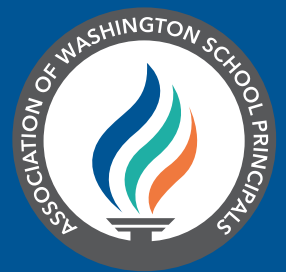




AWSP's

# Empowering Excellence Series



*Ongoing Leadership Development for All School and District Leaders  
throughout the Journey of "Becoming While Doing"*

# About the Training

## What is the School Leader Paradigm?

In order to provide a complete picture of principals and assistant principals as learning leaders leading learning organizations, AWSP and the School Leader Collaborative developed the School Leader Paradigm (see graphic below). The Paradigm is based on the concept of *"Becoming While Doing."*

Becoming while doing represents the art of school leadership. Specifically, school and district leaders, or learning leaders, should always be simultaneously improving their own leadership dispositions, or *becoming*, while doing the work of moving their learning organizations forward. Being totally self-aware and constantly reflective of the leadership intelligences (*becoming*) increases school and district leaders' effectiveness to lead culture, systems, and learning (*doing*).

## Why This Training?

Investing in leaders is an investment in your entire district. According to research from the Wallace Foundation:

"An effective principal's impact is stronger and broader than previously thought, making it is "difficult to envision" a higher return on investment in K-12 education than the cultivation of high-quality school leadership." *Wallace Foundation, 2021.*

Being cognizant of the interplay between becoming while doing is crucial for school and district leaders throughout their careers. This results in positive outcomes for them, their organizations, their teachers, and ultimately their students.

## Who Should Participate?

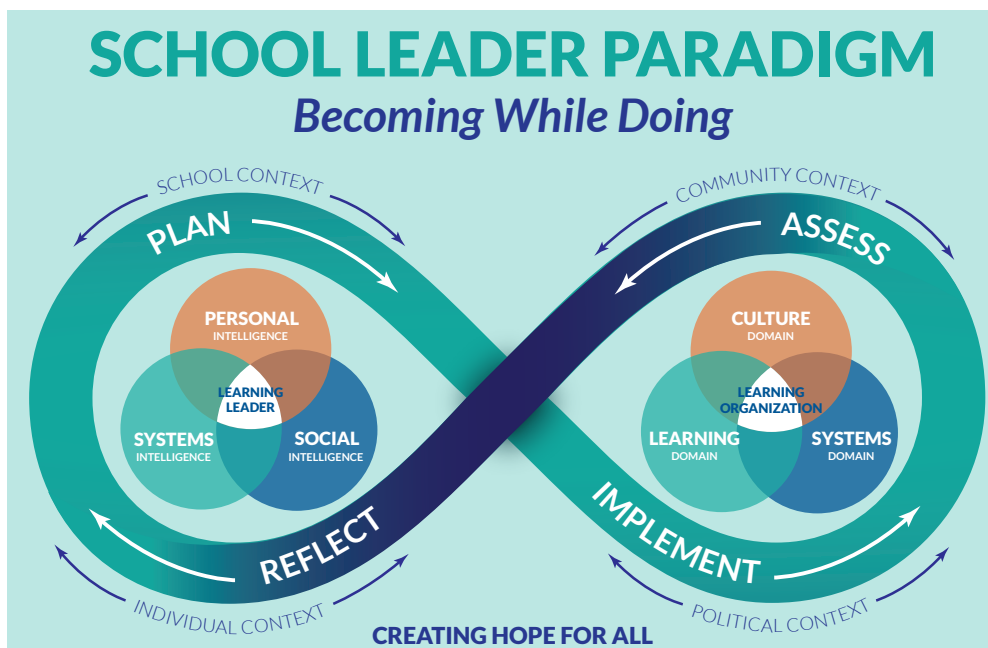
This series is designed for all school and district leaders: principals, assistant principals, vice principals, superintendents, instructional leadership directors, and other central office staff.

## What's the difference between the AWSP Leadership Framework and the School Leader Paradigm?

Washington state does not consider the *School Leader Paradigm* a framework for evaluation. The AWSP Leadership Framework plays that role. Rather, the Paradigm is a guide for ongoing self-reflection and is a non-evaluative companion resource. The Paradigm addresses the intelligences of the leader (personal, social and systems) with specific attention to leadership attributes such as empathy, patience, creativity, etc. The Paradigm then moves leaders into reflecting on their ability to navigate the various contexts in which they lead (individual, school, community, and political). All of this learning, self-assessment, and personal reflection is continuous in a cycle of inquiry. It's all about a leader's ability to reflect on their own growth and learning as a leader and the impact of that growth on the school as a whole through a lens of culture, systems, and learning.

## Who Is the School Leader Collaborative?

AWSP is a proud partner of the School Leader Collaborative, a consortium of state principal associations (Alabama, Illinois, Minnesota, New York, Indiana, Iowa, Missouri, Washington, Wisconsin, New Jersey, Pennsylvania, Alaska) who came together to develop the School Leader Paradigm, share resources, and collectively study the continuum of effective school leadership. We focus on making sure all professional learning addresses the art of school leadership, becoming while doing.



"AWSP's intentional work with our district has equipped our leaders to turn challenges into opportunities as they develop as leaders of change."

