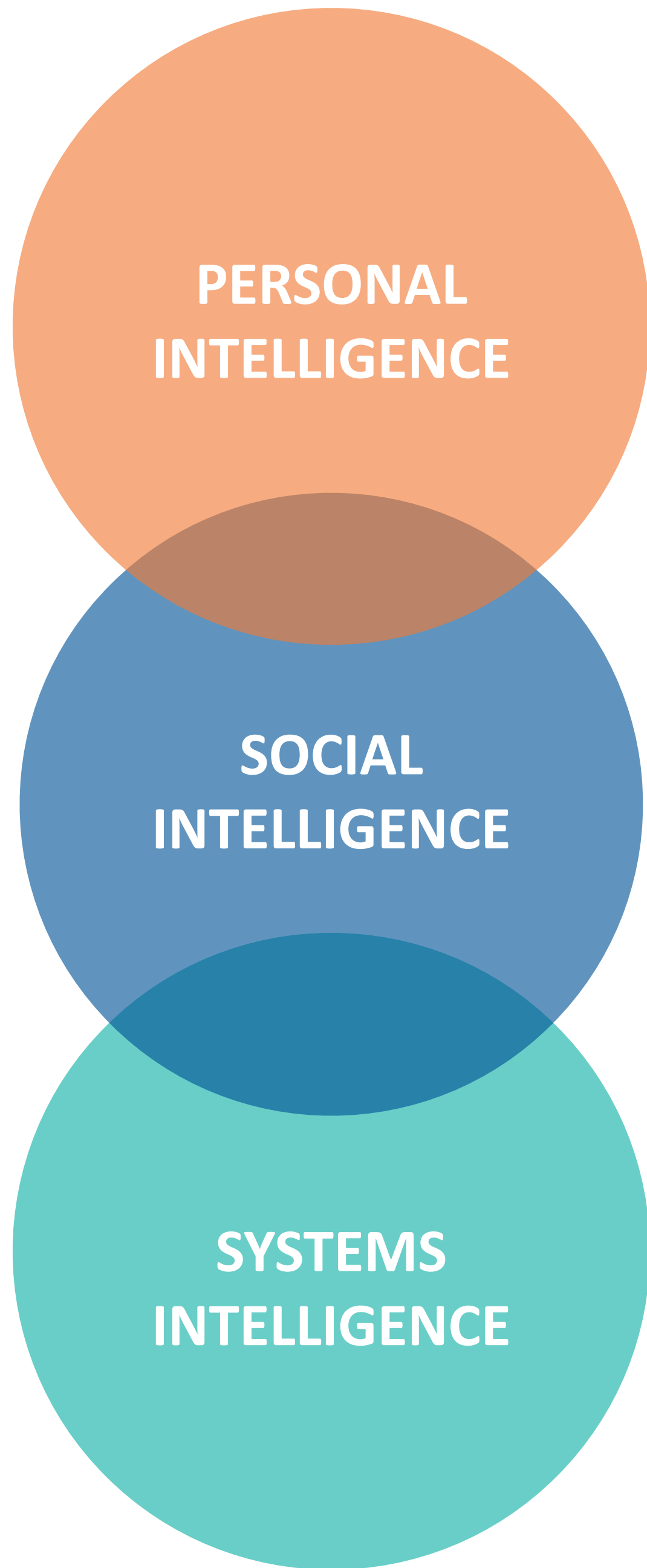
COMPETENCIES

- Service
- Community Building
- Capacity Building
- Influence

COMPETENCIES

- Mission/Vision
- Operations/Management
- Teaching/Learning
- Cultural Responsiveness

What is your primary leadership Intelligence?



School Leader Paradigm: “Becoming”

COMPETENCIES:

- Wellness
- Growth Mindset
- Self-Management
- Innovation

Wellness

- Ethical
- Fit/Healthy
- Optimistic
- Self-Aware

Growth Mindset

- Humble
- Reflective
- Intentional
- Accountable

Self-Management

- Organized
- Balanced
- Way of Being
- Self-Confident

Innovation

- Creative
- Adaptive
- Resilient
- Courageous

School Leader Paradigm: “Becoming”



COMPETENCIES

- Service
- Community Building
- Capacity Building
- Influence

Service

- Empathetic
- Trustworthy
- Generous
- Protective

Community Building

- Relational
- Collaborative
- Connective
- Conciliatory

Capacity Building

- Empowering
- Guiding
- Resourceful
- Facilitative

Influence

- Attentive
- Communicative
- Motivational
- Catalytic

School Leader Paradigm: “Becoming”



COMPETENCIES

- Mission/Vision
- Operations/Management
- Teaching/Learning
- Cultural Responsiveness

Mission/Vision

- Analytic
- Strategic
- Articulate
- Visionary

Teaching/Learning

- Diagnostic
- Knowledgeable
- Pedagogic
- Evaluative

Operations/Management

- Responsible
- Transformable
- Responsive
- Methodical

Cultural Responsive

- Visible
- Affiliative
- Advocative
- Global

School Leader Paradigm: “Becoming”



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How does your Primary Intelligence support or interfere with your leadership?



School Leader Paradigm: “Becoming”



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How does your Primary Intelligence support or interfere with your leadership?

How do the Primary Intelligences of the leaders you support help or hurt the impact of their leadership?



School Leader Paradigm: “Becoming”



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How does your Primary Intelligence support or interfere with your leadership?

How do the Primary Intelligences of the leaders you support help or hurt the impact of their leadership?

How do you differentiate the support needed for each of your leaders?

School Leader Paradigm: “Becoming While Doing”



“Becoming”

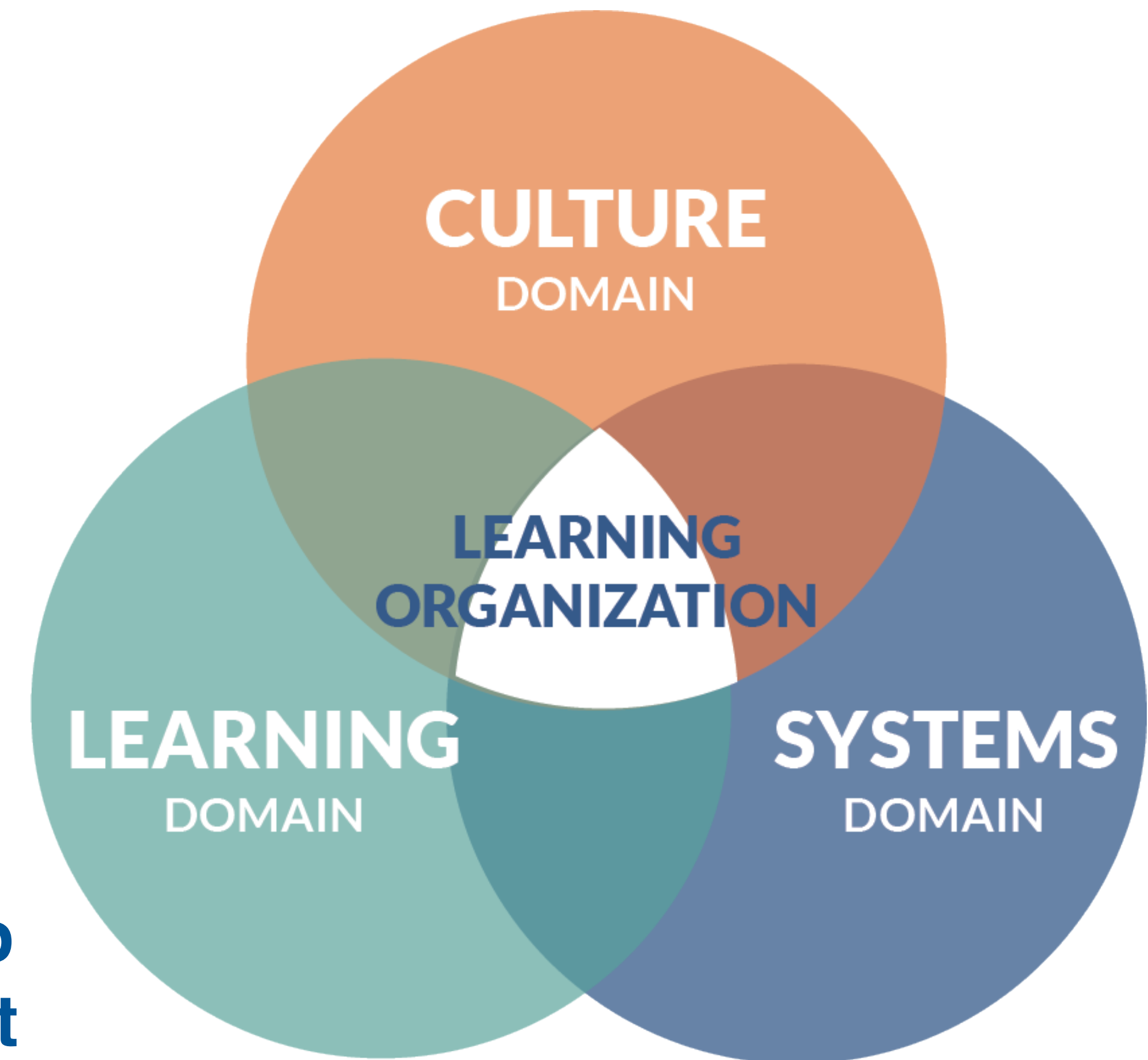
School Leader Paradigm: “Becoming While Doing”



