

Pennsylvania Principals Association



**SCHOOL  
LEADER**  
COLLABORATIVE

# **LEADERSHIP EXCELLENCE SERIES**

*“Becoming While Doing”*

# What is the School Leader Paradigm?

In order to provide a complete picture of principals and assistant principals as learning leaders leading learning organizations, the Pennsylvania Principals Association and the School Leader Collaborative developed the School Leader Paradigm (see graphic below). The Paradigm is based on the concept of “Becoming While Doing.”

Becoming while doing represents the art of school leadership. Specifically, school and district leaders, or learning leaders, should always be simultaneously improving their own leadership dispositions, or becoming, while doing the work of moving their learning organizations forward. Being totally self-aware and constantly reflective of the leadership intelligences (becoming) increases school and districts’ effectiveness to lead culture, systems and learning (doing).

## Why This Training?

Investing in leaders is an investment in your entire district. According to research from the Wallace Foundation (2001):

“An effective principal’s impact is stronger and broader than previously thought, making it difficult to envision a higher return on investment in K-12 education than the cultivation of high-quality school leadership.”

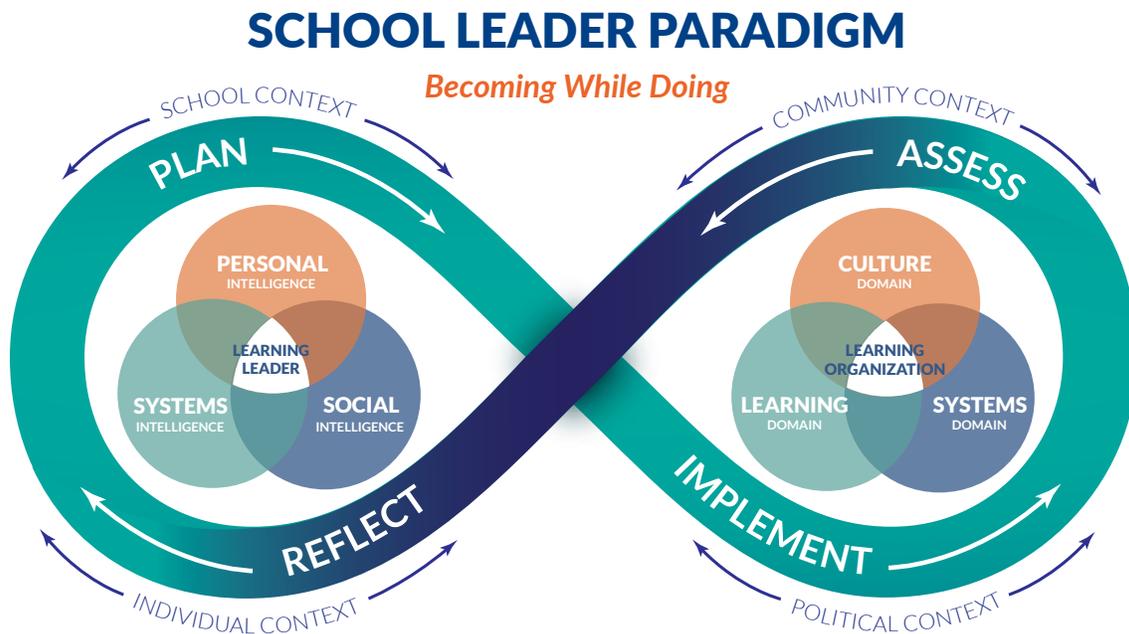
Being cognizant of the interplay between becoming while doing is crucial for school and district leaders throughout their careers. This results in positive outcomes for them, their organizations, their teachers and ultimately their students.

## Who Should Participate?

This series is designed for all school and district leaders: principals, assistant principals, superintendents, assistant superintendents, directors, supervisors and other central office staff.

## Who Is the School Leadership Collaborative?

The Pennsylvania Principals Association is a proud partner of the School Leader Collaborative, a consortium of state principal associations (Alabama, Illinois, Maine, Minnesota, New York, Indiana, Missouri, Washington, Wisconsin, New Jersey and Alaska) who came together to develop the School Leader Paradigm, share resources and collectively study the continuum of effective school leadership. We focus on making sure all professional learning addresses the art of school leadership, “Becoming while Doing.”



