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Dear PA Principals Association Member, ﻿A number of school leaders have been sharing their challenges with me recently. I’m hearing a lot about staff vacancies and student disengagement among other issues. Now is a great time to invest in your school’s ***organizational health***. These are people problems, and we need to find a way to make our schools whole again.How do you know if you should be working on organizational health for your school or district?Some signs may include a good deal of politics, high turnover, lack of clarity, low morale, or low productivity.Organizational management guru Patrick Lencioni says if this is the case, you need to build your organization’s (in our case our school’s) integrity – making it whole, complete, consistent, and aligned again.And this starts with the top, that is, with your leadership team. If you want an incredible resource to build and grow your leadership team, take a look at **The Advantage: Why Organizational Health Trumps Everything in Business**.The first step is to build a coherent leadership team. Here is a great 2-minute video of Patrick Lencioni describing the 5 dysfunctions of a team (another great book of his) – see if any of this describes your leadership team: [**https://www.tablegroup.com/topics-and-resources/teamwork-5-dysfunctions/**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6F%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,l0oBgSck-YwMc2seIdW_GQp6r4ASs7fxcyQ48o_U9_ymp7mzBOULN5RYP75AyaMwHFSFpfGUsVFEJfr4ASrcQLzBTZ-MRlWzmB0q1Nh2yUQq&typo=1)﻿If what I’ve written so far sounds useful, dive into my 3 resources below:* My usual [**8-page summary of the book**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6G%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,T4BcmFSRcJO01uMR_cVsVeL7bxJVDp5ckkp3yoXTivu-Vxj798ZYceVP_8K3600sfr0MXQPBayhSwdA-68P7EqQ-oqYx0EjOQe26uyZtDQJaw5DsE43N&typo=1), The Advantage: Why Organizational Health Trumps Everything Else in Business or an [**html link**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6H%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,W-21WEQU3dxfuNfSKiOHwzulJIChleyQ_HdHCfEImxZ8ddbdK4IjQA3C_mbIoHhcbJ3E4YuXE5JcaelwK6lCoPcuRiPHVq5S77B_dKGJ04E,&typo=1) to read on your phone
* My 1-pager: [**4 Keys to Building Organizational Health**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6I%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,6CPS8cTeYcxWM5lmAEFJhqh27MkA1paPAr1c9L2oaN_GoWBev0VYIvmwBf343p_B698lpa5PrqZvaiVtEl2CEh8wZuMDOUQ5QGEWelc8JcsIINIJmb1K&typo=1)
* My podcast conversation ([**here**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6J%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,cvDOFEkS-lXwQzfw90wB55qc7taafdbGLck9XoVNGFPnGLSPAen7NomwRiidcvyaWYDhIZ4qiT-vm0KDTi5sJ1XBDiHyCsOw2f__OW2K65GcQWew5QxTHA,,&typo=1) or on [**Apple**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m4K%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,RIE26hCdOTdcWXvWH89l6PIvslKFKe90hgVENLXKj1T4nnRqlu27qqdf9NWm1b4R6AaEMuNqTJvD3NUOwdT9lG33fdzDQyXlQB23o254OqXlbVENfkHA_r_z7Q,,&typo=1)) with my co-host about the book and the steps your leadership team should take to build organizational health.

*I hope this holiday season brings you light and restoration.*﻿Feel free to reach out with questions or feedback and I’ll be back in January.**Jenn****PS:** To learn more or purchase the book, click here: [**Jossey-Bass**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6K%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,elL8WBiz8B8QJ81YFysPpBToNn-EGBuubO7hQuQplyecktKg1L8cgJrWG6FFoJRuNaV9GiZ9VNvh3Tblfw_ZLAtybMYdVn9-kF2yZWHcJcuA0ABFRN2gyhQ,&typo=1) |

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**What is the best professional learning you've experienced as a school or district leader?** **﻿****I am hearing from many of the leaders I work with that it's the Mastermind groups I run.**Consider making 2024 the year you invest in your own professional learning by joining one of my Mastermind groups.I run small groups of leaders from across the country that meet online for 1 hour every other week for professional learning, resources, feedback, and support.We discuss topics to help you lead better. Topics include student engagement, managing difficult conversations, coaching staff, time management, staff retention, and more.You are welcome to try a **SAMPLE** session — **just send me an email message**.**﻿Email me** directly to chat, or learn more here: [**Masterminds**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m4L%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,-kB56IwuJg2_cA5lSDDEAvccsibKfMqVX3bNkLJYsOW6K-S4fmY3dNrR5hXAZ0-vXOcvh5ka6Guh5YnuQlDoeoTyTDLO-1d16j9OZu-mIkmMwAEukAw-TWxs&typo=1)  |

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**One more book summary for this time of year —** ***The Together Leader: Get Organized for Your Success—and Sanity***If you’re feeling overwhelmed and scattered, the new year is a great time to re-charge and gain a few skills to help you get more organized. All of the important work you do as a leader depends on you being organized enough to do it well! Actually, this book does more than help leaders become organized, it helps them become “together” -- prioritized, planned, efficient, organized, flexible, predictable, intentional, and reliable.The goal is to help you feel and be more successful so you can actually have a life at the same time! I use a number of Maia's strategies to keep organized myself.﻿If this sounds like what you need right now, take a look at [**my summary of**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6L%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,o1q4T1l2TagWrWT5104t1MxsQIujls_LSzEWEH0ivlD8bftu4BnB0eQalx7Rjhq4Rcxs3dyNhELxsiPxZTR6AdLKcwx1nEy7LmD8m7dN-uGJ&typo=1) [**The Together Leader**](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fgo.vbt.email%2fr%2f7m6L%2f%3f__vbtrk%3dMTg3ODU5Ojc4ODc3MDcwOm5ld3NsZXR0ZXI%26_uax%3dMTg3ODU5Ojc4ODc3MDcw%26ct&c=E,1,V1yQSzCsrEaiT9D6zEc5kwF2iWH1UZbGJkPMGtTnfSDWeKrIhWrRweqChlx6zyPEcklP7nGkLv15nIlPlscaHK6eeSBwCyyppgrj71dULw,,&typo=1) by **Maia Heyck-Merlin**. |

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