

LEARN

What Skills Leaders Learn

Each framework develops a distinct set of leadership skills while building toward comprehensive strategic leadership.

1. Creating a Bold Vision for Tomorrow — leaders learn to *see the future*

1. Strategic Thinking

Leaders learn to think beyond today's challenges and focus on the future they want to create.

They learn to:

- ✓ Look beyond daily operations
- ✓ Anticipate future trends
- ✓ Think long-term rather than short-term
- ✓ Recognize opportunities before others do

2. Visioning

Leaders learn how to paint a compelling picture of a preferred future that inspires others.

They learn to:

- ✓ Describe success clearly
- ✓ Create an inspiring direction
- ✓ Connect today's work to tomorrow's possibilities
- ✓ Build optimism and confidence

3. Environmental Scanning

Leaders learn how to understand the forces shaping education.

They learn to:

- ✓ Analyze internal strengths and challenges
- ✓ Monitor educational trends
- ✓ Understand community expectations
- ✓ Identify emerging opportunities and risks

4. Listening and Engagement

Leaders learn to gather meaningful input from stakeholders.

They learn to:

- ✓ Facilitate productive conversations
- ✓ Ask powerful questions
- ✓ Listen for common themes
- ✓ Build ownership through engagement

5. Data-Informed Decision Making

Leaders learn to combine evidence with vision.

They learn to:

- ✓ Analyze multiple sources of data
- ✓ Identify important patterns
- ✓ Separate facts from assumptions
- ✓ Use evidence to shape future direction

6. Facilitation

Leaders become more effective at leading groups through important conversations.

They learn to:

- ✓ Guide collaborative discussions
- ✓ Build consensus
- ✓ Manage differing opinions
- ✓ Keep conversations focused on outcomes

7. Systems Thinking

Leaders learn to see how every part of the organization connects.

They learn to:

- ✓ Recognize relationships among initiatives
- ✓ Understand cause-and-effect
- ✓ Avoid isolated solutions
- ✓ Build organizational coherence

8. Communication

Leaders learn to communicate the vision in ways that inspire commitment.

They learn to:

- ✓ Tell a compelling story
- ✓ Explain the “why”
- ✓ Inspire action
- ✓ Communicate consistently

9. Change Leadership

Leaders learn how to prepare people for change before asking them to change.

They learn to:

- ✓ Build urgency
- ✓ Reduce resistance
- ✓ Create shared ownership
- ✓ Generate enthusiasm for the future

10. Future-Focused Leadership

Leaders develop the discipline of continually asking what comes next.

They learn to:

- ✓ Keep the organization future-focused
- ✓ Balance today's realities with tomorrow's possibilities
- ✓ Challenge assumptions
- ✓ Lead with hope and purpose

Summary

By the end of this framework, leaders will have strengthened their ability to:

- ✓ Think strategically
- ✓ Create an inspiring vision
- ✓ Analyze trends and evidence
- ✓ Listen deeply
- ✓ Facilitate meaningful conversations
- ✓ Build consensus
- ✓ Communicate with purpose
- ✓ Lead change confidently
- ✓ See the organization as an interconnected system
- ✓ Keep everyone focused on the future

LEADERSHIP LESSON

Creating a bold vision is not simply about writing a statement. It is about developing leaders who can see possibilities others cannot, inspire people to pursue them, and unite an organization around a shared future.

2. Shaping Our Preferred Future — leaders learn to *define and align the future*

1. Strategic Alignment

Leaders learn how to ensure every part of the organization points in the same direction.

They learn to:

- ✓ Align mission, vision, values, and goals
- ✓ Eliminate conflicting priorities
- ✓ Create organizational coherence
- ✓ Connect daily work to long-term purpose

2. Purpose-Driven Leadership

Leaders learn how to lead from purpose rather than programs.

They learn to:

- ✓ Clarify why the organization exists
- ✓ Keep decisions grounded in purpose
- ✓ Inspire commitment through meaning
- ✓ Maintain focus during change

3. Collaborative Vision Building

Leaders learn how to create direction with people rather than for people.

They learn to:

- ✓ Engage diverse voices
- ✓ Build consensus
- ✓ Create shared ownership
- ✓ Honor different perspectives

4. Organizational Design

Leaders learn how the major components of a successful organization fit together.

