

AN AWSP LEADERSHIP DEVELOPMENT SYSTEM



— CREATING — HOPE A LEADERSHIP JOURNEY

Every district has an improvement plan. The most successful districts also have a **leadership development plan.**

Creating Hope is AWSP's Leadership Development System—a comprehensive, district-wide investment in developing the people responsible for making improvement possible. The journey is about reflecting, learning, and growing through the School Leader Paradigm, then capturing the impact through the AWSP Leadership Framework.

Built around a shared language for leadership, a disciplined process for continuous improvement, and the intentional development of collective leadership capacity, this three-year journey equips school and district leaders to create lasting hope, strengthen organizational culture, and improve outcomes for every student.

Series Rationale: Why This Journey?

Every school district is working to improve outcomes for students while navigating increasingly complex challenges. Yet one of the greatest influences on sustained school improvement continues to be overlooked—the intentional development of the people who lead our schools.

Too often, leaders are expected to strengthen culture, improve systems, and accelerate learning without a common leadership language or a shared process for leading change. The result is often isolated leadership, competing priorities, and improvement efforts that depend on individual leaders rather than organizational capacity.

***Creating Hope* was designed to change that reality.**

Grounded in the National School Leader Collaborative's School Leader Paradigm and Cycle of Inquiry, the system develops leaders who think systemically, lead collaboratively, and intentionally create the conditions where people—and organizations—can thrive.

"For us in Clover Park, this is more than professional development. It's an investment in the people who carry the responsibility of shaping culture, refining systems, and fostering learning."

- Ron Banner, Superintendent, Clover Park SD

Series Objective: What Are We Hoping to Accomplish?

The purpose of *Creating Hope* is to establish a common leadership system across an entire district.

Through an intentional progression of learning, application, reflection, and collaboration, leaders develop the knowledge, skills, habits, and confidence necessary to lead meaningful and sustainable improvement.

Rather than focusing on isolated initiatives, districts develop a shared way of thinking, improving, and leading together.

Series Outcomes: What Will Participants Gain?

By participating in *Creating Hope: A Leadership Journey*, districts establish a shared leadership culture that extends from individual schools to the district as a whole.

Individual Leaders will gain:

- A common language for leadership.
- Intentional improvement through the Cycle of Inquiry.
- Increased confidence, efficacy, and hope.
- Stronger decision-making through evidence.
- The capacity to grow other leaders.

Schools will gain:

- Stronger cultures of collaboration and trust.
- Better alignment between culture, systems, and learning.
- Consistent improvement practices.
- Greater collective efficacy.
- Increased hope, engagement, and student success.

Districts will gain:

- A unified leadership system.
- Consistent leadership expectations and practices.
- Stronger leadership capacity across every school.
- A sustainable leadership pipeline.
- A culture where continuous improvement becomes the norm.

Ultimately, the goal of this journey is not simply to improve schools. It is to develop leaders who intentionally create the conditions where students, adults, schools, and entire systems can flourish.

Leadership is a Journey of Becoming

“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

Creating Hope: A Leadership Journey is a three-year, district-wide investment in leadership development.

Sustainable school improvement requires more than strong individual leaders—it requires a district-wide commitment to developing leadership at every level of the organization. *Creating Hope: A Leadership Journey* is AWSP's Leadership Development System (potential 3-year commitment), providing districts with a coherent, research-informed progression that builds a common language for leadership, establishes a shared process for continuous improvement, and develops the collective leadership capacity necessary to sustain excellence over time. The result is stronger leaders, stronger schools, and stronger outcomes for students, staff, and communities.

YEAR	FOCUS	TRANSFORMATION
1	Learn the Language	Leadership begins with me
2	Lead the Work	Leadership improves our school
3	Build the People	Leadership becomes our culture

Leadership is not a destination—it is a journey of becoming. As leaders grow, schools improve. As schools improve, hope grows.



YEAR 1: Learning the Language of Leadership

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Creating Hope: A Leadership Journey begins by establishing a common language for leadership across an entire district. Participants are introduced to the School Leader Paradigm and develop a deeper understanding of how context, culture, systems, and learning influence leadership effectiveness. Throughout the year, leaders identify a meaningful Leadership Challenge, establish a Hope Number, and begin using the common language and tools that will guide their professional growth. By the end of Year One, participants have developed a shared understanding of effective leadership and a clear roadmap for intentionally creating hope and improving outcomes within their schools.

