



**Leadership  
is a  
State of Mind**





Most people would agree that teaching is a complex activity involving knowledge, skills, and disposition (AKA attitude). However, formal coursework and professional development tend to remain narrowly focused on curriculum (what to teach), instructional strategies (how and when to teach), and individualization (whom you are teaching), all important and foundational pursuits. However, little to no training or professional development is devoted to leadership dispositions (whom you need to “BE” to educate). In fact, to this day:

- Formal coursework in leadership development is often reserved for or focused on administrators (Principals, District Level Managers, etc.).
- Professional development in leadership is often reserved for or focused on teacher leaders at the instructional level (coaches, peer mentors, etc.) but rarely for all practitioners such as new teachers, paraprofessionals, or assistant teachers.

Yet, with little or no emphasis on leadership development, many educators are not thinking of themselves as leaders unless it is a formal part of their title or responsibilities. All of which have contributed to ongoing adult conflict, and reduced collaboration and partnerships.



Lack of leadership impacts us all... families, children, staff, colleagues, etc. In fact, you know your staff need leadership development if you are experiencing any of the following:

- Staff coming in late or calling in sick often
- Staff who are “burnt out” or overwhelmed
- Ongoing bickering and/or fighting, gossiping, etc.
- Staff who are not “living up their potential”
- Staff you would like to “groom” for management
- Considering the development of a formal succession planning program within the organization
- Would like to see improvements in my outcomes for children and families



## “Leadership is not a title, it’s a behavior”

Leadership isn’t...	Leadership is...
<ul style="list-style-type: none"> <li>• Always being out front</li> <li>• Saying “Yes” to everything –</li> <li>• Doing the same thing over and over</li> <li>• Keeping things as they are because it's easy and because things have always been done that way</li> <li>• Avoiding conflict at all costs, either being in denial that it exists or giving up because it's too difficult to manage</li> </ul>	<ul style="list-style-type: none"> <li>• Being a great follower</li> <li>• Sometimes saying “No”</li> <li>• Moving in different directions to get the job done.</li> <li>• Doing things differently to get desired results.</li> <li>• Resolving, accepting, or moving through conflict.</li> </ul>

**Leadership is not about you.** It’s about your followers, your employees, your team. The best leaders devote almost all their energy to inspiring and empowering others. Taking care of their people is a big part of being a leader.

**Leadership is not about power.** Leadership naturally comes with power, but to lead people with character and engender trust isn’t compatible with being primarily concerned with acquiring and using power. The most powerful leaders are those who earn trust and stay trustworthy.

**Leadership is not about telling and controlling.** Leadership will always involve some degree of telling people what needs to get done. But the best way to make that happen is by helping others figure out what needs to be done on their own. It’s about guiding, mentoring and coaching, not telling, controlling and micromanaging.

**Leadership is not about doing everything yourself.** The best leaders know they can't meet their goals alone—they need the right people doing the right things. Leadership means delegating to the right people to get the job done right.

**Leadership is not about doing all the communicating.** Great leaders are almost always great communicators, but more importantly they're great listeners. They don't interrupt or talk over others; they listen more than they speak and they know that the most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them.

**Leadership is not about always feeling confident.** Like everyone else, leaders don't always have their confidence—they have uncertainty and doubts as we all do. Some people think of that as something to hide or bluff their way through, but leaders are strongest when they demonstrate transparency and vulnerability—traits that equal truth and courage. They may not be comfortable, but they're certainly not weakness.

**Leadership is not about having all the answers.** We may be comforted by the idea that a leader knows everything, but the truest leaders bring people together to find the answers through collaboration.

**Leadership is not about demeaning others.** You don't have to look very far to find someone in authority talking down to people who work hard, disrespecting people who make mistakes, or even bringing racism and other biases to their interactions with others. That behavior is never acceptable; it is unworthy of anyone who wants to be known as a leader. Leadership will always be focused on treating others with respect and reverence. Leaders don't alienate; they encourage.

**Leadership is not about taking credit.** Successful leaders know nothing is achieved on its own; things happen when a group of people come together to make something work. Leaders should take a little more than their share of the blame when things go wrong, and a little less than their share of the credit when things go well.

**Leadership is not about deflecting personal responsibility.** Leadership doesn't deflect accountability—if anything, it increases it. *If it is to be it is up to me.* The moment you take responsibility is the moment you have stepped into your leadership.

**Lead From Within:** There are many things that leadership isn't and many things that leadership is. It's up to us to become the kind of leader who chooses well.

