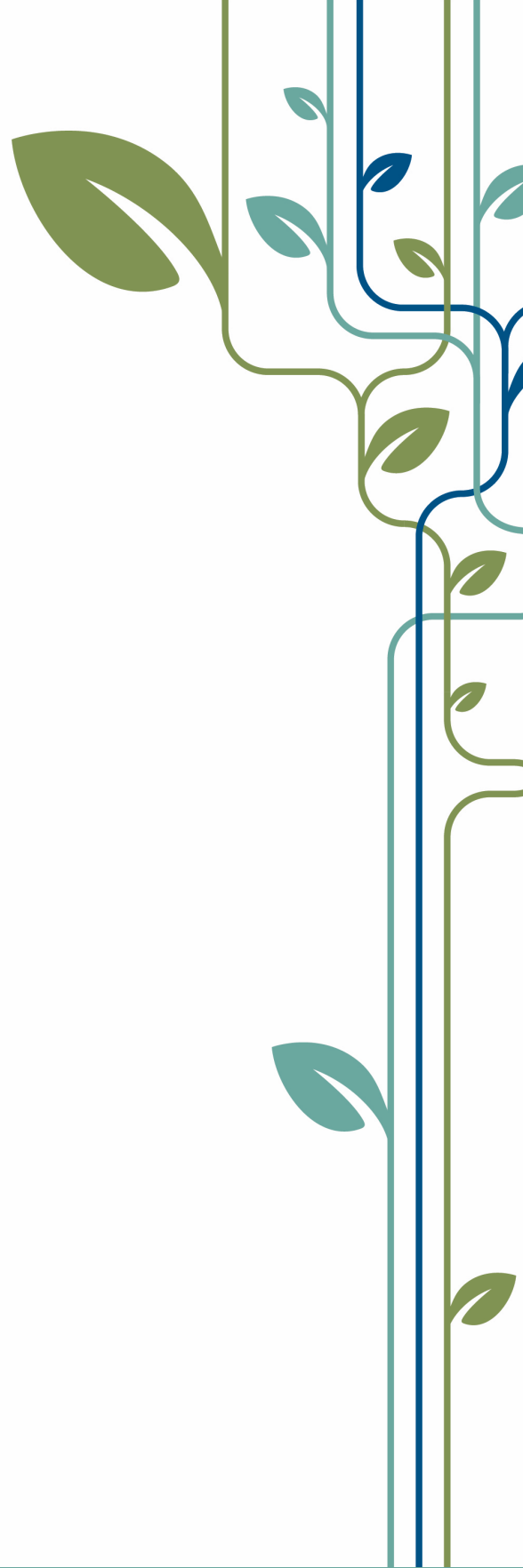




Georgia Association of Educational Leaders

GAEL L4GA Leadership Institute Day One



Sherry St. Clair
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Day One Agenda