# Pennsylvania Principals Association **LEADERSHIP EXCELLENCE SERIES**

Sessions	Session Title & Description
Session 1	<p><b>Navigating Contexts for Effective Leadership</b>            Effective school leadership requires a deep understanding of the interconnected contexts that shape decision-making and influence outcomes. This session will guide participants in assessing and navigating the four key leadership contexts: Individual, School, Community, and Political.</p>
Session 2	<p><b>Mapping Relationships for School Success</b>            Strong relationships are at the heart of effective school leadership. This session introduces the concept of Relationship Mapping—a strategic approach to identifying and analyzing key relationships that impact a school’s success. Participants will learn how to visually map internal and external partners, assess their influence, and develop a plan.</p>
Session 3	<p><b>Leading a Culture of High Expectations and Strong Relationships</b>            School leaders play a critical role in shaping student outcomes—not just through their direct actions but how they support and supervise teachers in balancing high expectations and a high-environment culture. This session will focus on the leader’s role as the lead learner, guiding teachers to create classrooms where rigorous academic standards and strong relationships go hand in hand. Participants will evaluate their school’s impact and develop strategies to foster high expectations and learning excellence, and relationships that demonstrate respect, hope and a sense of belonging.</p>
Session 4	<p><b>Building Hope-Filled Systems: Reimagining Leadership through the Systems Domain</b>            In this session, school leaders will explore the Systems Domain of the School Leader Paradigm with a focus on hope as a measurable outcome. Participants will reflect on their current leadership practices and engage in structured discussions around dismantling “hope-crushing” systems and cultivating “hope-building” structures. This session emphasizes the role of leaders as both architects and catalysts—using their leadership intelligence to align culture, learning, and systems in ways that center student success and well-being. Through collaborative activities and self-assessment, participants will begin designing a five-year vision rooted in hope-filled leadership and organizational transformation.</p>
Session 5	<p><b>Building Strong Relationships and Followership for Organizational Success</b>            What does it mean to lead for culture? Strong, trust-based relationships are the foundation of effective school leadership and directly influence who will and won’t follow your leadership. This session will focus on Relationship Assessment—a critical process for understanding and cultivating meaningful connections with staff.</p>
Session 6	<p><b>Addressing a Problem of Practice through Reflective, Effective and Intentional Leadership</b>            This session delves into the Problem of Practice (POP) framework within the School Leader Paradigm (SLP) to drive school improvement and leadership growth. Participants will engage in the Cycle of Inquiry (COI), a structured process that begins with assessing initial conditions, identifying a problem statement, collecting and analyzing data, and developing a Theory of Action for sustainable change. Through reflective, experiential learning, attendees will explore how intentional leadership strategies foster transformation at individual, school, and community levels. This session will empower leaders with actionable tools to assess, implement and measure leadership impact in real-time.</p>
Session 7	<p><b>Managing and Leading a Safe and Supportive School Environment</b>            This session will provide school leaders with the knowledge and tools necessary to establish and maintain a culture of safety in their schools while meeting safety mandates from PDE. Through a focus on key safety dimensions, emergency planning, threat assessment, and mental and emotional well-being, participants will learn how to create a safe and supportive environment for students, staff, and the broader school community.</p>
Session 8	<p><b>Leading Data Literacy for Continuous Improvement</b>            This session, based upon the work of Victoria Bernhardt, empowers school leaders to leverage Demographic, Perception, Student Learning, and School Processes data for informed decision-making. Participants will explore practical strategies to analyze and apply data, foster a data driven culture, and implement continuous improvement cycles that enhance student and school success.</p>

## Customization and Investment

The School Leader Collaborative was created to help place relevant, timely and effective tools in the hands of school leaders across the country. Our purpose is to combat the alarming trends of high principal and assistant principal turnover. The School Leader Paradigm is the product of collective thinking and years of action research across the country on what makes leaders effective or ineffective.

## Package Example and Investment

### *We come to you!*

We'll fit this training into your current meeting structure/schedule. Investment includes travel, planning, presentations and materials. Session times are flexible. Please allow at least 1-2 hours per session for best results.

- **Eight-part series over the scope of the school year: \$12,000**
- **A la carte sessions: \$2,000 per session**
- **6 or more sessions: \$1,500 per session**
- **Fully customized: We will work with you and your budget.**
- **Participation of the superintendent and other appropriate central office staff is strongly encouraged.**



## Schedule Your Series Today!

To schedule a School Leader Excellence Series with our staff, or if you have any questions about the series, please reach out to:

Michael Snell, Deputy Executive Director

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