They learn to:

- ✓ Define organizational identity
- ✓ Align culture with strategy
- ✓ Clarify expectations
- ✓ Build a unified leadership framework

5. Values-Based Decision Making

Leaders learn to make decisions that reflect what the organization stands for.

They learn to:

- ✓ Use core values to guide decisions
- ✓ Resolve competing priorities
- ✓ Model organizational values
- ✓ Build trust through consistency

6. Defining Success

Leaders learn how to clearly define what success looks like.

They learn to:

- ✓ Describe desired outcomes
- ✓ Develop Graduate, Educator, and System Portraits
- ✓ Identify essential competencies
- ✓ Focus the organization on meaningful results

7. Strategic Communication

Leaders learn how to communicate a preferred future that people understand and embrace.

They learn to:

- ✓ Explain complex ideas simply
- ✓ Tell a compelling organizational story
- ✓ Create consistent messaging
- ✓ Inspire confidence in the future

8. Culture Building

Leaders learn how to intentionally shape organizational culture.

They learn to:

- ✓ Reinforce shared beliefs
- ✓ Build commitment
- ✓ Strengthen relationships
- ✓ Foster a sense of belonging

9. Stakeholder Engagement

Leaders learn how to build lasting partnerships.

They learn to:

- ✓ Engage students, staff, families, and the community
- ✓ Build trust through collaboration
- ✓ Create meaningful opportunities for input
- ✓ Develop shared responsibility for success

10. Leadership Consistency

Leaders learn how to ensure everyone leads from the same playbook.

They learn to:

- ✓ Create common language
- ✓ Establish shared expectations
- ✓ Align leadership practices
- ✓ Build consistency across schools and departments

Summary

By the end of this framework, leaders will have strengthened their ability to:

- ✓ Align people around a common purpose
- ✓ Build organizational identity
- ✓ Lead through shared values
- ✓ Define what success looks like
- ✓ Develop Graduate, Educator, and System Portraits
- ✓ Create organizational coherence
- ✓ Build trust through collaboration
- ✓ Shape a positive culture
- ✓ Communicate with clarity and inspiration
- ✓ Lead with consistency

LEADERSHIP LESSON

Great organizations are built on more than a compelling vision. They are built on a shared purpose, common values, and a clear definition of success that guide every decision, every action, and every relationship.

3. Defining Our Strategic Priorities — leaders learn to *focus the future*

1. Strategic Prioritization

Leaders learn how to distinguish the important from the merely urgent.

They learn to:

- ✓ Identify the highest-impact priorities
- ✓ Focus on what matters most
- ✓ Eliminate competing initiatives
- ✓ Allocate attention strategically

2. Evidence-Based Decision Making

Leaders learn to make strategic choices based on evidence rather than opinion.

They learn to:

- ✓ Analyze multiple sources of data
- ✓ Identify meaningful trends
- ✓ Validate assumptions
- ✓ Use evidence to establish priorities

3. Goal Setting

Leaders learn how to establish clear, meaningful long-range goals.

They learn to:

- ✓ Write strategic goals
- ✓ Define measurable outcomes
- ✓ Align goals with the vision
- ✓ Create a roadmap for success

4. Strategic Planning

Leaders learn how to translate vision into a practical plan.

They learn to:

- ✓ Develop strategic priorities
- ✓ Connect goals, strategies, and actions
- ✓ Sequence initiatives effectively
- ✓ Balance ambition with feasibility

5. Resource Alignment

Leaders learn to align people, time, and money with strategic priorities.

They learn to:

- ✓ Allocate resources intentionally
- ✓ Invest where impact is greatest
- ✓ Eliminate misaligned efforts
- ✓ Support strategic initiatives

6. Performance Measurement

Leaders learn how to define success and monitor progress.

They learn to:

- ✓ Develop meaningful indicators
- ✓ Select appropriate measures
- ✓ Establish realistic targets
- ✓ Monitor organizational performance

7. Systems Alignment

Leaders learn how to ensure organizational systems support strategic priorities.

