# CONTENTS

## ABOUT THE AUTHORS

About New Leaders xi

## PART ONE

**Diagnosing Your School’s Stages of Development** 1

### INTRODUCTION

The Transformational Leadership Framework in Action 4

Why Focus on the Work of the Principal? 7

What Is the Transformational Leadership Framework? 8

The Structure of the Transformational Leadership Framework 9

Stages of School Development 11

How to Use This Book 12

### CHAPTER ONE

**The Stages of School Development** 15

Overview of Stages 16

*How the Stages of the TLF Work* 18

*Moving through the Stages* 20

Putting the Framework to Work 26

### CHAPTER TWO

**Diagnosis and Action Planning** 27

A Different Approach to School Planning 28

Case Study: The Four Steps of Planning 32

*Step 1: Using Multiple Data Points to Diagnose School Practices* 32

*Step 2: Bringing the Outputs of the Diagnosis Together to Identify Priorities* 38

*Step 3: Set Goals, Identify Strategies, and Create an Action Plan* 40

*Step 4: Monitor and Adjust Action Plan* 47

Next Steps 48
PART TWO  The Transformational Leadership Framework  49

CHAPTER THREE  Learning and Teaching  51

The Importance of Instructional Leadership  52
Lever 1: Aligned Curriculum  56
  Lever 1: Action 1: Scope and Sequence  56
  Lever 1: Action 2: Units of Study  61
Lever 2: Classroom Practices and Instruction  68
  Instructional Strategies  70
  Monitoring and Adjusting Strategies  75
Lever 3: Data  76
  Lever 3: Action 1: Identifying Data Sources and Assessments  76
  Lever 3: Action 2: Data Analysis and Action Planning  78
  Lever 3: Action 3: Feedback on Progress  83
Lever 4: Student-Centered Differentiation  87
  Lever 4: Action 1: Interventions and Accelerations  88
Next Steps  96

CHAPTER FOUR  School Culture  99

Lever 1: Shared Mission and Values  102
  Lever 1: Action 1: Vision, Mission, and Values  102
  Lever 1: Action 2: Behavioral Expectations  109
  Lever 1: Action 3: Adult and Student Efficacy  114
  Lever 1: Action 4: Social-Emotional Learning Skills and Supports  120
Lever 2: Relationships  124
  Advisories and Referrals  124
  Lever 2: Action 1: Supportive Adult-Student Relationships  125
  Lever 2: Action 2: Cultural Competency and Diversity  128
  Lever 2: Action 3: Student Voice  136
Lever 3: Family and Community Engagement  140
  Lever 3: Action 1: Involving Family and Community  141
Next Steps  143

CHAPTER FIVE  Talent Management  145

Why Managing Talent Matters  147
Lever 1: Recruitment and Onboarding ............... 150
  Lever 1: Action 1: Recruitment .................... 151
  Lever 1: Action 2: Selection and Hiring .......... 152
  Lever 1: Action 3: Staff Assignment ............... 158
  Lever 1: Action 4: Induction ....................... 159

Lever 2: Instructional Leadership Team ............. 162
  Lever 2: Action 1: Instructional Leadership Team Roles, Expectations, and Supports .......... 163
  Lever 2: Action 2: Teacher Leadership ............. 168

Lever 3: Performance Monitoring and Evaluation .... 174
  Lever 3: Action 1: Performance Expectations ...... 175
  Lever 3: Action 2: Observation and Actionable Feedback .................. 176
  Lever 3: Actions 3 and 4: Monitoring Implementation and Performance Evaluation .............. 180

Lever 4: Professional Learning and Collaboration .. 181
  Lever 4: Action 1: Ongoing Professional Learning .......... 184
  Lever 4: Action 2: Collaborative Teacher Team Structures .............. 186

Next Steps ........................................ 190

CHAPTER SIX Planning and Operations ............... 193
Lever 1: Goal Setting and Action Planning .......... 197
Lever 2: Time Management ............................ 197
Lever 3: Budget ...................................... 211
  Lever 3: Action 1: Budget and Resources .......... 211
  Lever 3: Action 2: External Partnerships .......... 217
  Lever 3: Action 3: Facilities ....................... 218
Lever 4: Community and District Relations .......... 221
  Action 1: Stakeholder Communications and Engagement .......... 222
  Lever 4: Action 2: District Relationships .......... 224

Next Steps ........................................ 225

CHAPTER SEVEN Personal Leadership ................. 227
Lever 1: Belief-Based and Goal-Driven Leadership .................................. 232
Lever 2: Equity-Focused Leadership .................. 237