Taking Wallace Research to Practice: Cultivating Leadership in Others

National Association of Elementary School Principals and the Wallace Foundation Webinar Series

November 17, 2015
The School Principal As Leader: Guiding Schools to Better Teaching and Learning (Wallace, 2013)

Since 2000, the Wallace Foundation has published more that 70 reports on leadership.

www.wallacefoundation.org
www.naesp.org
NAESP/Wallace Foundation Commitments

• NAESP is committed to lead in the advocacy and support for elementary and middle-level principals and other education leaders in their commitment to all children.

• The Wallace Foundation is committed to foster improvements in learning and enrichment for disadvantaged children and the vitality of the arts for everyone. The Foundation seeks to catalyze broad impact by supporting the development, testing and sharing of new solutions and effective practices.
Since 2000, Wallace has supported states and school districts in developing improved leadership models for principals to better their schools. Their efforts have touched 24 states and numerous urban school districts.
The School Principal as Leader: Guiding Schools to Better Teaching and Learning

The Wallace Foundation’s Principal Pipeline Initiative is a five-year undertaking that is helping districts develop larger corps of effective school principals and aspiring leaders.
In 2011, six districts became participants in this initiative:

- Charlotte-Mecklenburg, NC
- Denver, CO
- Gwinnett County, GA
- Hillsborough County, FL
- New York City, NY
- Prince George’s County, MD
Five Key Practices

- Shaping a vision of academic success for all students.
- Creating a climate hospitable to education.
- Cultivating leadership in others.
- Improving instruction.
- Managing people, data and processes to foster school improvement.
Dr. William L. Blake, Principal
Stephen Decatur Middle School
Clinton, Maryland

Deborah Tyler, Director of Principal Leadership Development
NAESP’s Professional Learning and Outreach
Panelist

Dr. William Blake
Stephen Decatur Middle School

“Leadership is lifting a person’s vision to high sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.” —Peter Drucker
Leadership Journey

- Classroom Teacher
- Senior Class Sponsor
- Assistant Principal
- Prince George’s County Public Schools: Aspiring Leadership Program Student Success Program (ALPSS) - Funded by Wallace Foundation
- National Institute for School Leadership (NISL) Case Study Participant on School Leadership
- Principal
Cultivating Leadership

Identify Personality Traits

Build Culture

Create opportunities for others to lead
## Identify Personality Traits

### Compass Points

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<thead>
<tr>
<th>North</th>
<th>West</th>
<th>East</th>
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<tbody>
<tr>
<td><strong>North</strong>&lt;br&gt;Acting – “Let’s do it;”&lt;br&gt;Likes to act, try things, plunge in.</td>
<td><strong>West</strong>&lt;br&gt;Paying attention to detail —likes to know the who, what, when, where and why before acting.</td>
<td><strong>East</strong>&lt;br&gt;Speculating – likes to look at the big picture and the possibilities before acting.</td>
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<tr>
<td><strong>South</strong>&lt;br&gt;Caring – likes to know that everyone’s feelings have been taken into consideration and that their voices have been heard before acting.</td>
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Compass Points

- Organized
- Detailed
- Step-by-step
- Inquisitive
- Sociable

- North
- Text
- North
- East
- West

- Accountable
- Compassionate
- Goal-oriented
- Methodical

- Sensitive
- Slow-paced
- Patient

- We don't overstep our boundaries.
- We don't work alone.
- We're not perfect.
Aligning the Compass Points

Build teams based on personalities.

Ensure each compass point is acknowledged on teams.

Assign duties/responsibilities based on compass point personality.
Literacy at Stephen Decatur Middle School
Cultivating Leaders

Bolman & Deal (2013)
Four Organizational Frames

- Structural
- Human Resources
- Political
- Symbolic
Human Resource Frame

Human Resource Principle

• Hire the Right People
• Keep Them
• Invest in Them
• Empower Them

Specific Practices

• Be Selective; Know what you want
• Reward well; Promote from within; Share the wealth
• Invest in learning
• Foster self-managing teams

Bolman & Deal. (2013). Reframing Organizations. 5th Ed.
Creating Opportunities

Administrator Interns

Chairperson Positions

Lead Committees

Facilitate Meetings
Opportunities to Lead

Faculty Meetings
After school programs
Collaborative Planning Meetings
School Based Management Teams

Data Analysis Meetings
PTA Partnerships
School Instructional Teams
Teacher Leadership

Professional Development

Model Leadership Expectations

Trust to Lead
Strategic Process

Interview Process

Perfecting the Resume

Selecting Leaders through a fidelity process
Feedback

Builds Capacity

Monitor Growth

Enhance Self-Efficacy
Feeding the Need

- Physiological Needs
- Safety Needs
- Social Needs
- Esteem Needs
- Self-Actualisation
Eagle Pride
School Culture

Celebrate Success

Collaborative Approach

Model Expectations

Research Best Practices
Thank You
Discussion and Dialogue

• What are the skills necessary for a principal to create a culture of leadership and lead the work of crafting, working toward, and holding staff accountable for professional practices?

• If you were to design a process for creating or promoting a culture of leadership, what key elements would you include in that process?

• How should the characteristics of a school’s student body relate to and shape a culture of leadership?
Discussion and Dialogue

• What formal communication channels were enlisted to communicate the school’s vision and how is this kept in the forefront with all stakeholders?

• How would a school leader know if school staff was incorporating the vision in daily practice?
## Future NAESP Webinars

### Taking Wallace Research to Practice Series

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<th>Dates</th>
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<tr>
<td>January 26, 2016</td>
<td>Improving Instruction to Enable Teachers to Teach at their Best and Students to Learn to their Utmost</td>
</tr>
<tr>
<td>February 25, 2016</td>
<td>Managing People, Data, and Processes to Foster School Improvement</td>
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Resources

www.naesp.org
www.wallacefoundation.org
NAESP Conference 2016
SAVE THE DATE!