“Becoming”

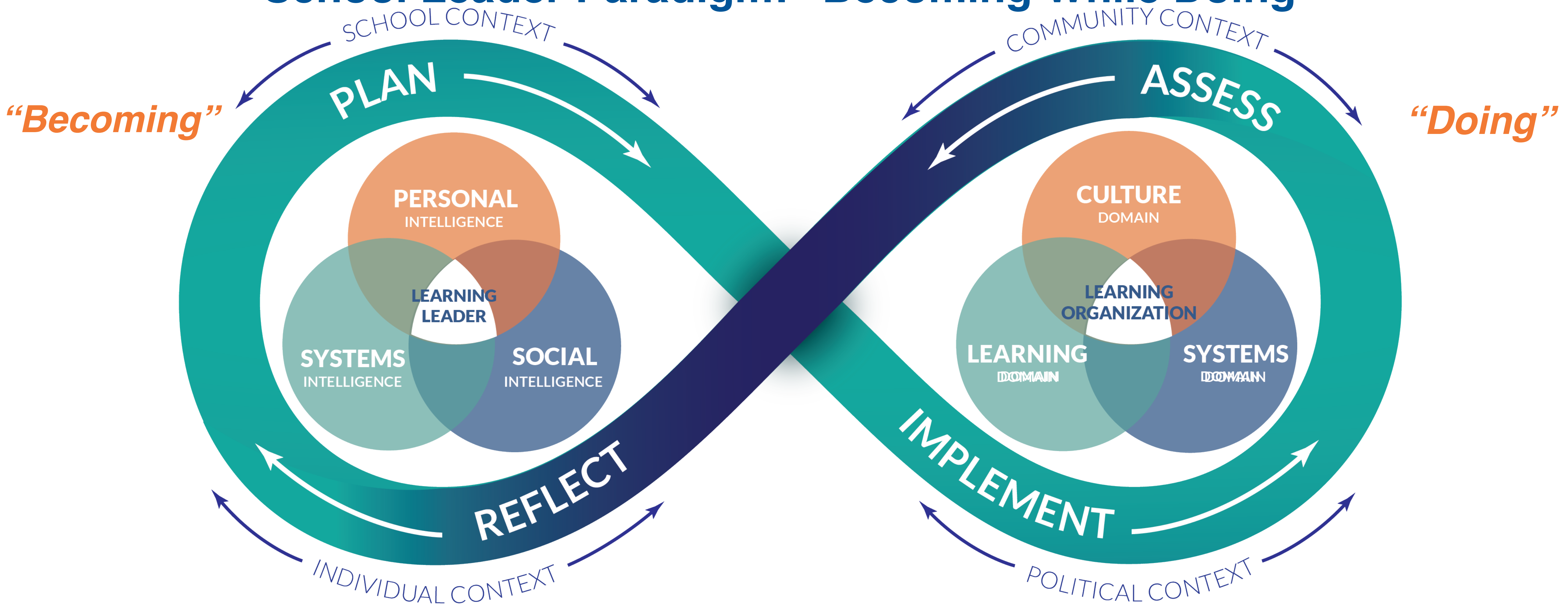


**How does your
primary Leadership
Intelligence interact
with your Domain
Strength?**



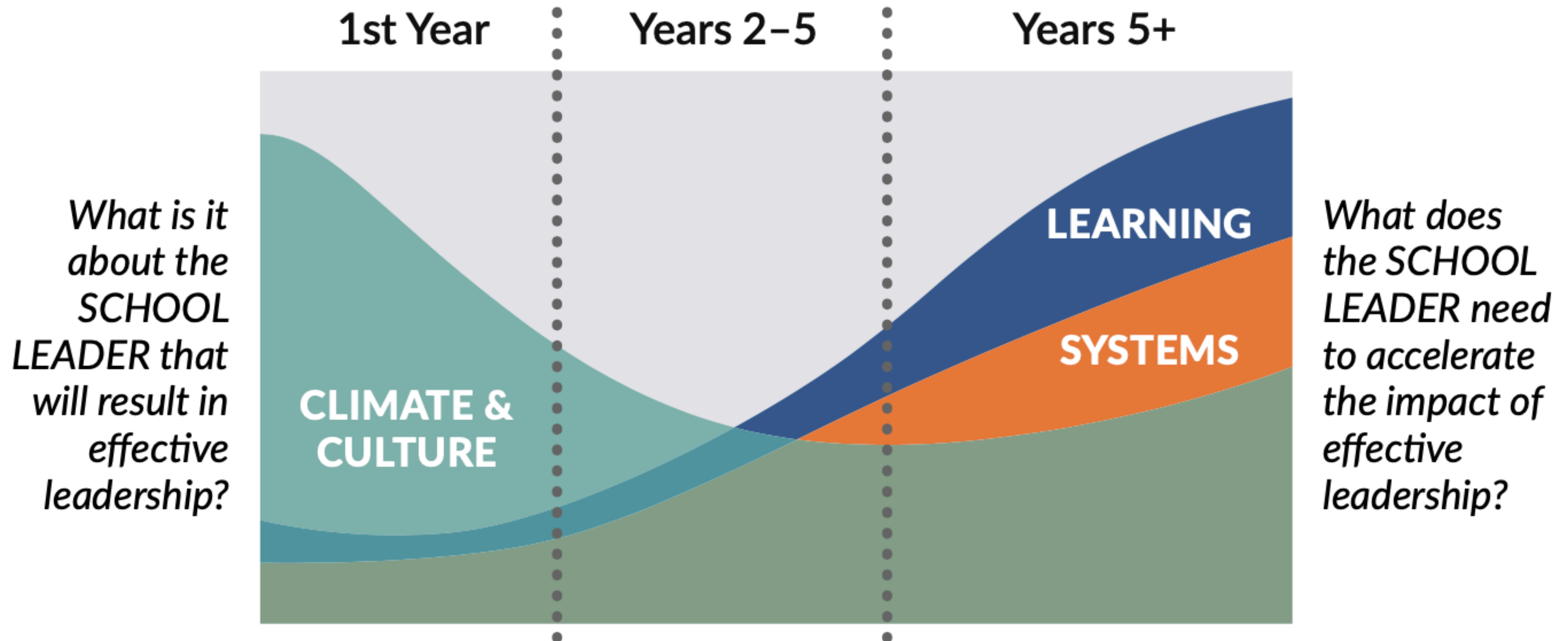
“Doing”

School Leader Paradigm: “Becoming While Doing”



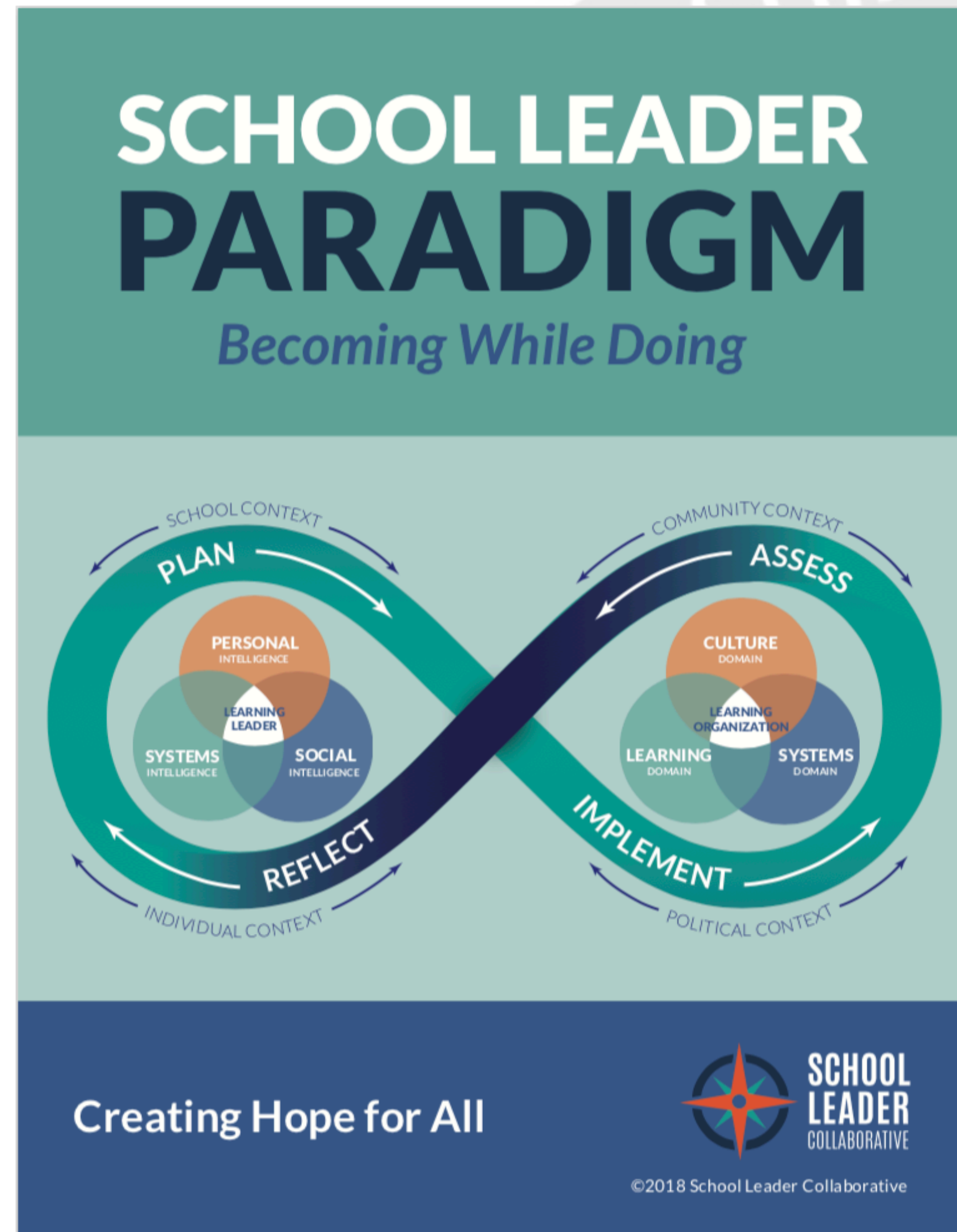
How are you currently *growing*, *supporting*, and *sustaining* your school leaders while they are “becoming while doing”?

