

LEADERSHIP DEVELOPMENT

Mental Model

A mental model changes how I think.

- Interpersonal Style (i.e. Inclusion, control and affection)
- Nine characteristics of high performing schools
- Characteristics of improved school districts

- Adult learning and learning cycle
- Interpersonal communication
- Group communication
- Group norms

- Problem of Practice, Cycle of Inquiry and Problem Solving
- Alignment of Roles and Responsibilities in improvement

- Group Process (Groups at work)
- Learning Meetings
- School Culture
- Readiness (I)
- Professional Learning Community

- Learning Organizations: Team Learning
- Interaction Choices
- Implementing Change: Concerns Based Adoption Model (CBAM)
- First and Second Order Change

- Learning Org: Personal Mastery
- Change Conversation
- Change Process (Fullan, et al)
- System-wide coherence
- Readiness II
- Personal and organizational transition (Bridges)

- Asking questions

Skills

A skill changes how I behave

- Listening and hearing
- Initiator and inquirer skills

- Process observation I: Group Communication
- Interpersonal Gap/Ladder of Inference
- Group agreements/operating principles
- Issue/problem sharing protocols
- Debriefing meetings

- Mapping roles (Sponsor, agent, implementer and advocate)
- Interpersonal communication skills: Silence, Paraphrasing, Accepting, Clarity and Evidence (SPACE)

- Process observation II: Group task and maintenance skills
- Facilitating groups
- Assessing school culture
- Assessing readiness

- Identifying group interaction (debate, polite conversation, skillful discussion and dialogue)
- Inquiry and advocacy skills
- Change puzzle
- Identifying level of concern and use of an innovation

- Identifying group interaction
- Identifying helping and hindering forces

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skills

- Theory of Action

- Leading Change and Improvement
- Systems thinking
- Interpersonal Influence
- Resistance to change

- Data analysis
- Formative and summative evaluation

- Problem solving/ peer support protocol: individual and team

- Leadership assessment
- Instructional leadership

- Decision making

A skill changes how I behavior

- Identifying action strategies
- Designing action plans

- Assessing systemic support for change and implementation: demand and support matrix
- Identifying interpersonal influence styles
- Assessing resistance to change

- Gathering and organizing data and information
- Conducting surveys et al
- Conducting data carousels
- Identifying trends and patterns

- Reflective and probing questions
- Inquiry and advocacy

- Assessing your leadership understandings and skills

- Assessing the situation for decision making
- What is consensus?
- Creating a decision making matrix