FPLS Are Silent On…

- Change facilitation

- Systems thinking

- Organization development

- Time management (personal and organizational)

- Focus on prioritized needs

- Leadership development

- Essential behavioral leadership qualities

- Personal learning

Change Facilitation

- Change is highly complex, multivariate, and dynamic

- Predict much more about what truly happens during this process than is typically the case

- Better at attending to the needs of people involved and prevent what often goes wrong

- Future change efforts can be more successful if leaders have a strong knowledge and skill base

Systems Thinking

- Recognizes the interrelationships and interdependencies among parts of the educational system and the community

- Competencies for successful systemic work (e.g., collecting, interpreting, and using data, creating coherence, forging alliances, building capacity, promoting innovation)

- Requires all levels of the system (classroom, school, and district) be given attention

Organization Development

- Help members of the system/organization develop expertise and the capacity to use group and individual process skills to solve its problems

- Building and leading teams

- Effective conversation skills (i.e., dialogue and discussion)

- Group decision-making and problem solving skills

Time Management

- Personal time management that increases the amount of time leaders spend focused on high-leverage practices

- Principals must protect teachers from issues and influences that could distract them from using class time solely for teaching and learning

- Protecting instructional time from interruptions

Focus On Prioritized Needs

- More than six priorities inversely related to achievement

- Schools with the highest levels of focus and monitoring achieved twice the gains in reading over three years compared to schools with lowest levels

- Teachers and leaders burned to a cinder doing EVERYTHING their boards and administrators require—even high scores on implementation of two dozen initiatives – BUT WITHOUT FOCUS, they score LOWER than other schools

Leadership Development

- Facilitating change is a team effort

- While the principal is crucial in successful implementation of change, many others have a responsibility to help

- Identifying potential future leaders

- Mentoring emerging leaders to assume key leadership responsibilities

- Providing evidence of delegation and trust in subordinate leaders

Essential Behavioral Leadership Qualities

- Fred I. Greenstein, one of our keenest observers of the modern presidency, surveys each president's record in public communication, organizational capacity, political skill, vision, cognitive style, and emotional intelligence--and argues that the last is the most important in predicting presidential success

- Resilience

- Tolerance

Personal Learning

- Demonstrates personal understanding of research trends in education and leadership

- Creates a personal professional focus

- Creates a professional development focus

- Applies professional development learning