8:30-8:50-Welcome and Introduction

8:50-9:15-Where We Are

9:15-10:15-The Power of a Listening Tour

10:15-10:30-Break

10:30-11:00-Real Values

11:00-12:00-Components of a Learning
Organization

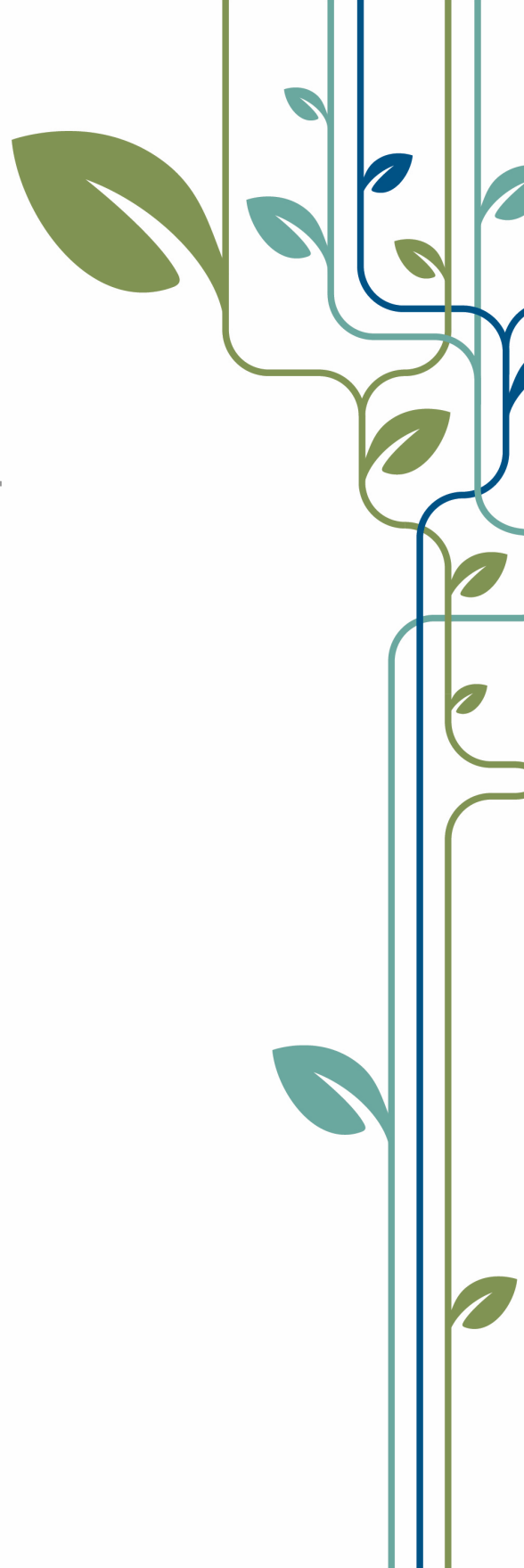
12:00-12:45-Lunch

12:45-1:30-Literacy Assessment Data

1:30-1:45-Break

1:45-2:45-Engaging Literacy Instruction

2:45-3:00-Closing/Questions



Sherry St. Clair is the founder of Reflective Learning LLC, an educational consulting agency based in Kentucky. Her organization works with schools around the world, creating specialized training and coaching services for school administrators and educators. Additionally, Sherry serves as a Senior Fellow for the International Center for Leadership in Education and Houghton Mifflin Harcourt. She holds a master's degree in Instructional Leadership, as well as a Rank I in Instructional Supervision.

As an international consultant, Sherry draws from her rich experience at various levels of public education—teaching elementary school, being an administrator in a high school of 1,300 students, working as a state consultant, and creating and facilitating virtual courses. Sherry is a highly regarded national speaker and consultant, providing educational agencies with expertise in the areas of instructional leadership, effective classroom practices, classroom walkthroughs, effective use of data and guidance on how to create structures for successful classroom coaching. Coaching schools to best meet the needs of all students is Sherry's passion.

Sherry is a contributing author to Effective Instructional Strategies Volume 2 published by the International Center for Leadership in Education. She has published numerous professional learning activity guides and facilitated webinar series focused on leadership and effective instructional practices. Additionally, Sherry developed virtual instructional workshops for the CTE Technical Assistance Center of New York. In partnership with the Successful Practices Network, Houghton Mifflin Harcourt, and The School Superintendent Association (AASA), Sherry has recently been a part of bringing innovative practices to scale. Her latest publication, Coaching Redefined: A Guide to Leading Meaningful Instructional Growth, was released in June of 2019.

