

The Courageous Journey™
Alignment to School Leadership Research and Standards

Points of Learning in The Courageous Journey		Alignment				
		ISLLC Standards	Balanced Leadership 7 Positive Correlates - McREL	ETS Job Domains	TSSA Standards	WestEd Findings
A.	<p><i>Leadership: Where It Starts and How it Grows</i> Moral Purpose - Ethics, Integrity & Authenticity Mission, Vision, Values, Beliefs & Learning Power, Influence & Responsibility Emotional Intelligence, Self Assessment, and Reflection Creating a Culture for Learning and Growth Distributed and Generative Leadership Servant Leadership <i>Forming Effective Leadership and Governance Teams</i> <i>Personal Professional Development Modeling, Coaching and Mentoring</i> <i>Growing Teacher Leadership</i> <i>Balance and Perspective</i> <i>Leadership at every level</i> <i>Resilience and Dependability</i> <i>Succession Planning</i> <i>Study of self – Parker Palmer</i> <i>Accountability</i></p>	1, 5	Change agent Flexibility Ideals/beliefs Intellectual stimulation Optimizer	2, 7	1, 3	Vision High Quality Professional Development Communication
B.	<p><i>Can't Manage? Can't Lead! Systems Stability</i> <i>Implications for Leadership:</i> Locating & Leveraging Organizational Resources Alignment & Reallocation of Resources Human Resources Practices and Processes Finances, Facilities & Operations Safety & Crisis Management Technology Planning and Processes Compliance and Monitoring Supervision Power and Influence Process of "Right-Sizing" vs. Down-Sizing Negotiations, Collective Bargaining Hiring, Induction, Individual Development, Evaluation & Dismissal</p>	3	Change agent Flexibility Optimizer	2, 5	3, 4	Roles & Structures High Quality Professional Development

Points of Learning in The Courageous Journey		Alignment				
		ISLLC Standards	Balanced Leadership 7 Positive Correlates - McREL	ETS Job Domains	TSSA Standards	WestEd Findings
C.	<p>Relationships & Communication: Connecting People, Purpose, and Passion Implications for Leadership: Connecting People, Passion, and Potential Collegial Relationships Inclusion Conflict Management Shared Knowledge and Vocabulary Shaping and Checking Message Building and Rebuilding Trust</p> <p><i>Board of Education, Students & Parents, Out of School Youth, Leadership Teams, Faculty & Staff, Stakeholders, Community Leaders & Senior Citizens, Media, Spouses/Significant Others</i></p>	1, 4	Flexibility Ideals/beliefs Optimizer	1, 2, 4	3, 4	Vision Communication Roles & Structures
D.	<p>Why We Do What We Do: Data-driven Planning & Decision Making Implications for Leadership: Clarity of Focus and Purpose Data-driven Planning & Decision Making Organizational Culture Evaluation & Accountability Continuous Improvement Focused on Quality Indicators 360 Degree Feedback Technology Systems Relevance – Asking the Right Questions</p>	1, 3, 4	Change agent Knowledge of curriculum, instruction and assessment Intellectual stimulation Monitors/evaluates	3, 6	5	Data-driven Decision Making
E.	<p>Organizational Development: Forging a Dynamic Learning System Implications for Leadership: Diversity and Inclusion Group Development & Group Processes Building a Culture for Learning Professional Learning Communities Collaboration Conflict Resolution Organizational Health & Culture Change & Transition Flexibility and Adaptation Professional Development Decision Making Processes</p>	2, 4	Change agent Flexibility Ideals/beliefs Intellectual stimulation Monitors/evaluates Optimizer	2, 7, 8	2	High Quality Professional Development Roles & Structures Data-driven Decision Making

Points of Learning in The Courageous Journey		Alignment				
		ISLLC Standards	Balanced Leadership 7 Positive Correlates - McREL	ETS Job Domains	TSSA Standards	WestEd Findings
F.	<p><i>Keeping it About Teaching and Learning: If Not Us, Then Who?</i> <i>Implications for Leadership:</i> Shaping Systems and Processes that Increase the Probability of Learning Using Shared Vision, Beliefs & Mission to Maintain the Focus on Teaching and Learning Aligned Curriculum, Instruction & Assessment Technology Integration Applying Research, Standards & Best Practices Active Commitment to Continuous Improvement in Pedagogy & Student Achievement Double Loop Learning and Feedback Systems</p>	2	Ideals/beliefs Intellectual stimulation Knowledge of curriculum, instruction and assessment Monitors/evaluates	3, 4, 5, 6	2, 5	High Quality Professional Development Roles & Structures Data-driven Decision Making
G.	<p><i>Politics Everywhere...Influencing Everything!</i> <i>Implications for Leadership:</i> Regulations: Local, State & Federal Political Dynamics: Local, State & Federal Issues of the Marketplace Board Policies & Administrative Guidelines Environment Scanning, Information Gathering and Futuring Relationships, Responsibility, and Resources Diversity and Inclusion <i>Grass roots Engagement</i> <i>Forging Alliances</i> <i>Understanding of Counter Movements and Competing Agendas</i></p>	4, 6	Change agent Flexibility Ideals/beliefs Optimizer	4, 8, 9	6	Vision Communication Data-driven Decision Making High Quality Professional Development