LEADING THE CONVERGENCE OF CULTURE, SYSTEMS, AND LEARNING

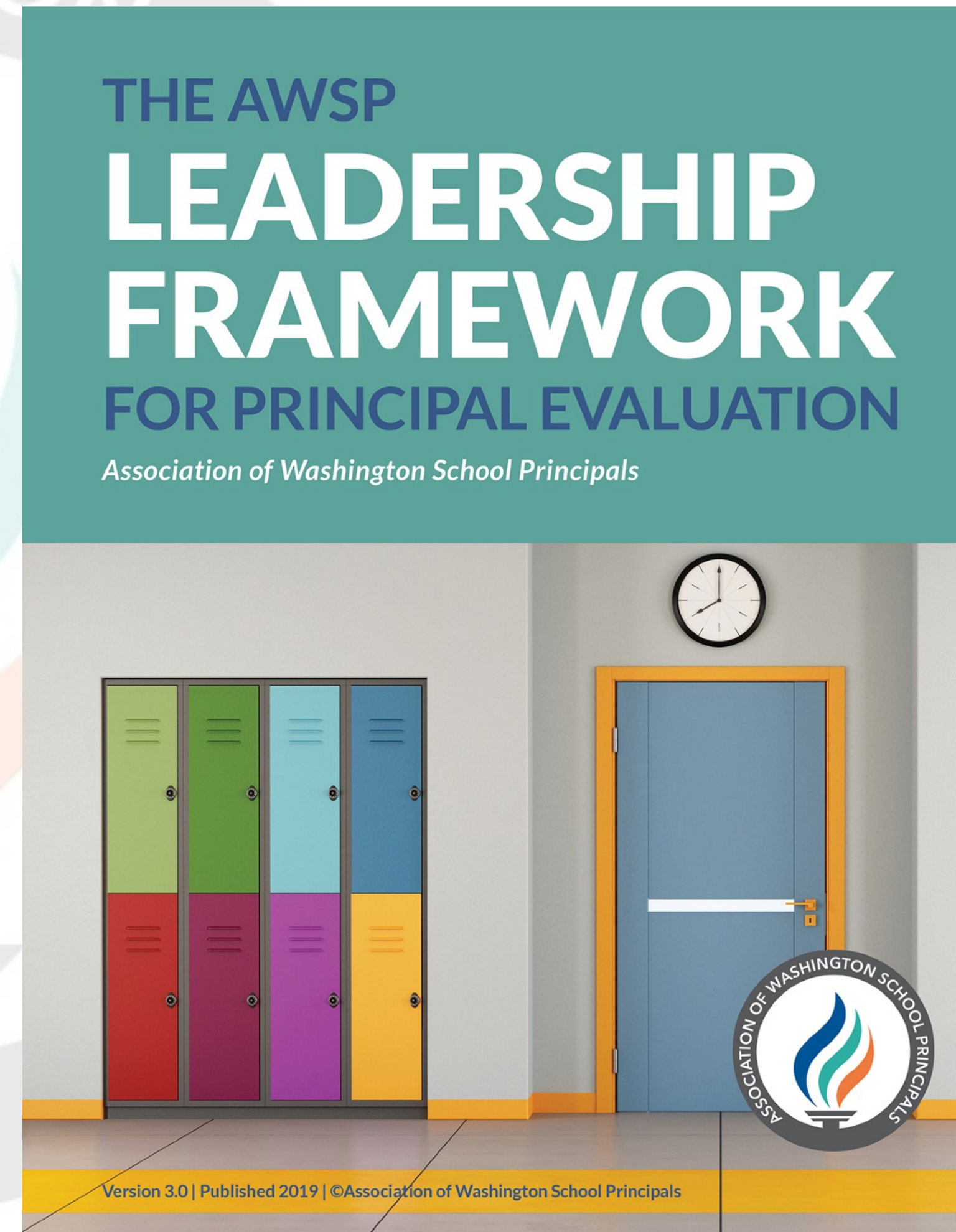


AWSP Leadership Resources

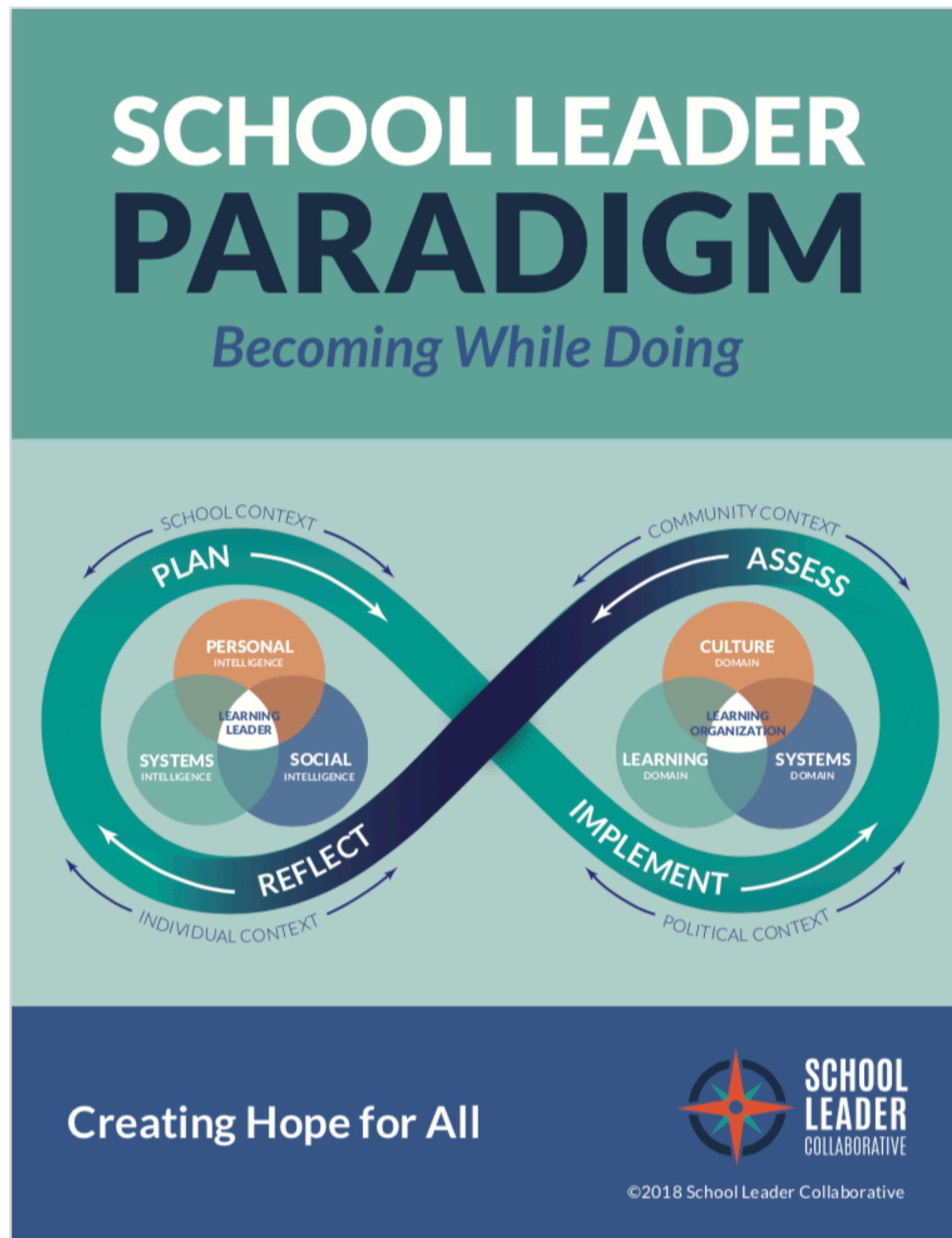
