



Balanced Leadership 2020

Professional learning, coaching, and tools to help principals and school administrators:

- ✓ **Focus on the Right Work**
- ✓ **Inspire With Vision and Purpose**
- ✓ **Develop the Culture and People**
- ✓ **Define and Drive Success**

What *really* makes a principal and school leadership team successful?

McREL's groundbreaking research and analysis on effective school leadership identified 21 specific behaviors and actions that positively influence student achievement and staff success. Our Balanced Leadership professional learning program helps leaders understand *what* these actions and responsibilities are, *why* they are essential, and *when* and *how* to use them for maximum effect—including how to use them to get quick wins and long-term gains in school improvement and innovation.

Give your leaders these powerful tools for systemic improvement that build on your school's existing assets and bright spots, and leverage your staff's professional curiosity to explore new practices for collaboration, innovation, and improvement.

“Balanced Leadership has been a tremendous learning opportunity for the building and district leaders we serve.”

—Iowa AEA administrator

“Our test scores show that McREL's research-based practices lead to improvement.”

—Wyoming superintendent

“I highly recommend Balanced Leadership to any district willing to challenge the status quo and carry out the difficult work of reimagining schools.”

—Minnesota superintendent

New and Updated!

Balanced Leadership now includes up-to-date content from a wealth of new research and resources including:

- **High-Reliability Organization** principles
- **Improvement Science** practices
- **What Matters Most** framework
- **Curiosity Works** phases of school improvement

Session Overviews

Agendas are customizable to your school/district's needs.

Session 1 | 2 days

Balancing leadership for better school performance

In this initial session, your team will gain in-depth understanding of research that links specific school leadership practices with higher student achievement. You'll also learn what it means to balance the leadership roles of 1) articulating a vision, 2) building cohesive teams, 3) objectively analyzing performance, and 4) clarifying expectations and driving performance.

- Get new insights into how school leaders can positively impact student achievement and school performance using **Curiosity Works** pathways.
- Reflect on your own strengths as a leader and identify opportunities for professional growth.
- Prepare to engage your school staff in a structured process for identifying shared moral purpose—a first step to creating “hopeful urgency” for school improvement and innovation.



Focusing on the right work

At times, even strong school leaders can have a *negative* effect on student achievement if they don't focus their schools on the right high-leverage improvement efforts or change the staff's professional practices in meaningful ways. During this session, you'll explore McREL's **What Matters Most** pathways, assess where your own school is on the pathways, and identify key next steps for improvement. You'll also learn how to design inquiry-based PD experiences for teachers that really change professional practice.

- Using research on effective schools, identify what matters most right now for your own school to improve student outcomes.
- Learn how to fulfill research-based leadership responsibilities that sustain school focus on doing the right work.
- Develop plans for effective professional learning that ensures your teachers transfer new learning into actual changes in their professional practice.

Session 2 | 1-2 days

Inspiring and leading change

Any change worth making will require your staff to alter behaviors, routines, and habits—which often leads people to resist the change. Even the best school improvement plans can go awry if leaders don't know how to inspire people to change, which leadership behaviors to emphasize to overcome resistance to change, and how to monitor and sustain the new practices. This session will help your team achieve better results by anticipating and managing obstacles to change.

- Learn the vital differences between first- and second-order perceptions of change.
- Understand and practice using specific leadership responsibilities related to these different types of change.
- Gain new insights into the four phases of change.
- Develop action plans for monitoring implementation of change initiatives and proactively overcoming resistance to change.