**By Lolly Daskal –The Leadership Gap**

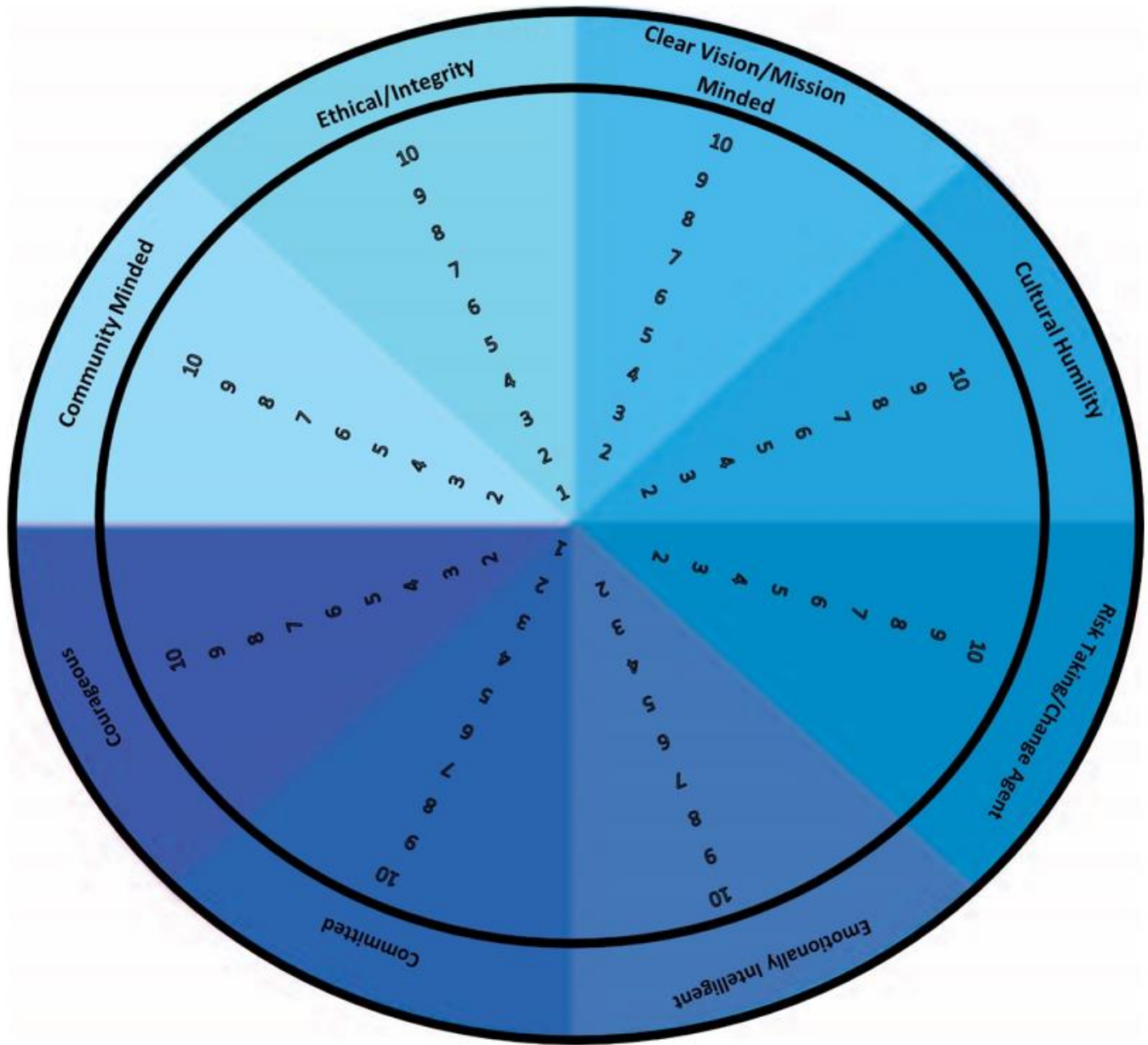
**When we think of ourselves as leaders - regardless of our roles, everything shifts!** Which is the reason I created the Leadership Mindset Wheel with the definitions.

