



Principal Leadership in Action™

A comprehensive integrated model for principal coaching and leadership development.

“The purpose of principal coaching is not for self-understanding in and of itself. It is to achieve a successful action.”

Former Superintendent & Principal Coach -- **Leonard Lubinsky**

Bob Peter, Insights2Improvement, Inc.

Experienced Leadership Trainer, Culture Advisor & Team Building Facilitator

Don Bartalo, UNITY School Leadership Development & Coaching

Experienced Instructional Leadership Developer & School Leadership Coach



Two key questions:

1. Are each of your schools continuously improving in all key result areas to your satisfaction?
2. What are you doing to provide on-going leadership development for all of your principals, assistant principals and teacher leaders within your district?



Principal Coaching

A collaborative process that engages the principal (coachee) in a one-to-one relationship with a coach designed to support the principal's professional and personal development allowing the principal to set new goals and improve results.



Why principal coaching?

- Importance of sustainable, stable and effective site leadership for school improvement
 - School leadership competencies, skills and practices
 - Staff satisfaction and development
 - Student achievement and growth
 - SIP goal obtainment
- Shortage of qualified candidates for the principalship
- Inadequacy of traditional pre-service and in-service programs to impact results
- Need for quality induction and professional development programs for principals to include a coaching component
 - Leadership measures: data-based leadership development
 - One-to-one support


Adapted from Blended Coaching, Bloom-Castagna-Moir-Warren



Coaching Puts Learning to Work

	Impact of Training Components On Learning and Applications		
Training Components	Concept Understanding	Skill Attainment	Application
Presentation of Theory	85%	15%	5-10%
Modeling by trainer	85%	18%	5-10%
Practice and feedback in training	85%	80%	10-15%
Coaching	90%	90%	80-90%

Adapted from Joyce and Showers (1995) and Collins (1997) – Leadership Coaching for Educators



Coaching Meets Principal Learning Needs

- Commitment to realistic objectives that impact personal and professional needs (applicability)
- Origin of their own learning (control)
- Sustained learning through follow-up (transfer)
- Feedback on results and efforts (reflection/dialogue)
- Build on previous experiences, knowledge, interests, talents and competencies (self-direction)
- Learning based on assessed need (data-driven)

Adapted from Blended Coaching, Bloom-Castagna-Moir-Warren



Principal Coaching Growing

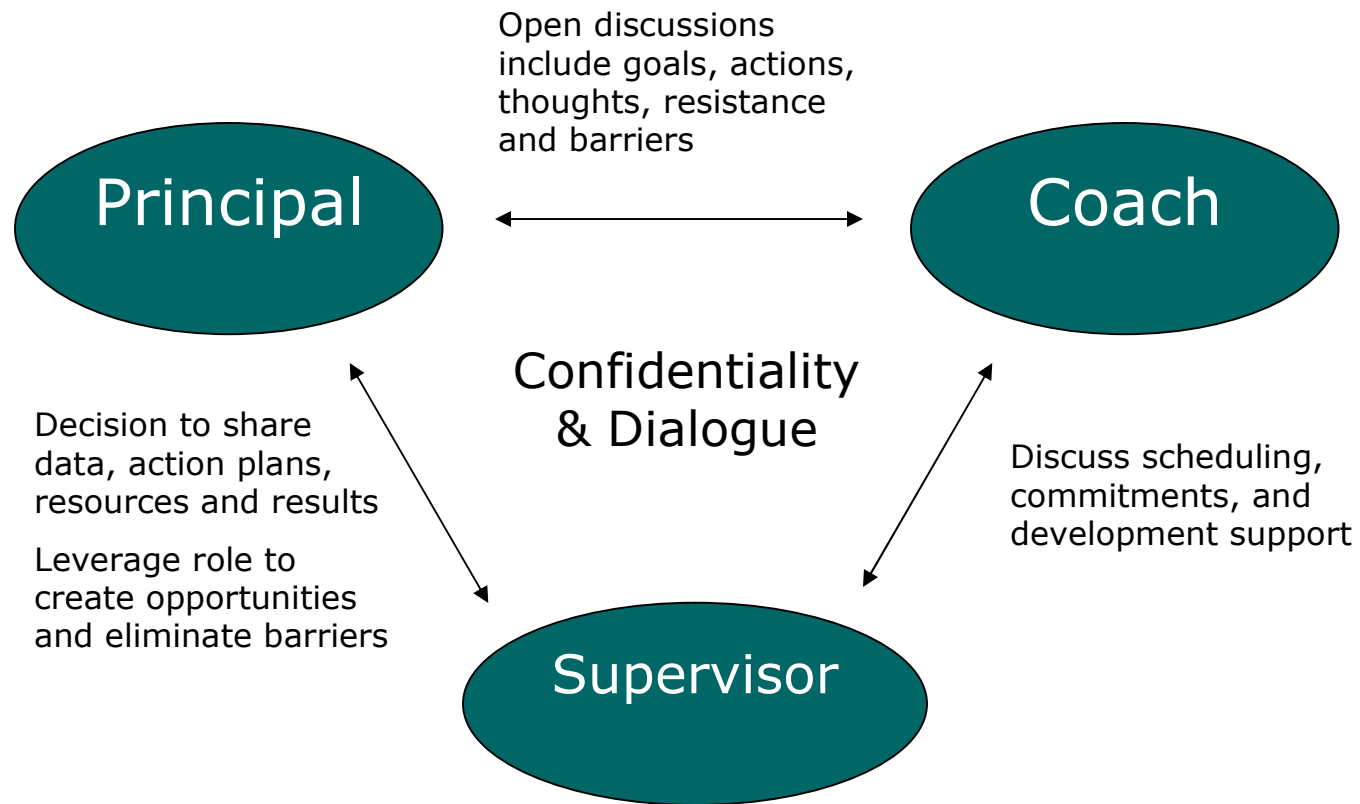
- Principal Coaching Publications
- The New Teacher Center, principals receiving coaching
 - Drive school improvement
 - Increase time spent on instructional issues
 - Improve instructional leadership skills
- National Staff Development Council
 - Life coaching initiative, 2002
- Confidentiality Key to Success
 - Ownership of assessment-based data
 - Choice to include supervisor in process