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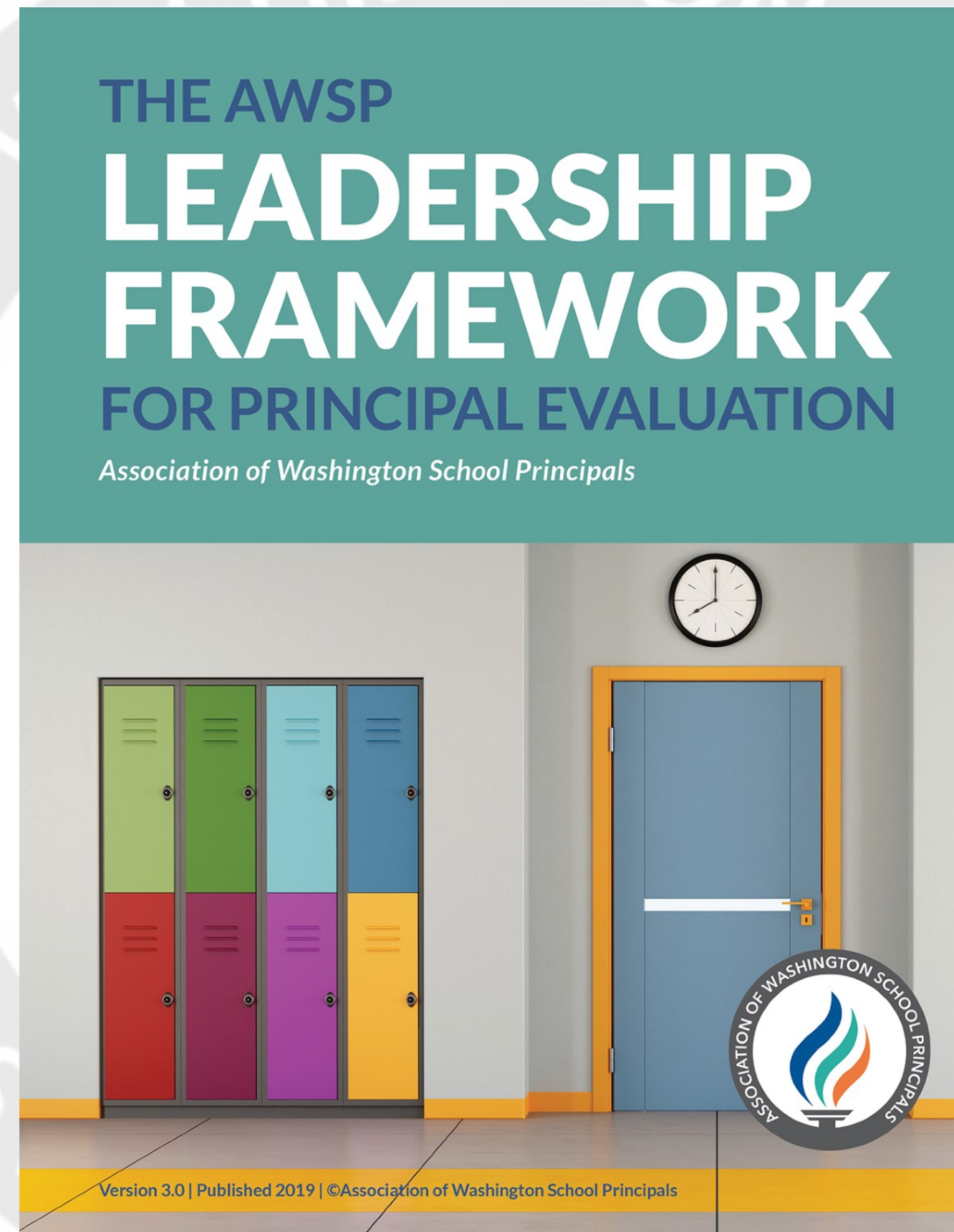
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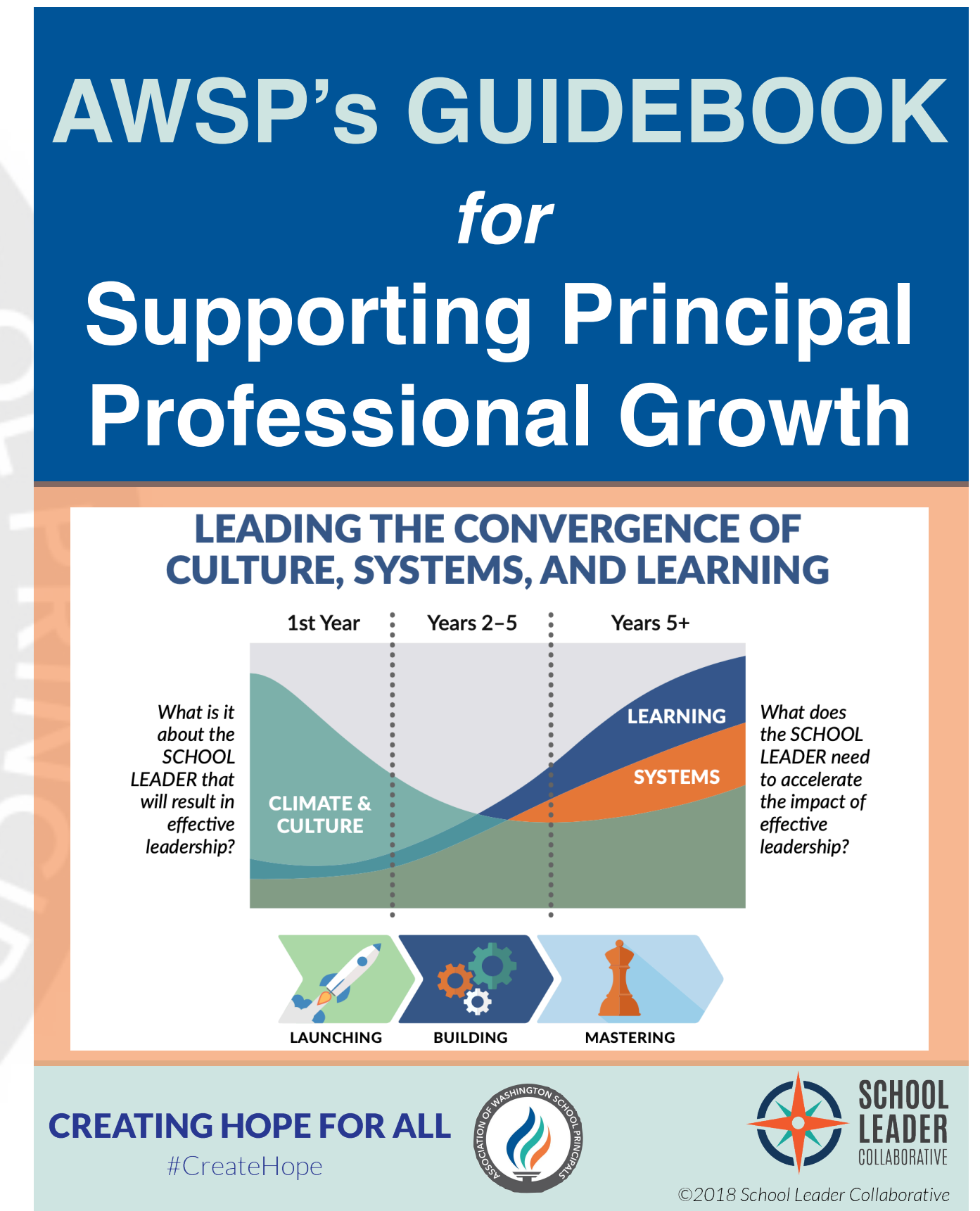
AWSP Leadership Resources



“Becoming”

