**Develop Executive Directors’ and Principals’ Skills in Using the Leadership Framework**

**Step 1:** Identify and clearly communicate expectations for principals and executive directors, specifically as it relates to building leadership capacity

**Step 2:** Align expectations to leadership framework and align to evaluation tools

**Step 3:** Use leadership framework to drive professional learning content

**Step 4:** Employ case studies and problems of practice to maximize impact

***What is the goal?***

The goal of developing executive directors’ and principals’ skills in using the framework is to ensure the framework is implemented and used with fidelity and success by increasing their capacity to develop the leadership key behaviors in their direct reports.

***Why is it important?***

Principals and Executive Directors are best positioned to be lead implementers of the leadership framework. Developing their capacity will promote common behaviors and high value actions by leaders district-wide.

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| Steps | Guiding Questions | Resources |
| 1. Identify and clearly communicate expectations for principals and executive directors, specifically as it relates to building leadership capacity | * How will training for building leadership capacity be structured? * How will coaching and feedback expectations change? * How can principals, executive directors, and district leaders calibrate on the definition of building leadership capacity | [Trends in Principal Supervisor Leadership and Support](https://www.wallacefoundation.org/knowledge-center/Documents/TRENDS-IN-PRINCIPAL-SUPERVISOR-LEADERSHIP-AND-SUPPORT.pdf)  [A New Role Emerges for Principal Supervisors](https://www.wallacefoundation.org/knowledge-center/Documents/A-New-Role-Emerges-for-Principal-Supervisors-Executive-Sumary.pdf) |
| 1. Align expectations to leadership framework and align to evaluation tools | * What baseline data will be used to determine the effectiveness of capacity building efforts? | [Building a Stronger Leadership](https://www.wallacefoundation.org/knowledge-center/pages/building-a-stronger-principalship-vol-5-the-principal-pipeline-initiative-in-action.aspx)  [Principal Evaluation and Professional Growth](http://www.ascd.org/publications/newsletters/policy-priorities/vol19/num02/Principal-Evaluation-and-Professional-Growth.aspx)  [Evaluating and Supporting Principals](https://www.wallacefoundation.org/knowledge-center/pages/building-a-stronger-principalship-vol-4-evaluating-and-supporting-principals.aspx) |
| 1. Use leadership framework to drive professional learning content | * Which competencies need the most attention? | [Principal Evaluation and Professional Growth](http://www.ascd.org/publications/newsletters/policy-priorities/vol19/num02/Principal-Evaluation-and-Professional-Growth.aspx) |
| 1. Employ case studies and problems of practice to maximize impact | * How will case studies be evaluated? |  |