They learn to:

- ✓ Align budgets with priorities
- ✓ Connect professional learning to goals
- ✓ Coordinate departments
- ✓ Build organizational coherence

8. Consensus Building

Leaders learn how to gain commitment to difficult strategic choices.

They learn to:

- ✓ Facilitate productive discussions
- ✓ Build agreement around priorities
- ✓ Navigate competing interests
- ✓ Create shared ownership

9. Strategic Discipline

Leaders learn to maintain focus despite competing demands.

They learn to:

- ✓ Resist initiative overload
- ✓ Say “no” to distractions
- ✓ Stay focused on long-term outcomes
- ✓ Maintain organizational momentum

10. Accountability Planning

Leaders learn how to prepare an organization for successful implementation.

They learn to:

- ✓ Clarify responsibilities
- ✓ Define expected outcomes
- ✓ Establish timelines
- ✓ Create structures for accountability

Summary

By the end of this framework, leaders will have strengthened their ability to:

- ✓ Prioritize what matters most
- ✓ Analyze data strategically
- ✓ Set meaningful goals
- ✓ Develop coherent strategic plans
- ✓ Align resources with priorities
- ✓ Measure progress effectively
- ✓ Build organizational alignment
- ✓ Facilitate consensus
- ✓ Maintain strategic focus
- ✓ Establish accountability for results

LEADERSHIP LESSON

Leadership is not measured by how many initiatives you launch, but by your ability to identify the few priorities that matter most and align your organization around achieving them.

4. Implementing from Strategy to Results — leaders learn to *deliver the future*

1. Strategy Execution

Leaders learn how to turn strategic plans into measurable results.

They learn to:

- ✓ Translate strategy into action
- ✓ Move from planning to implementation
- ✓ Maintain focus on desired outcomes
- ✓ Build momentum toward goals

2. Implementation Planning

Leaders learn how to organize work for successful execution.

They learn to:

- ✓ Develop effective action plans
- ✓ Establish realistic timelines
- ✓ Sequence initiatives strategically
- ✓ Clarify responsibilities

3. Team Leadership

Leaders learn how to mobilize people around shared priorities.

They learn to:

- ✓ Build high-performing teams
- ✓ Clarify roles and expectations
- ✓ Foster collaboration
- ✓ Empower others to lead

4. Project Management

Leaders learn how to manage complex initiatives.

They learn to:

- ✓ Coordinate multiple projects
- ✓ Monitor milestones
- ✓ Manage risks
- ✓ Keep implementation on schedule

5. Performance Monitoring

Leaders learn how to track progress throughout implementation.

They learn to:

- ✓ Monitor key performance indicators
- ✓ Use scorecards and dashboards
- ✓ Identify implementation gaps
- ✓ Recognize early signs of success or concern

6. Continuous Improvement

Leaders learn how to improve results through ongoing learning.

They learn to:

- ✓ Analyze implementation data
- ✓ Reflect on progress
- ✓ Adjust strategies when needed
- ✓ Strengthen organizational effectiveness over time

7. Change Leadership

Leaders learn how to help people successfully implement change.

They learn to:

- ✓ Build commitment to new initiatives
- ✓ Address resistance constructively
- ✓ Sustain motivation
- ✓ Reinforce desired practices

8. Coaching and Capacity Building

Leaders learn how to develop the people responsible for implementation.

They learn to:

- ✓ Provide meaningful feedback
- ✓ Support professional growth
- ✓ Build leadership capacity
- ✓ Create a culture of continuous learning

9. Accountability

Leaders learn how to create responsibility without creating fear.

They learn to:

- ✓ Set clear expectations
- ✓ Monitor commitments
- ✓ Celebrate progress
- ✓ Address challenges with support and clarity

10. Organizational Agility

Leaders learn how to adapt while remaining focused on the destination.

They learn to:

- ✓ Respond to changing conditions
- ✓ Solve implementation challenges
- ✓ Make informed adjustments
- ✓ Balance flexibility with strategic discipline

Summary

By the end of this framework, leaders will have strengthened their ability to:

- ✓ Execute strategy with discipline
- ✓ Develop effective implementation plans
- ✓ Lead high-performing teams
- ✓ Manage complex projects
- ✓ Monitor progress using meaningful data
- ✓ Foster continuous improvement
- ✓ Lead organizational change
- ✓ Coach and develop others
- ✓ Build a culture of accountability
- ✓ Adapt while staying focused on strategic goals

LEADERSHIP LESSON

A strategic plan creates the possibility of success. Effective implementation turns that possibility into reality. Great leaders are not remembered for the plans they wrote, but for the results they achieved through disciplined execution.