Focus: We develop a common way of thinking.

Driving Question: How do I become an intentional leader?

SESSION	TITLE	ESSENTIAL QUESTION	JOURNEY MAP	JOURNEY MILESTONE
1	Understanding Your Leadership Context	Where are you leading, and what is shaping your leadership?	Understand	"I understand where I am."
2	Choosing Your Leadership Challenge	What will you intentionally improve this year?	Choose	"I know where I'm going."
3	Building Your Leadership Plan	How will your leadership create hope?	Plan	"I have a plan."
4	Leading Through Relationships	Who must grow with you?	Lead	"I can't do this alone."
5	Designing Hope	What systems will sustain success?	Design	"Hope becomes intentional."
6	Leading Learning	How are people growing because of your leadership?	Grow	"Leadership changes people."
7	Capturing Your Impact	What evidence tells your leadership story?	Capture	"My impact is visible."
8	Your Leadership Legacy	Who have you become, and where will you lead next?	Become	"My next journey begins today."

YEAR 2: Leading Improvement Through the Cycle of Inquiry

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Year Two transforms leadership language into leadership practice. Participants learn to apply the Cycle of Inquiry as a disciplined process for leading continuous improvement. Using their Leadership Challenge as the through line, leaders plan, implement, assess, and reflect on intentional leadership actions while monitoring progress through evidence and their evolving Hope Number. Rather than viewing improvement as a collection of initiatives, participants develop the habits and systems necessary to lead meaningful, measurable, and sustainable change across their schools.

Focus: We develop a common way of improving.

Driving Question: How do I turn hope into measurable results?

SESSION	TITLE	ESSENTIAL QUESTION	JOURNEY MAP	JOURNEY MILESTONE
1	Planning for Hope	What is the next leadership challenge that matters most?	Plan	"We know where we are going."
2	Leading the Work	What leadership moves are moving people forward?	Implement	"Hope is becoming visible."
3	Learning from Evidence	What is our evidence teaching us?	Assess	"Evidence makes us better."
4	Leading Forward	How has this journey changed us?	Reflect	"Our next journey begins."

YEAR 3: Building Collective Leadership

3

Year Three shifts the focus from individual leadership to collective leadership. Leaders learn how to build leadership capacity throughout their schools by developing high-performing teams, strengthening collective efficacy, and creating cultures where leadership is shared rather than centralized. Participants explore how to intentionally develop the leadership of others, establish collaborative structures that endure, and build organizational capacity for continuous improvement. By the end of the year, leadership is no longer dependent on one individual—it has become embedded within the culture of the school itself.

Focus: We develop a common way of leading.

Driving Question: How do I increase collective efficacy?

SESSION	TITLE	ESSENTIAL QUESTION	JOURNEY MAP	JOURNEY MILESTONE
1	Creating Collective Purpose	What do we believe together?	Align	"We share a common purpose."
2	Building Collective Efficacy	How do we increase confidence in one another?	Trust	"We believe we can improve together."
3	Leading Collective Learning	How do we learn as one organization?	Learn	"Learning belongs to everyone."
4	Sustaining Collective Leadership	How do we ensure leadership continues regardless of who occupies the principal's office?	Sustain	"Leadership becomes our culture."

Customization and Investment

No two districts are exactly alike—and neither is their leadership journey.

Every engagement is intentionally customized to reflect your district's unique context, strategic priorities, leadership goals, and professional learning calendar. Together, we'll design an experience that aligns with your vision and budget while addressing the opportunities and challenges your leaders are facing throughout the school year.

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.

Package Examples

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.

- Year 1 Eight-part Series Package: \$12,000
- Year 2 Four-part Series Package: \$6,000
- Year 3 Four-part Series Package: \$6,000
- A la carte sessions: \$1,500 per session
- Fully customized: Let us know your budget, and we will work with you!

Let's Start the Conversation

Whether you're exploring leadership development for a single cohort or designing a long-term district strategy, we'd welcome the opportunity to learn more about your goals. Contact the AWSP professional learning team to explore session topics, customization options, scheduling, and how *Creating Hope* can support your district's leadership journey.

To Schedule: **Kim Marquette**, AWSP Operations Director | kim@awsp.org | 800.562.6100

For Questions: **Dr. Scott Seaman**, AWSP Executive Director | scott@awsp.org | 800.562.6100
Jack Arend, AWSP Deputy Director | jack@awsp.org | 800.562.6100