## Mindset Definitions

Definition	Examples
A clear <b>vision and mission</b> connect us back to our “why” and having a strong why pulls us forward. It’s the “gas” that propels us through our journey. It’s the “juice” that keeps us going when times get tough.	I have a <b>Vision</b> so compelling: <ul style="list-style-type: none"> <li>• I go to bed thinking about it</li> <li>• I dream about at night</li> <li>• It’s 1<sup>st</sup> thing I think about when you wake up</li> <li>• It motivates me to take on the world</li> <li>• It allows me to ignore the critics (especially your own inner critic)</li> <li>• It compels me to invite other to join in</li> </ul>
<b>Courage</b> means being afraid or uncomfortable and doing it anyway. Once you have your vision you need Courage to move toward it.	<b>Courage:</b> <ul style="list-style-type: none"> <li>• I don’t wait for others to give me permission</li> <li>• I Cultivate self-confidence by taking on challenges on a regular basis, even the ones which scare me</li> <li>• I have a “growth” mindset, and optimism</li> </ul>
<b>Commitment</b> requires a lot of <b>Intrinsic motivation</b> . This means being motivated by things beyond external rewards like fame, money, recognition, and acclaim.	<b>Commitment:</b> <ul style="list-style-type: none"> <li>• I Demonstrate perseverance and resilience to overcome obstacles</li> <li>• I Set and monitor my short-term and long-term goals</li> <li>• I always look for ways to do better (not perfectionism).</li> <li>• I am good at taking initiative.</li> <li>• I finish what I start</li> </ul>
<b>Integrity</b> means doing the right thing even when no one is looking. It is the coherence between what we think, <u>say</u> and do.	<b>Integrity:</b> <ul style="list-style-type: none"> <li>• When I set the alarm I get right up, I don’t hit the snooze button</li> <li>• When I say I’m going to go to the gym, I go no matter what</li> <li>• When I say I’m going to help, I do it</li> <li>• When I say I’m going to be somewhere at a certain time, I’m there</li> <li>• I take responsibility for my actions</li> </ul>
<b>Emotional Intelligence</b> is made up of several skillsets: <ul style="list-style-type: none"> <li>• Self-Awareness is simply the ability to be aware of one’s inner life</li> <li>• Self-management or self-regulation is the ability to navigate and shift one’s thoughts, emotions, and behaviors</li> <li>• Having <u>strong social skills</u> allows people to build meaningful relationships with other people and develop a stronger understanding of themselves and others</li> <li>• <u>Empathy</u>, is the ability to understand how others are feeling,</li> <li>• Self-Care – is about setting strong boundaries,</li> </ul>	<b>Emotional Intelligence:</b> <ul style="list-style-type: none"> <li>• I can recognize what triggers me</li> <li>• I don’t blame others for my feelings</li> <li>• I practice self-care and self-compassion</li> <li>• I am conscientious and take responsibility for my own actions</li> <li>• I reflect on how my actions impact others</li> <li>• I Sustain healthy boundaries and advocate for my self</li> <li>• I develop a strong rapport with leaders and co-workers</li> <li>• I <u>am.able.to</u> take care of myself and maintain my energy throughout the day</li> </ul>
<b>Cultural Humility</b> is a dynamic and lifelong process focusing on self-reflection and personal critique, acknowledging one’s own biases.	<b>Cultural Humility:</b> <ul style="list-style-type: none"> <li>• I reflect on my own upbringing on a regular basis</li> <li>• I can recognize my values, judgments, and biases</li> <li>• I ask questions of others to gain a better understanding</li> <li>• I am aware of the hopes, dreams, and goals of the families and the community in which I live/work.</li> </ul>
<b>Community Minded</b> means giving as well as receiving support from those around you.	<b>Community Minded:</b> <ul style="list-style-type: none"> <li>• I ask others for help and support others when they need help</li> <li>• I consistently see the expertise and wisdom of those who have gone before me</li> <li>• I share my vision with others and seek to find those who have a similar vision</li> <li>• I routinely evaluate my relationships</li> </ul>
<b>Risk Taking</b> and being a <b>Change Agent</b> involves continuous improvement- both personally and professionally.	<b>Risk Taking/Change Agent:</b> <ul style="list-style-type: none"> <li>• I am open to new experiences</li> <li>• I am flexible</li> <li>• I am resilient</li> <li>• I lead by example</li> <li>• I am comfortable with data and view it as neutral</li> </ul>



# Leadership Mindset Wheel

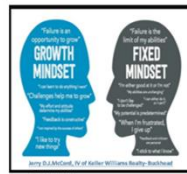
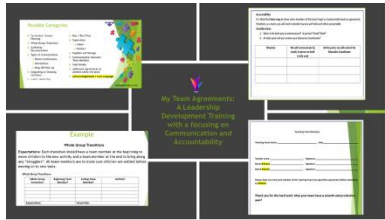


## Directions:

1. Read thru the definitions on the next page, then take a moment to reflect on how you are doing as a leader.
2. Circle the number in each section that represents the degree of each aspect of leadership. The higher the number, the more you are experiencing each mindset .
3. When finished, draw a line from one mindset to another.