- Mary Beth Tack,  
Superintendent, Kelso SD

**“The work with AWSP has been the most meaningful PD we have done in a really, really long time. It has created a space for administrators to have honest conversations with each other around job-specific topics. This is what PD should look, feel, and sound like.”**

*- Travis Drake, Director of Instructional Leadership, Battleground PS*

## Sessions

### **Session 1: Context and the Domains of the Learning Organization**

Session 1 is designed to set the foundation for the year and establish the language of leadership for the entire district. Participants will walk away understanding who they are as leaders and how their strengths will carry them forward. *Ideal timing: Fall kick-off in August or September.*

### **Session 2: The Learning Leader in the Learning Organization**

Session 2 takes a deep dive into the soft skills of leadership. What are the strengths and blindspots of our personalities that impact our effectiveness? How do those personal attributes interplay with creating culture, building systems, and leading learning? *Ideal timing: September or October.*

### **Session 3: The School Leader Paradigm Inquiry Process**

The School Leader Paradigm is the language of leadership that captures the ongoing journey of addressing a school-wide problem of practice and subsequent theory of action developed to shift the culture in a school or district. This session is designed to help the leaders narrow their focus and widen their impact for the year. *Ideal timing: October or November.*

### **Session 4: Maximizing the Power of Relationships**

Relationships, relationships, relationships. Successful leaders keep a finger on the pulse of relationships, but also differentiate their leadership moves to continue growing and fostering positive relationships throughout the school or district. This session takes leaders on a reflective journey that results in relationship building action steps. *Ideal timing: December or January.*

### **Session 5: Creating Hope Through Student-Centered Systems**

During the dark days of the winter season, leaders must focus on maintaining hope for students and adults. This session helps reestablish the core values of the school or district during one of the most challenging times in the calendar and brings leaders back together with hope as the foundation. *Ideal time: January or February.*

### **Session 6: Fostering a Culture of Reflection and Growth**

School and district leaders are expected to serve as both the building manager and the instructional leader. They carry the responsibility of helping all adults have a larger impact on the students they serve. This session takes leaders on a reflective journey to identify the diverse needs of the adults in the school and then differentiate to impact school culture. *Ideal timing: February or March.*

### **Session 7: Assessing the Evidence of Your Leadership Impact**

According to the Wallace Foundation, the impact of effective leadership is far and wide across the entire school or district. At this point in the year, how do you capture the impact of effective leadership? How do you know? This session helps leaders reflect on their impact and be able to share their leadership story. *Ideal timing: March or April.*

### **Session 8: Connecting your Impact to the Final Evaluation**

The final evaluation shouldn't be through the rearview mirrors and end in a rushed signature. It should be a reflection and celebration of impact and springboard into the next year. This session will help leaders reflect on their own personal and professional growth as they develop goals and desired outcomes for the coming year. *Ideal timing: April or May.*

**“The tailored professional development that AWSP has provided to Vancouver Public Schools and me has elevated my leadership skills. As a school principal with over 20 years of experience, this series has inspired me to embrace innovation, refreshed my perspective on leadership, and focused my energy on improving culture, systems and learning.”**

*- Woody Howard, Principal, Ben Franklin Elementary, Vancouver PS*



“This program has not only highlighted our collective commitment to nurturing exceptional educational leaders but also underscored the vital synergy between superintendents, central office leaders and principals in cultivating environments where thoughtful action blends seamlessly with continuous personal development.”

- Krestin Bahr, Superintendent,  
Peninsula SD

## Schedule Your Series Today!

To schedule an Empowering Excellence Series with AWSP staff, reach out to us:

### Kim Marquette

AWSP Operations Director  
kim@awsp.org | 800.562.6100

## Questions about the Series?

### Dr. Scott Seaman

AWSP Executive Director  
scott@awsp.org | 800.562.6100

### Jack Arend

AWSP Deputy Director  
jack@awsp.org | 800.562.6100



# Customization and Investment

The School Leader Collaborative was created to help place relevant, timely, and effective tools in the hands of school leaders across the country. Our purpose is not to generate revenue but rather to combat the alarming trends of high principal and assistant principal turnover. The *School Leader Paradigm* is the product of collective thinking and years of action research across the country on what makes leaders effective or ineffective.

The costs associated with these trainings help AWSP cover our operational needs, nothing more. Additionally, we believe so strongly in these resources that we will never let costs be the barrier of supporting your leaders. We will differentiate our costs, delivery, and scope to fit your needs. Just call.

## Package Examples and Investment

**We come to you!** We'll fit this training into your current meeting structure/schedule. Investment includes travel, planning, presentations, and materials.

*Session times are flexible. Please allow at least one hour per session for best results.*

- **Eight-part series package over the scope of the school year: \$10,000**
- **A la carte sessions: \$1,500 per session**
- **Fully customized: Let us know your budget, and we will work with you!**

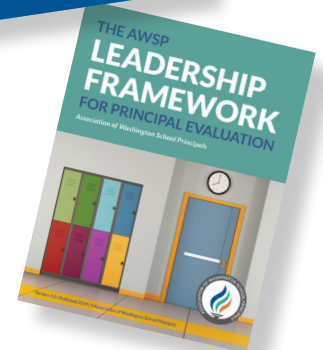
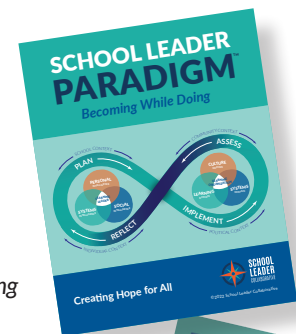
## Included Materials

### Primary Resources

- *School Leader Paradigm: Becoming While Doing*
- *The AWSP Leadership Framework*

### Supporting Publications

- Contexts Assessment Brochure
- Culture: Relationships Assessment Brochure
- Intelligences Assessment Brochure
- Learning Domain Brochure
- Systems Brochure
- Evidence of Impact Tool: Central Office



“The School Leader Collaborative combines the collective school leadership expertise and capacity of several state principal’s associations from across the United States. Together, we are working to amplify the voices of school leaders and ensure they have the School Leader Paradigm aligned resources and growth opportunities to be learning leaders leading learning organizations.”

- Dr. Jason Leahy, Executive Director,  
Illinois Principals Association