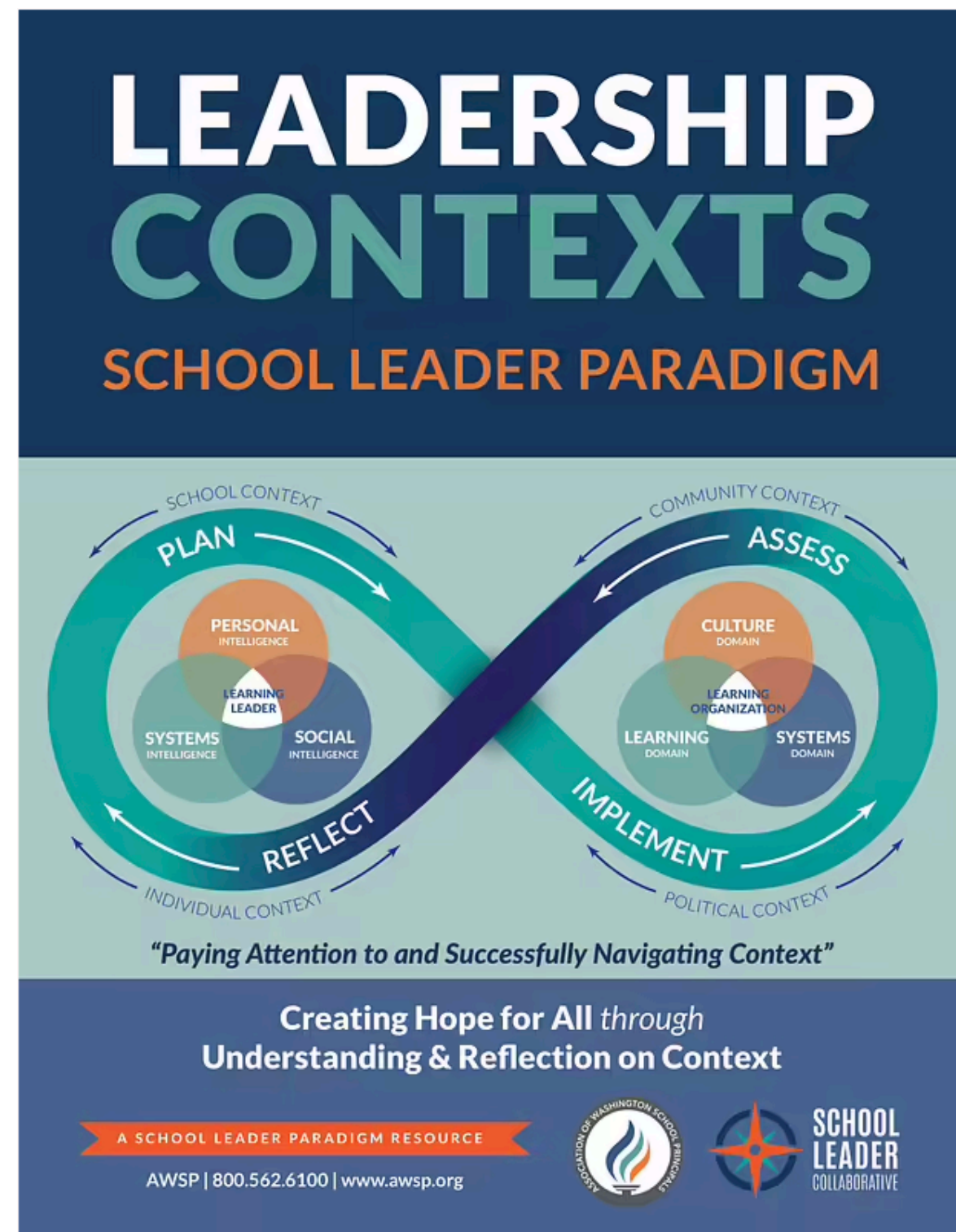


“Doing”

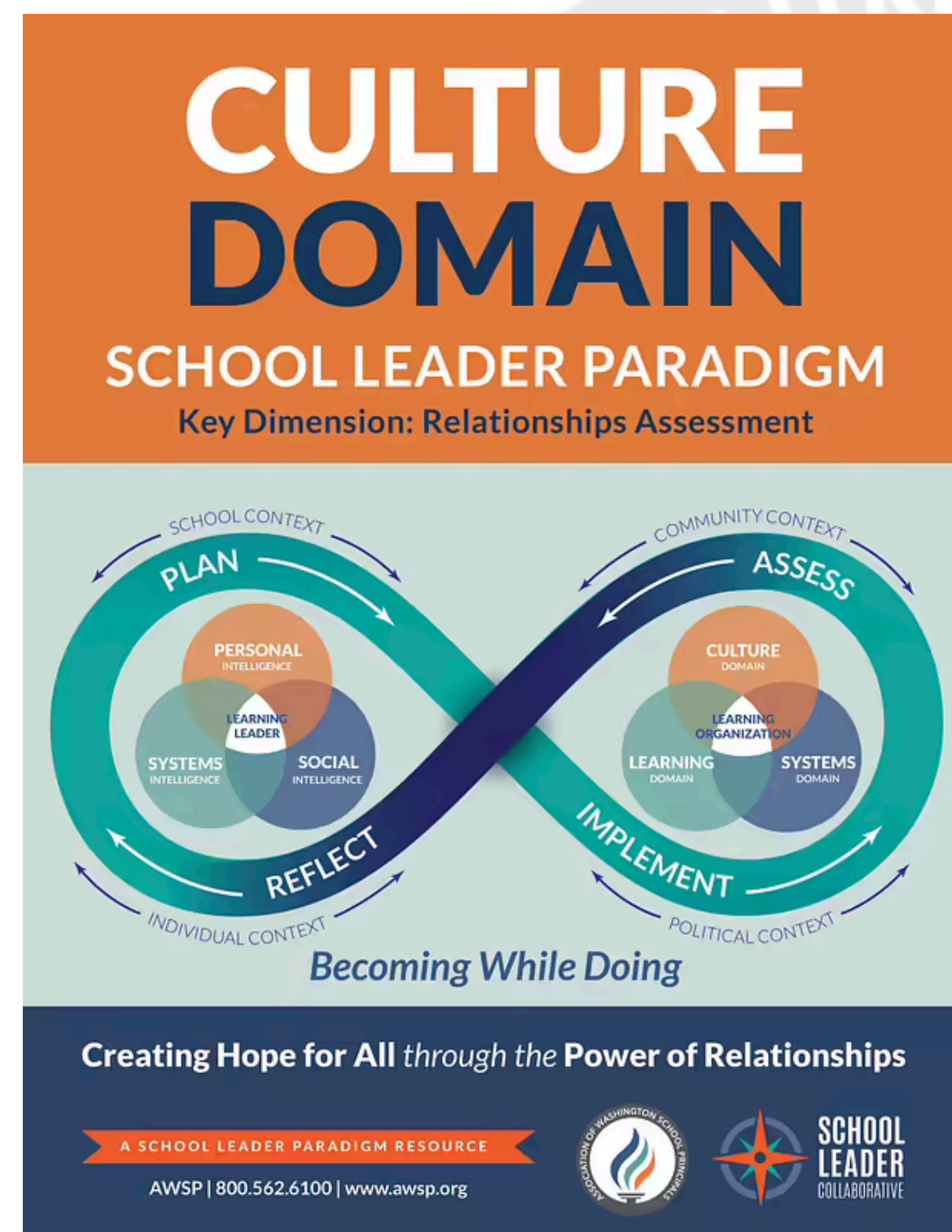


“Supporting”