# Need Support with Developing Leadership within Your Teams?



Highly Effective Teams



Circle of Control

## Options for virtual training:

- 90-minute overview of the **8 characteristics of Effective Teams**
- 90-minute overview of **8 Mindsets of Leadership**
- 90-minute overview of the **Team Agreement Process**
- 90-minute overview for **Managing Mindsets**
- 3-hour training on having influence and the **Circle of Control**

## Options for on-site training:

- 1-day deep dive of the 8 characteristics of effective teams with reflective exercises
- 1-day deep dive of the 8 mindsets of leadership with reflective exercises
- 3-day deep dive of the 8 mindsets of leadership, plus challenges and strategies for “living into your leadership” daily, followed by a full day of effective teaming training.
- 8-month Leadership Academy which includes:
  - 3-day on-site deep dive of the 8 mindsets of leadership, plus challenges and strategies for “living into your leadership” daily, followed by a full day of effective teaming training.
  - Monthly 1-hour group coaching to reinforce training concepts while giving opportunities for practice with feedback
  - 1-day on-site “showcase” where participants can reflect on and share their outcomes from the past year



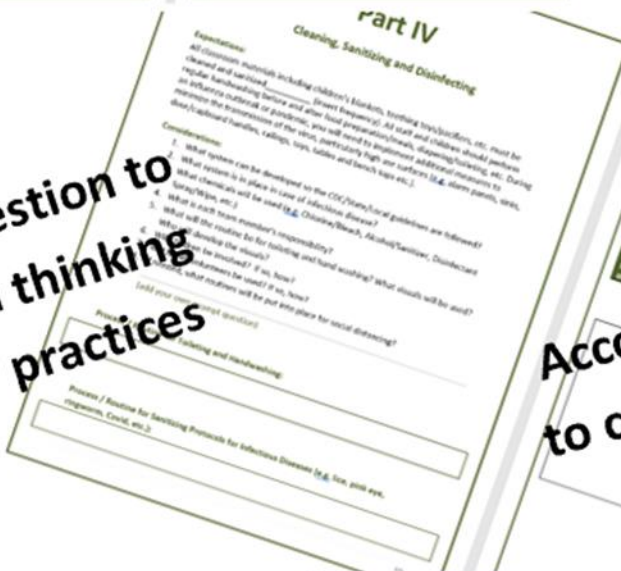
**What is the cost?** Reach out to me at [deidre.harris@teamagreements.com](mailto:deidre.harris@teamagreements.com) and we can discuss the training that would best suit the outcomes you're looking for.



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15+ Prewritten Topics to choose from

Reflective question to get the team thinking about their practices



Accountability boxes to capture discussions and agreements



Teaching Team Members

Signing this agreement means you have actively participated in the discussion(s) and agree to uphold and honor them. Therefore, please make sure each member of the Teaching Team has signed this agreement before submitting to (supervisor's name).

Teaching Team Name: \_\_\_\_\_ Date: \_\_\_\_\_

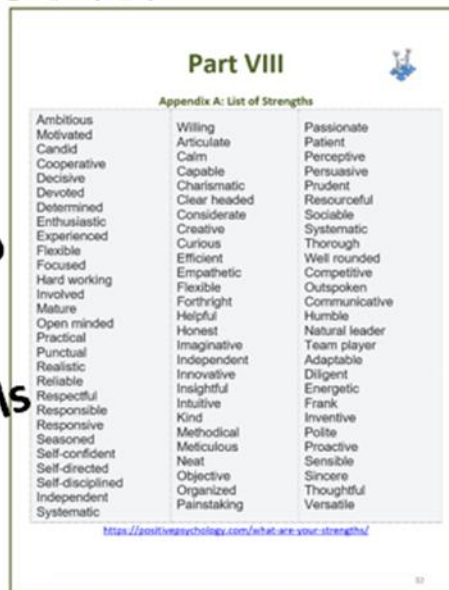
Teacher Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Additional Staff Member Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Additional Staff Member Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Thank you for the help!  
May your team have a successful year!

Additional exercises to strengthen communication skills



Need additional resources or want to learn more? Check out My Team Agreements Workbook for Collaborative Teaming at <https://teamagreements.com/products/my-team-agreements-workbook-for-collaborative-teaming> for an inexpensive and easy way to implement the Team Agreements process.