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Foreword by Peter DeWitt • Afterword by John Hattie

# LEADER READY

## Four Pathways to Prepare Aspiring School Leaders

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# CHAPTER 2

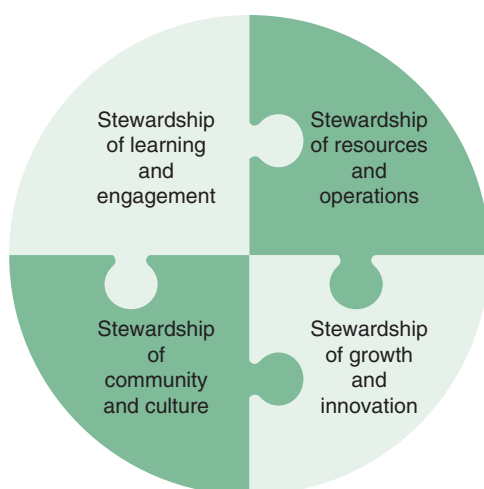........................................

# RAISING THE BAR ON LEADERSHIP STANDARDS

## USING UNIVERSAL LEADERSHIP STANDARDS TO INFORM TRAINING

In Appendix 3, we unpack the standards of these five locations, providing commentary for each one. We encourage you to read it and share it with colleagues as part of your professional development work. That said, in our quest to focus your efforts on implementation, the overview above is sufficient to move forward. We invite you to our research-based "shortcut," the universal leadership standards. Use them as your blueprint. Following them are a number of steps we recommend to launch and sustain leadership standards-based development.

Our universal standards of leadership are inspired and informed by international leadership standards, so they draw from the research and work of many educators around the world. If you are reading this book and aren't familiar with your local leadership standards, or work in an area that doesn't have an established list of standards, you can count on the universal

**FIGURE 2.3   THE UNIVERSAL LEADERSHIP STANDARDS**



standards. If you are reading this with a group of leaders from other different jurisdictions (like in a book study model), these standards can be used as discussion points for conversation.

## A Stewardship Approach to Leading

Following Figure 2.3 is a summary of our "universal leadership standards." Notice that our use of the term "Stewardship" is purposeful, conveying our conviction that every effective leader operates with a deep sense of responsibility to care for others.

**Stewardship of Learning and Engagement:** This leadership standard reflects all capacities of instructional leadership. This may include decisions that directly impact the students, staff, and community stakeholders. Leaders who implement this standard acknowledge the impact of high-quality instruction on student learning and achievement.

**Stewardship of Resources and Operations:** This leadership standard reflects all capacities of managerial and adherence to state regulations or legislation. This may include decisions involving the deployment of finances, human capital, materials, and infrastructure to best support the learning community.

**Stewardship of Community and Culture:** This leadership standard reflects all capacities of moral and ethical leadership. This may include the fostering of collegial and communal trust, and inclusive and caring communities. Leaders

who focus on this standard consciously create supportive environments to best serve all students in their community.

**Stewardship of Growth and Innovation:** This leadership standard reflects all capacities of continuous growth and systems excellence. This includes promoting opportunities for ongoing growth for all stakeholders. Leaders who focus on this standard create conditions for innovation and creativity through an environment that embraces risk-taking and experiential learning.

Please note, these standards are meant to be used as guideposts for conversations with colleagues and may not completely reflect the unique realities of your leadership or jurisdictional context.