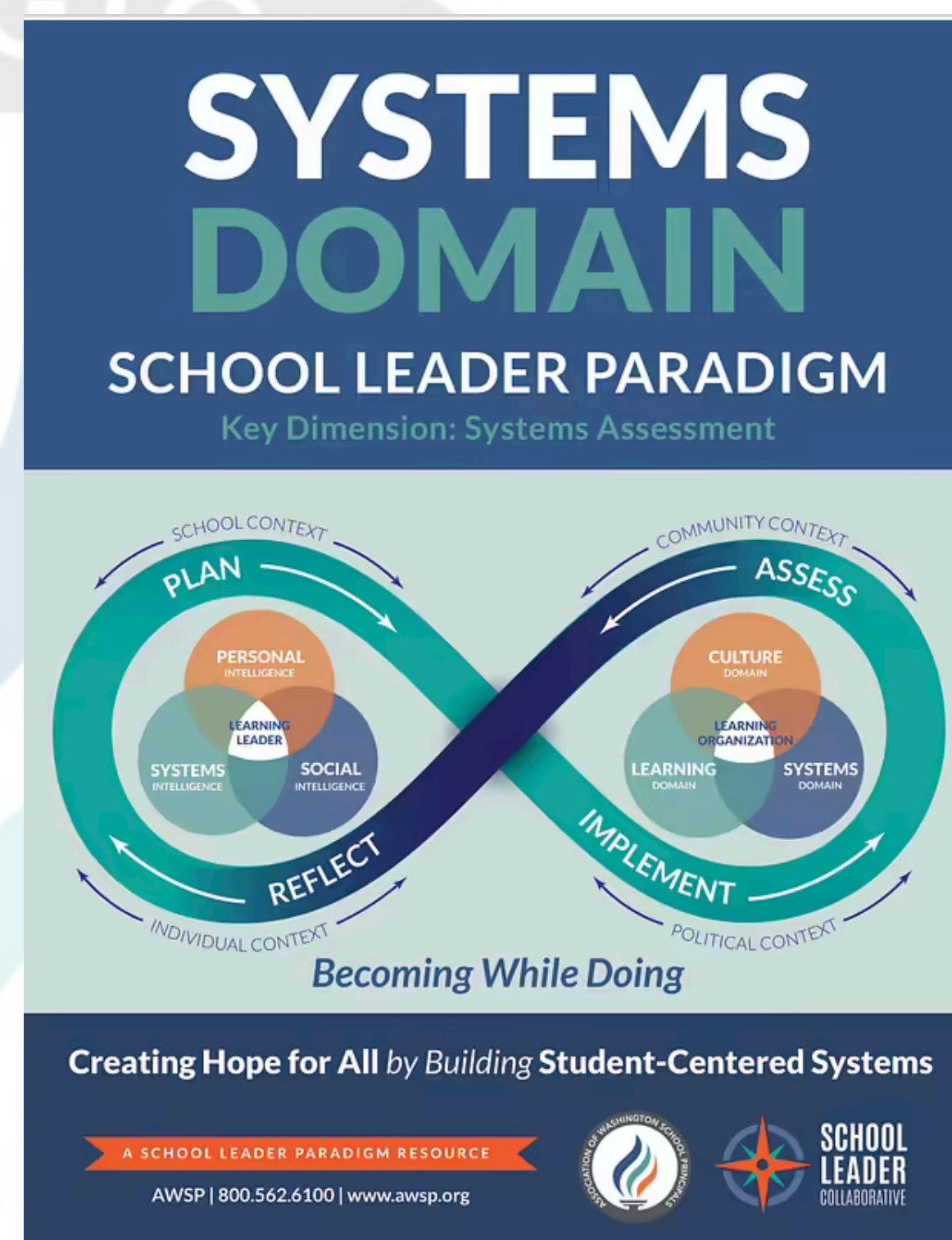
AWSP Leadership Resources



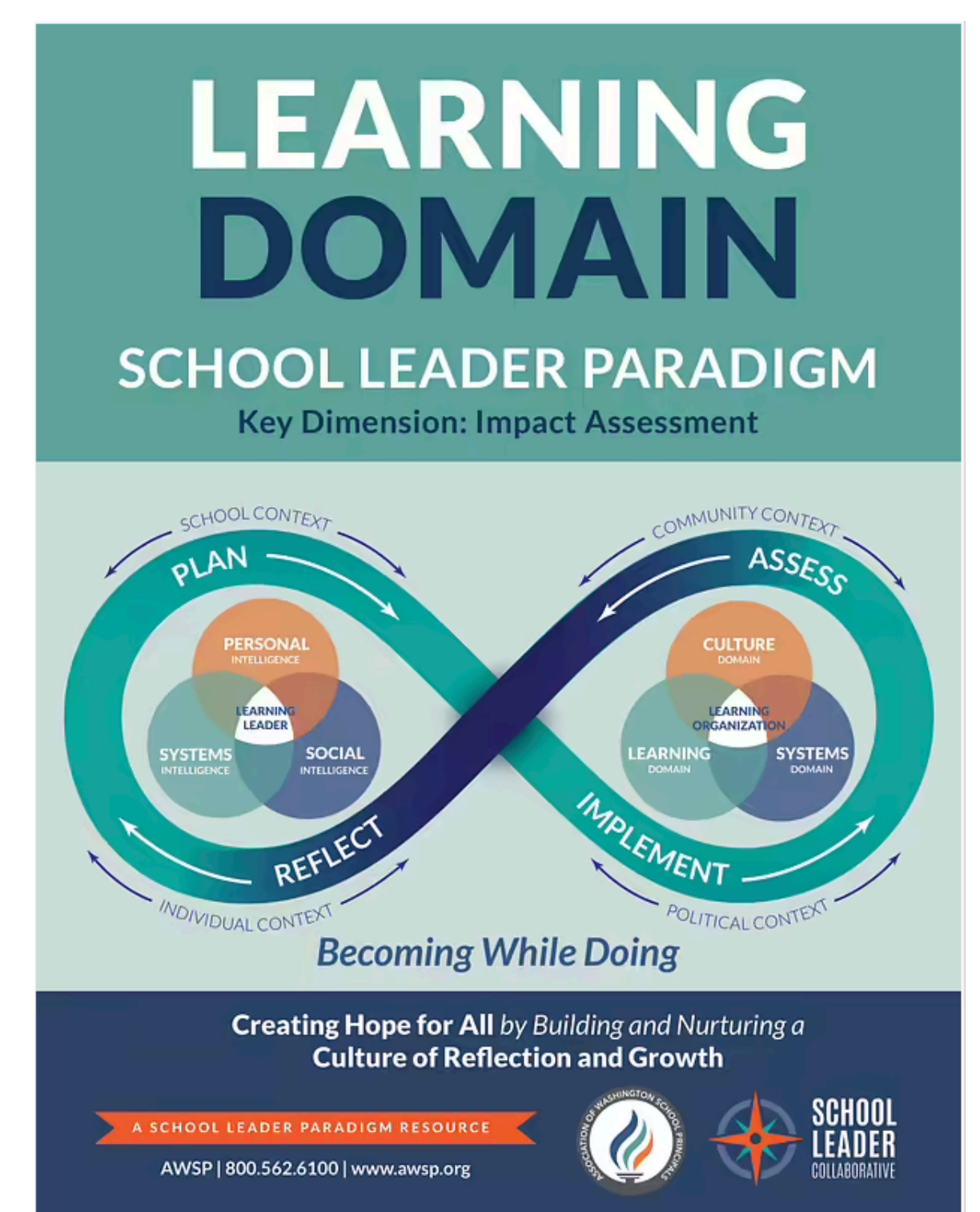
Context
Assessment



Relationships
Assessment



Hope
Assessment



Adult Impact
Assessment

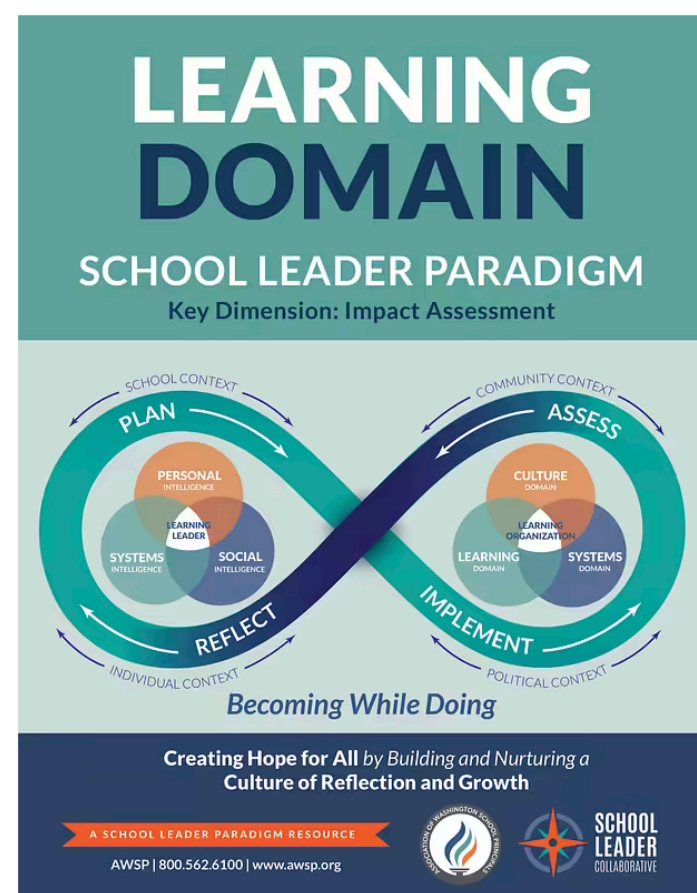
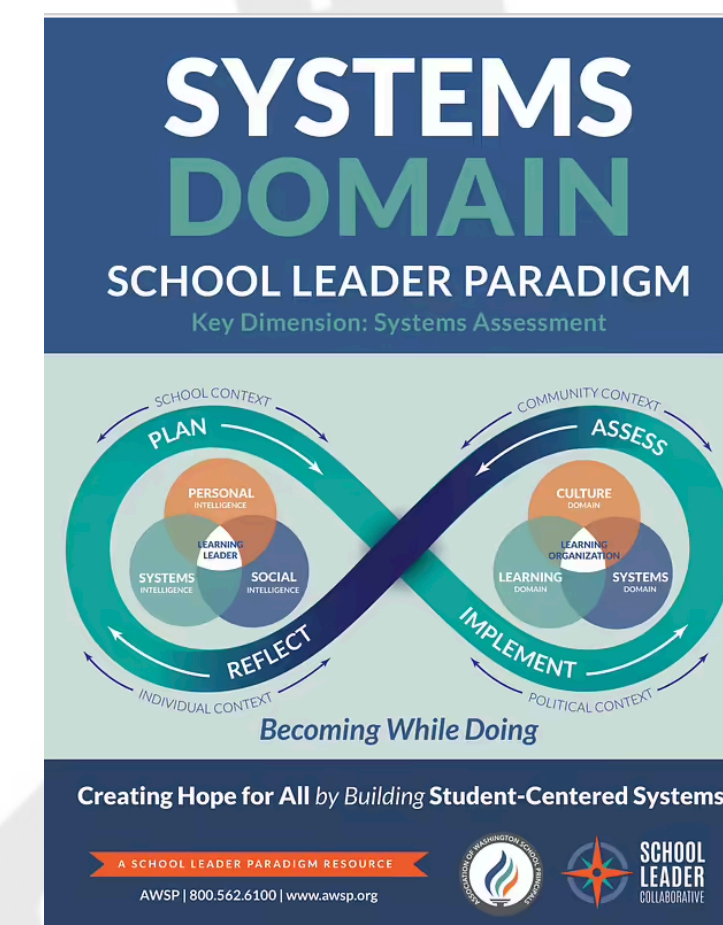
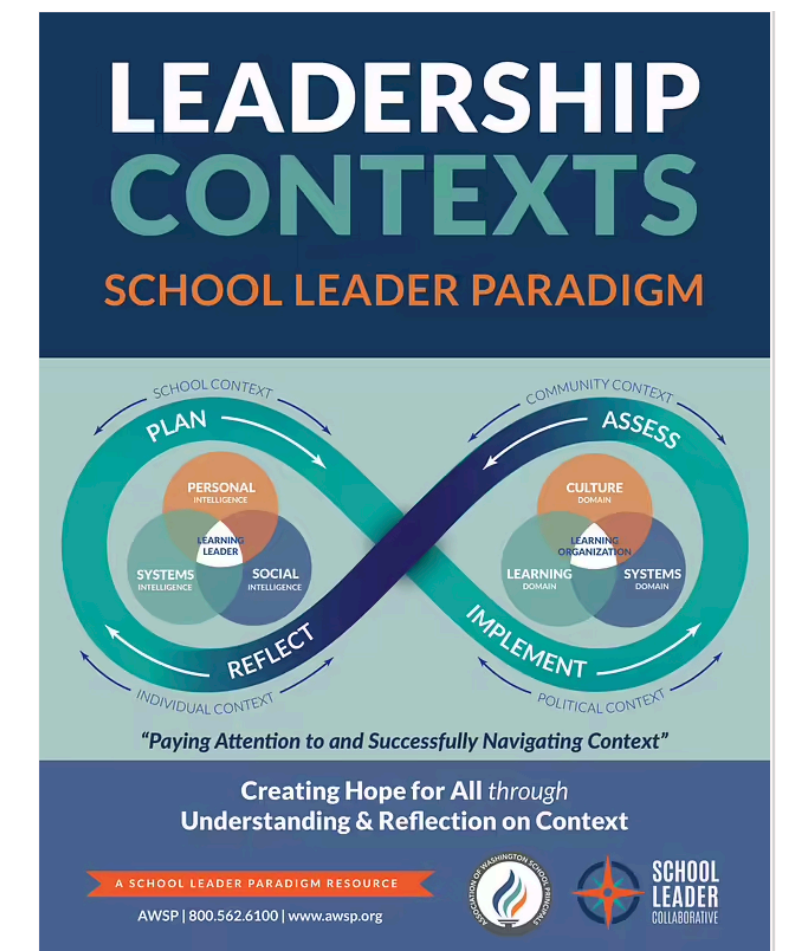