5. Reporting Our Progress — leaders learn to *demonstrate and sustain the future*

1. Performance Measurement

Leaders learn how to measure what matters most.

They learn to:

- ✓ Identify meaningful indicators
- ✓ Select appropriate measures
- ✓ Monitor progress toward strategic goals
- ✓ Focus on outcomes rather than activities

2. Data Analysis

Leaders learn how to turn data into meaningful insights.

They learn to:

- ✓ Interpret trends and patterns
- ✓ Distinguish accomplishments from impacts
- ✓ Identify strengths and opportunities
- ✓ Use evidence to guide future decisions

3. Strategic Communication

Leaders learn how to communicate results with clarity and purpose.

They learn to:

- ✓ Tell the organization's story
- ✓ Explain progress in understandable language
- ✓ Share successes and challenges honestly
- ✓ Build confidence through transparency

4. Storytelling with Data

Leaders learn how to connect evidence with meaningful narratives.

They learn to:

- ✓ Celebrate accomplishments
- ✓ Demonstrate organizational impact
- ✓ Illustrate progress with evidence
- ✓ Inspire continued commitment through stories

5. Accountability Leadership

Leaders learn how to build a culture of responsibility and ownership.

They learn to:

- ✓ Report progress openly
- ✓ Accept responsibility for results
- ✓ Reinforce commitments
- ✓ Foster trust through transparency

6. Evaluation

Leaders learn how to determine whether strategies are producing the intended results.

They learn to:

- ✓ Assess program effectiveness
- ✓ Evaluate implementation quality
- ✓ Measure organizational impact
- ✓ Learn from successes and setbacks

7. Continuous Improvement

Leaders learn how to use reporting as a catalyst for ongoing growth.

They learn to:

- ✓ Reflect on lessons learned
- ✓ Identify next steps
- ✓ Adjust strategies based on evidence
- ✓ Build a culture of continuous learning

8. Stakeholder Engagement

Leaders learn how to strengthen relationships through meaningful communication.

They learn to:

- ✓ Share progress with staff, families, boards, and the community
- ✓ Invite feedback
- ✓ Celebrate collective success
- ✓ Build confidence in the organization's direction

9. Strategic Decision Making

Leaders learn how to use results to make better future decisions.

They learn to:

- ✓ Prioritize future investments
- ✓ Refine organizational strategies
- ✓ Allocate resources more effectively
- ✓ Focus improvement efforts where they matter most

10. Leadership Reflection

Leaders learn how to reflect on both outcomes and their own leadership.

They learn to:

- ✓ Evaluate leadership effectiveness
- ✓ Learn from experience
- ✓ Recognize accomplishments and challenges
- ✓ Model a growth mindset for the organization

Summary

By the end of this framework, leaders will have strengthened their ability to:

- ✓ Measure meaningful results
- ✓ Analyze and interpret performance data
- ✓ Communicate progress clearly
- ✓ Tell compelling stories with evidence
- ✓ Build accountability and trust
- ✓ Evaluate organizational effectiveness
- ✓ Lead continuous improvement
- ✓ Engage stakeholders through transparency
- ✓ Make informed strategic decisions
- ✓ Reflect and grow as leaders

LEADERSHIP LESSON

Great leaders do not report results simply to describe the past. They use evidence, stories, and reflection to build trust, strengthen accountability, celebrate progress, and shape an even better future.

The Complete Leadership Journey

Across the five frameworks, leaders develop a complete progression of strategic leadership capabilities.

Framework	Leaders Learn To...
1. Creating a Bold Vision for Tomorrow	See the future.
2. Shaping Our Preferred Future	Define the future.
3. Defining Our Strategic Priorities	Focus the future.
4. Implementing from Strategy to Results	Deliver the future.
5. Reporting Our Progress	Demonstrate and improve the future.