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Coaching Triad



Adapted from Leadership Coaching for Educators, Reiss



Integrated Process

- Assessment Measures – data driven
- Job-Embedded Goals – principal specific
- National Leadership Standards
- National Staff Development Council Standards – research based
- School Improvement Plan - alignment
- Group Seminars – best practice benchmarking
- Coaching Internalized - build leadership capacity



Blended Coaching

- *Building on strengths*
- *Working on challenges*
- *Increasing time spent on instruction*
- *Coaching & evaluating teachers*
- *Offering feedback*
- *Fostering a collaborative culture*
- *Collecting data on classroom practices*
- *Building capacity for shared leadership*
- *Leading desired instructional change*



MODULE I

School Leadership Insight™

[April-May 2008]

Assessment Measure: Excellence for Learning Leadership (EFL) Style Inventory (DISC), leadership behavioral talents and communication skills

- Complete EFL online inventory (15 minutes)
- Review personal feedback report with their coach
- One-to-one coaching around EFL inventory and job-embedded agenda/goals (4 hours)
- Develop School Leadership in Action Plan



MODULE II

School Leadership Standards

[May-June 2008]

Assessment Measure: School Leadership Development 360 Degree Survey (self), standards-based leadership practices and skills

- Complete and score paper-based 360° survey self assessment (30-45min)
- Review assessment results with coach
- Facilitate 360° online survey process including feedback from supervisor, staff members and colleagues (10-12)
- One-to-one coaching (4 hours)
- Update School Leadership in Action Plan



MODULE III

School Leadership Retreat

[July-August 2008]

Assessment Measure: School Leadership Development 360 Degree Survey (feedback from supervisor, staff and colleagues), standards-based leadership practices and skills

- Participate in 2-day summer school leadership retreat
 - receive SLD360 feedback
 - inner guidance system: define personal mission, vision, & values
 - share instructional & transformational leadership best practices
 - facilitate peer-based coaching
 - experience leadership team building

- One-to-one coaching (4 hours) post-retreat

- Update School Leadership in Action Plan



MODULE IV

School Leadership in Action

[September-December 2008]

Assessment Measure: Teams4Levels of Excellence Survey, school leadership team practices and performance

- Develops feedback communication and rater follow-up plan with coach to share SLD360 feedback
- Use Appreciative Inquiry (AI) process to solicit staff input on School Leadership in Action Plan
- Complete the Teams4Levels of Excellence Survey with school leadership team
- Align personal & team action plan with School Improvement Plan (SIP)
- One-to-one coaching to support AI, leadership team, & SIP processes (8 hours)



Process Vision

1. Principal/Assistant Principal w/3+ years
2. Central coaching location, site-based, telecoaching
3. Coaching will be completed during regular hours
4. Collaborative learning group meeting will be scheduled based on principal needs
5. Retreat location will be off-site



Resources

- Leadership Coaching for Educators, Reiss
- Blended Coaching, Skills and Strategies to Support Principal Development, Bloom, Castagna, Moir & Warren
- Excellence for Learning Inventory, request a free inventory trial



Excellence for Learning

- Values to the Educational System (natural talents)
- Communication Skills & Preferences
- Motivational Insights and Incentives
- School Leadership Needs
- Desired Leadership Environment
- Areas for Leadership Growth
- Styles Insights Graphs
- Leadership Success Insights Wheel Graph



Thank you.

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