Session 3 | 1-2 days

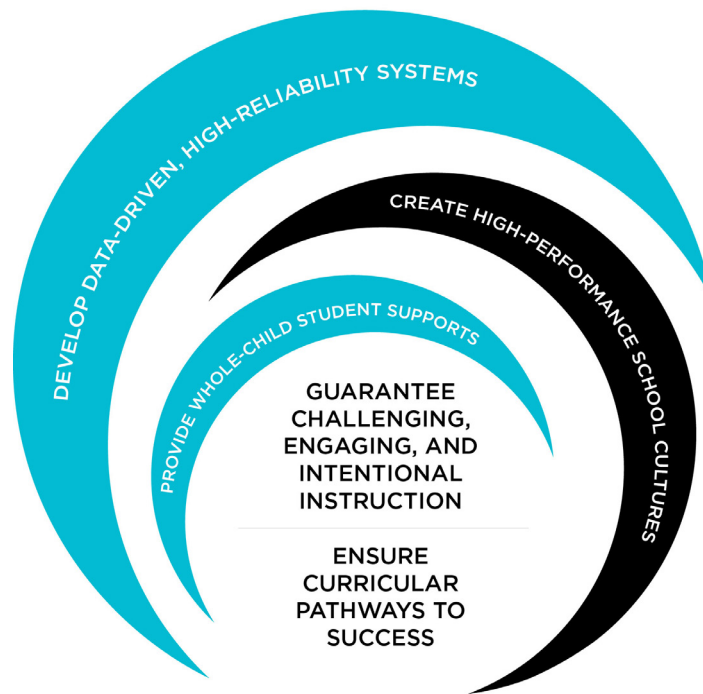
Developing a purposeful community

Researchers have found a strong link between the level of collegiality and professionalism in a school, and student success. When school communities coalesce around shared purposes, they are more likely to sustain change and momentum. In this highly interactive session, you'll engage in hands-on activities that deepen understanding of the importance of creating a purposeful community.

- Explore the four key elements of a “purposeful school community” and how they increase student achievement.
- Learn how to build a purposeful community and create a higher level of collective efficacy in your school.
- Develop plans for creating a positive, continuous-improvement school culture, using the power of asset-based thinking and quick wins.

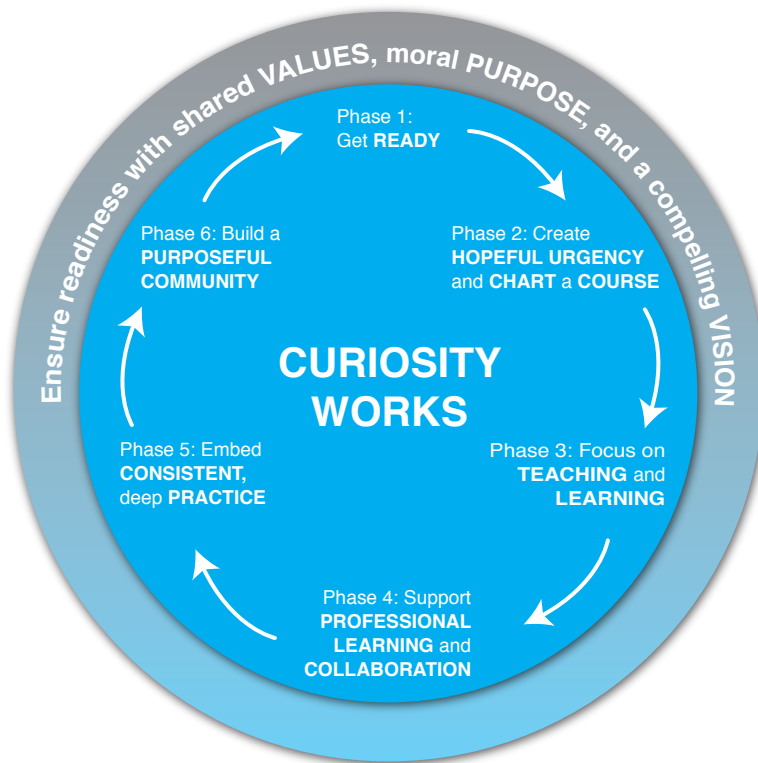
Discover what matters most for your school's success

During the Balanced Leadership sessions, McREL will help your team understand the rigorous research on effective schools, as represented by our **What Matters Most** framework. Using pathways to improvement and innovation, and data review processes that focus on bright spots and areas for growth, your team can analyze your school's trajectory of improvement to target your school improvement plans on efforts that are most likely to result in performance gains. Your team will also practice applying the leadership responsibilities appropriate to their school's stage of improvement.



Engage in “inside-out” improvement and innovation

We'll show your leadership team how to engage teachers in inquiry-based learning and rapid-cycle improvement that will unleash their intrinsic motivation and professional curiosity, encouraging them to build on best practices and develop *next* practices that create better learning experiences for their students. You'll learn how to employ **Curiosity Works** tools to create hopeful urgency; chart a course for improvement; focus improvement on teaching and learning; design effective professional learning; embed deep, consistent practice; and create a purposeful community.



Learn more and schedule a 2020 session today

Contact McREL at info@mcrel.org or 800.858.6830