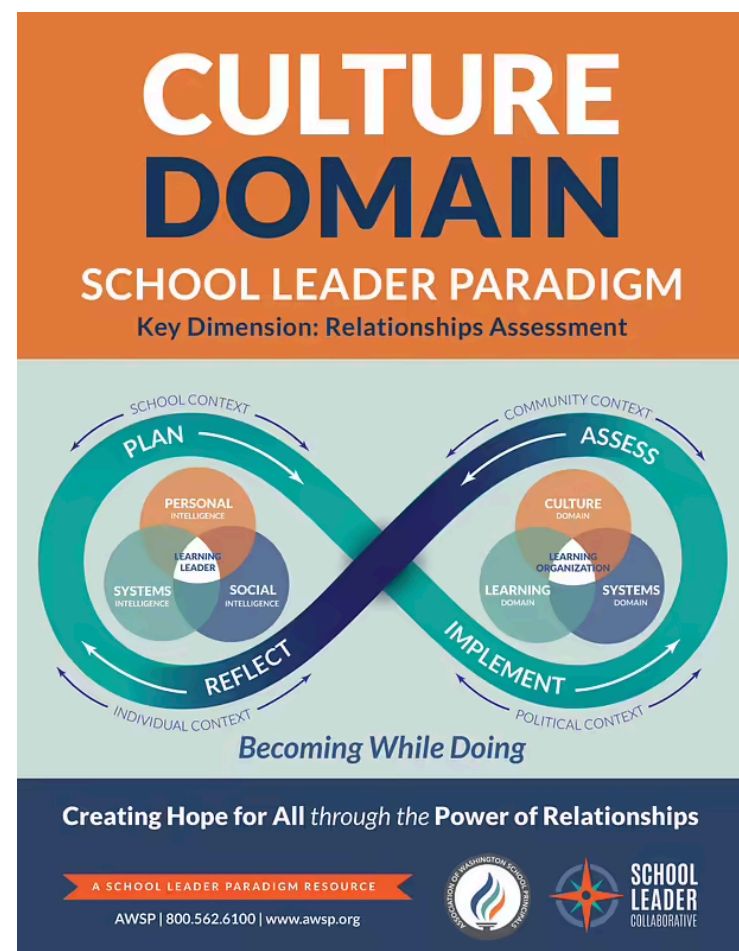
AWSP Leadership Resources

Do you have a leader who needs better contextual awareness?

Do you have a leader who struggles with relationships?

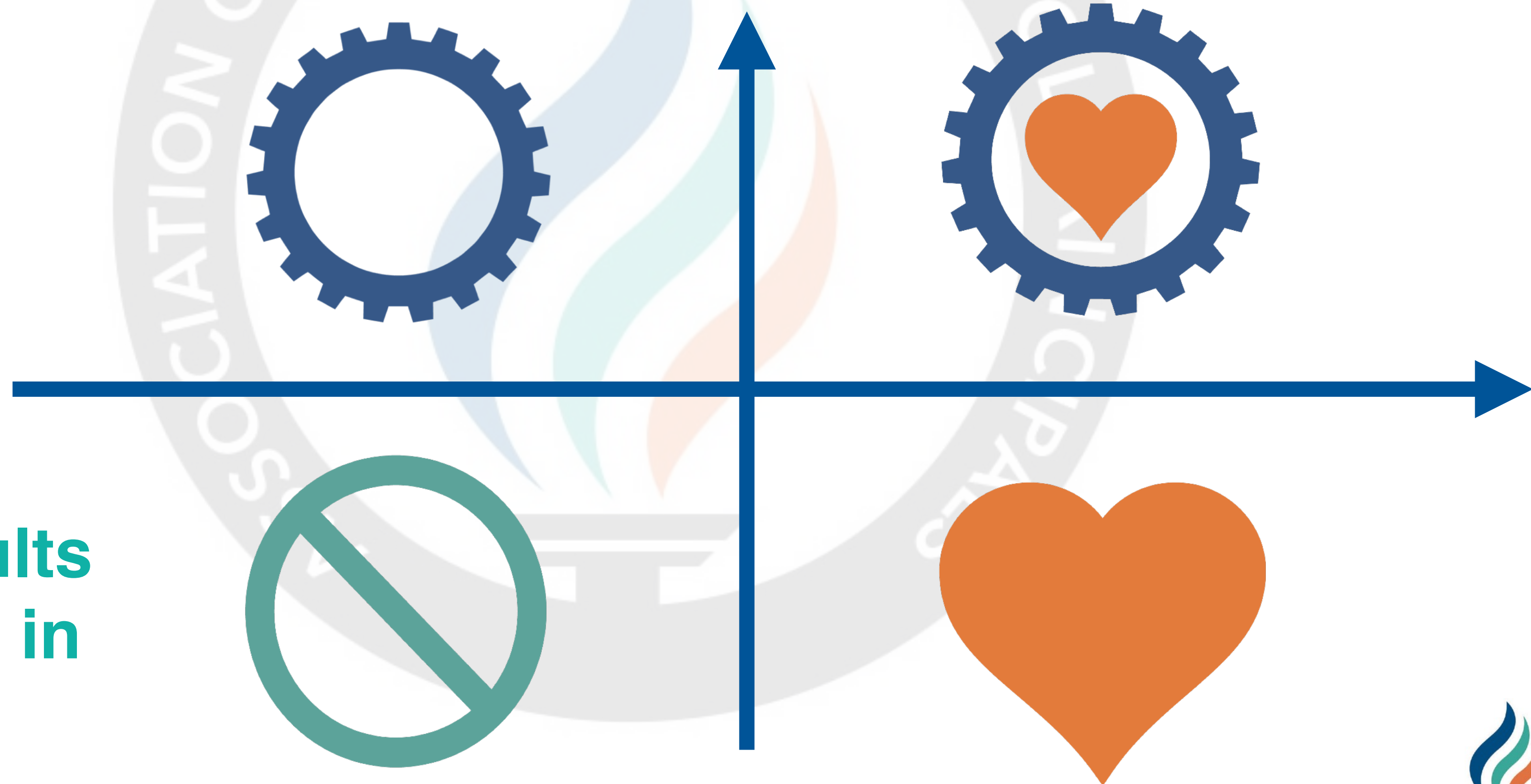
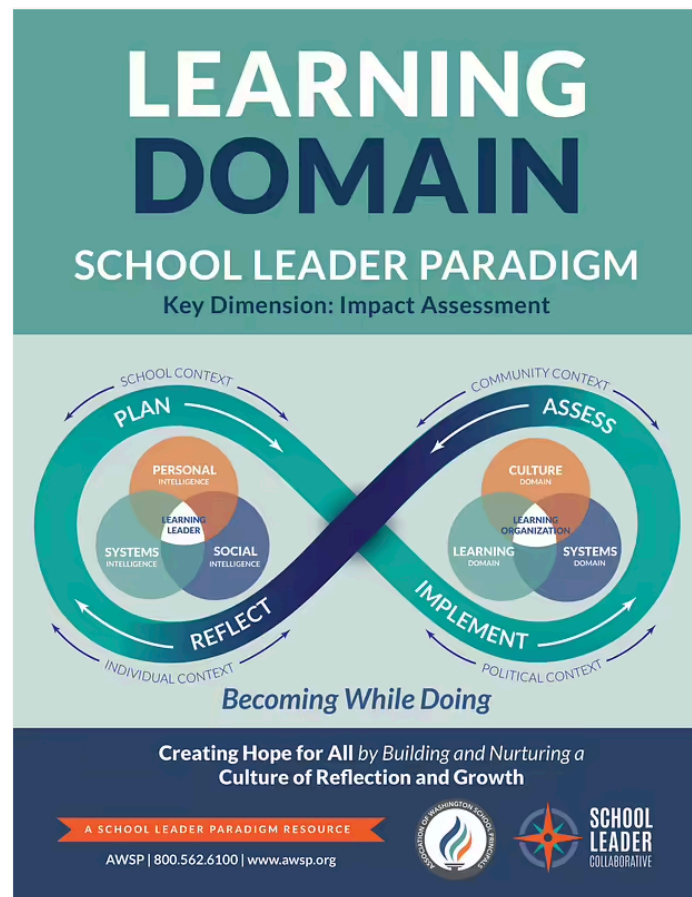
Do you have a school still using hope-crushing systems?

