

Executive Leadership Academy

Curriculum Outline

Session 1

Doing more of what you do best...

Successful education executives have discovered their most valuable talents and strengths and find ways to spend the majority of their time engaged in these endeavors while spending little time working on tasks for which they have less talent or passion. When leaders undertake this journey of discovery and work re-design, the organizational gains are significant and the personal gains are even greater.

Session 2

Dealing with dilemmas...

Successful education executives are called upon to solve problems that no one else has been able to solve. These problems are particularly “wicked” in that they defy straightforward solutions. In fact, to attempt to solve them with simple, obvious strategies makes the situation even worse. These types of problems have a name... they are called dilemmas. There is an “advanced toolbox” for working on these types of problems. This session details the tools and tactics of successfully solving dilemmas that have long defied solution.

Session 3

Harnessing the invisible forces...

Each and every school organization comes equipped with a pre-existing set of strong, but invisible, forces that powerfully shape the organization’s present performance and future potential. Culture, climate, and community are three examples of these powerful, but invisible “ghosts” that act upon school organizations. Successful education executives possess a kind of X-ray vision that allows them to see, and ultimately to shape, these invisible actors. Most school leaders already know how to deal with forces that are visible and tangible. This session equips executive leaders with the tactics and insights necessary to see and harness the invisible forces as well.

Session 4

The Efficacy Effect...

Class size, television viewing rates, socioeconomic factors, size of the parent’s vocabulary, the number of print publications in the home, etc.... all of these factors, and many more, have a direct impact on the achievement of students. Successful executive leaders, while aware of all the factors than enhance achievement, focus the organization’s efforts and resources on the “critical few” factors that are most linked to improved outcomes. Chief among these key

factors is teacher efficacy. *Teacher efficacy is the degree to which teachers are successful in their craft and derive meaning and satisfaction from it.* Students are quickly able to identify high efficacy teachers and respond to them in important ways that accelerate learning. This session examines the three elements of teacher efficacy and builds the executive leader's skills in developing organizational capacity for teacher efficacy.

Session 5

Fighting fuzzy purpose...

Perhaps the first and most important skill of a successful education executive is to establish in the organization clarity of purpose. The vocabulary list for this concept well known... mission statements, vision casting, core values identification, goal setting, coherence of effort, teamwork, shared commitment to a common future, etc. Successful education executives often define this task by defining and attacking its enemy... fuzzy purpose. The organizational effects of fuzzy purpose are well researched... low energy, pettiness, interpersonal conflict, poor teamwork, and a lack of persistence and follow-through. This session detail practical tactics that the most successful education executives use to fight fuzzy purpose in the personal and professional domain.

Session 6

4-dimensional success...

A common attribute of the most successful education executives is the depth and breadth of their success. They have discovered how to extend their professional effectiveness into other important life dimensions as well... the physical, social/emotional, and spiritual domains. Interestingly, they do not seem to achieve this broader success through the popular concept of "balance." Rather, they become paradoxes of personal and professional development. They become more complex – yet more integrated, more focused – yet more open, more productive – yet more available, more successful at work – yet more successful at home. This session details the principles and strategies of successful home life – work life integration that provide for success in all four domains.

Session 7

Become an awesome communicator...

The most successful education executives are not just a little better at communication than their colleagues, they are significantly better. They have taken whatever natural gifts and talents they may possess in this area and have developed them into powerful strengths. They are superior public speakers, adept writers, skilled listeners, enthralling storytellers, precise questioners, expert non-verbal communicators, and prolific networkers, to name just a few attributes. This session provides education executives with models, skills, and feedback to become an awesome communicator.

Session 8

Following your internal compass...

Successful education executives embrace the ethical and moral dimensions of their work. They don't shy away from the tough questions or the controversial practices. They inspire trust and confidence in their organizations through their consistency and predictability in matters of high moral or ethical importance. This session details the process by which education executives can begin with their natural sense of ethics and "fair play" and develop those instincts into a dependable "internal compass" that can be trusted for direction even in the midst of circumstances that cause others to lose their way.