Do you have a leader struggling with leading learning improvement?



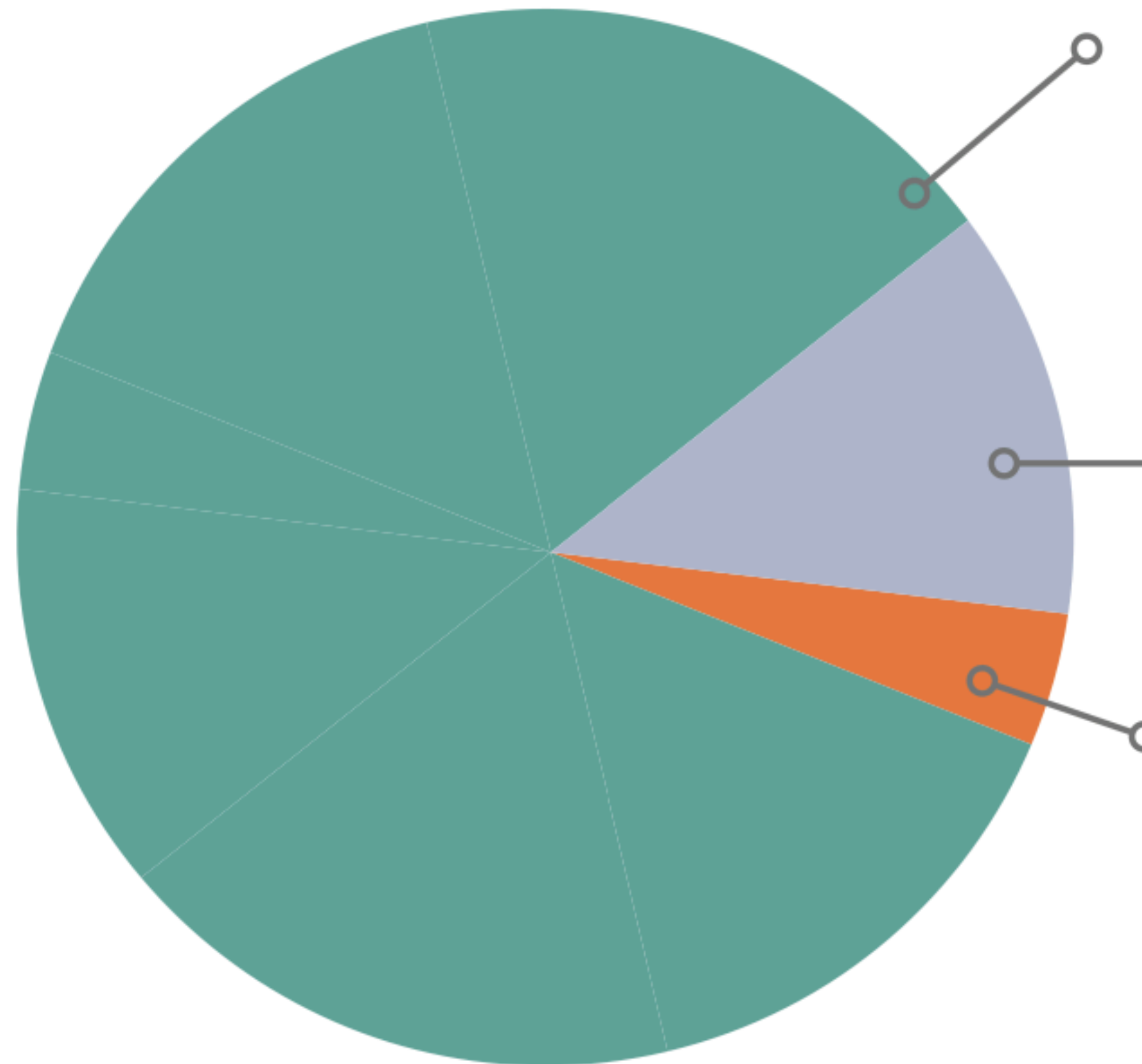
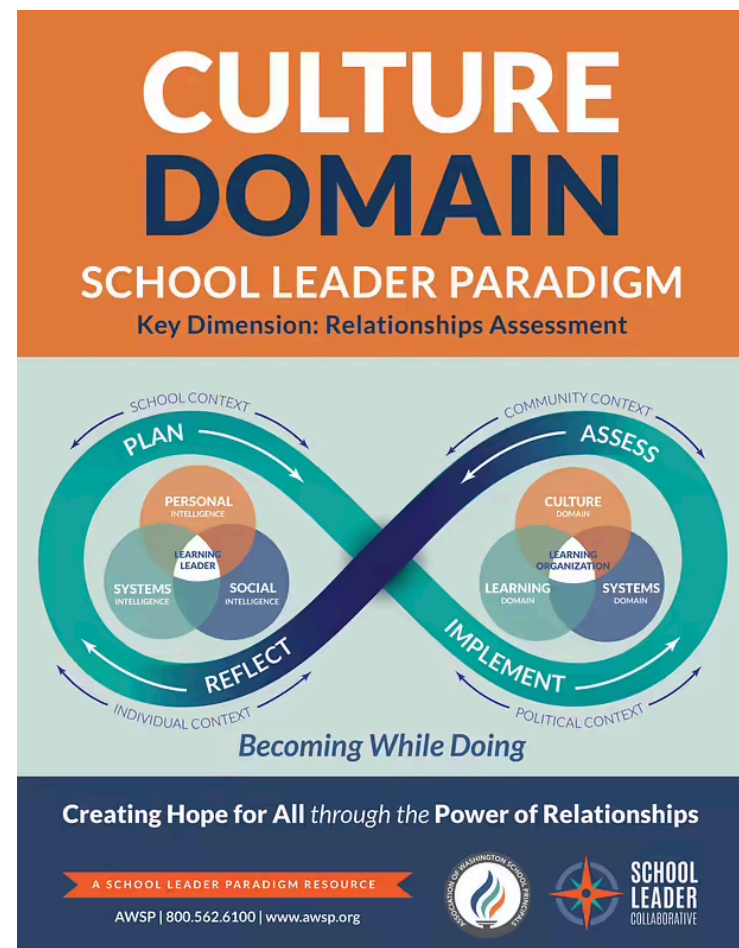
AWSP Paradigm Resources

Every single adult plays a role in creating hope, building relationships, setting expectations, and fostering the ongoing conditions for learning.



How are the adults impacting hope in your school?

AWSP Paradigm Resources



What percentage of the staff in your building would you consider to be **“All In”** on your leadership? How do you know?

What percentage of the staff in your building would you consider to be **“On the Fence”** on your leadership? How do you know?

What percentage of the staff in your building would you consider to be **“Out and About”** on your leadership? How do you know?

How do we teach leaders to create relationships?

“A highly effective school principal has the greatest impact on student achievement.”

Wallace Foundation Research

The mission of AWSP is to support all principals and the principalship in the education of *each and every* student.

Thank YOU for supporting school leaders!

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