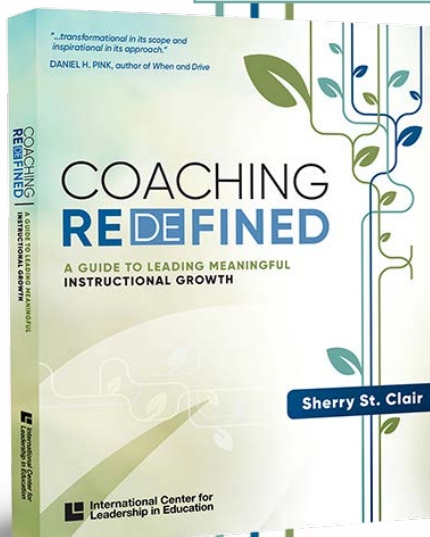
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Most Valuable Career Skills by 2020

Per the annual World Economic Forum report, the most valuable career skills by 2020 will be the following 10 skills:

1. **Complex problem solving:** To solve complex problems requires being able to identify the problem, evaluate all pertinent information and factors, consider a range of possible solutions, think critically through different solution options and their potential outcomes, and then make a judgment as to which solution to select. A series of skills go into complex problem solving, including observation skills, analysis, creativity, innovative thinking, evaluation, perseverance, and resilience, to name some.
2. **Critical thinking:** To think critically is to think deeply. Critical thinking requires that you first suspend judgment to evaluate all related factors and perspectives as objectively as possible. It entails taking time to think through what you might not be considering or yet seeing. Reason, logic, and judgment are all used to analyze and evaluate information to, ultimately, probe far beyond the surface of the matter at hand.
3. **Creativity:** To be creative is to imagine something new from the information and data available. Creativity emerges from a capacity to view the world differently, connect seemingly disconnected dots, and unearth unseen patterns to conceive something new. To be creative is to apply critical thinking and empathy to imagine experiences, ideas, and things from other perspectives.
4. **People management:** To manage people effectively is to see their strengths and weaknesses, guide them to develop their skills, help them grow, and motivate them through setting and reaching goals. Successful people management rests heavily on emotional intelligence, particularly empathy; to manage each individual effectively requires imagining her circumstances from her point of view and making decisions and recommendations accordingly.
5. **Coordinating with others:** To coordinate with others well requires strong collaboration skills. Productive coordination can only happen when you can empathize with those with whom you are coordinating to discern their needs, assess how they can and cannot contribute, and understand their values. From there, you must adapt your thinking, responses, and behaviors accordingly if coordination is to be productive.



Most Valuable Career Skills by 2020

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6. **Emotional intelligence:** In most distilled terms, emotional intelligence is empathy; it is your capacity to stand in the shoes of another person and imagine her experience. The application of emotional intelligence is taking this imagined experience and using it to adjust decisions, behaviors, and actions appropriately. To be emotionally intelligent is to adapt your actions for each person based on your empathetic analysis of their perspectives and needs. Emotional intelligence also includes your ability to recognize, understand, and manage your own emotions.
7. **Judgment and decision making:** Sound decision-making skills rest first on sound judgment skills. To judge smartly is first to analyze and evaluate information or a circumstance as objectively as possible. Then you analyze and evaluate it from a perspective of emotional intelligence to consider all human components at play. Taking this full appraisal, you make the most reasonable and justifiable decision. The final factor of effective judgment and decision-making skills is knowing how to get buy-in and from whom.
8. **Service orientation:** To have a service orientation is to proactively seek ways to help others and be of value to them. It is to become known as someone who is available to assist others, think together, and grow together. It is also to become known as someone who adjusts her contribution and deliverables based on the needs and preferences of others. However, a service orientation requires a boundary of not sacrificing one's own values and principles.
9. **Negotiation:** Strong negotiation skills require a range of skills, including creativity, to see new potential ideas and possibilities; emotional intelligence, to imagine the needs, values, and priorities of all those at play and anticipate their actions; and judgment and decision making to keep negotiations moving forward. It also takes strong communication skills and the ability to listen actively to those involved. Negotiations require emotional control and interpersonal skills so that they can remain respectful and productive. Ultimately, to negotiate is to problem solve; it is to find a way for all involved parties to be included and advantaged in a reasonable solution.
10. **Cognitive flexibility:** To show cognitive flexibility is to be able, swiftly, to switch thinking between and among multiple concepts, topics, or ideas, such that you ultimately can process all factors simultaneously. Those with strong cognitive flexibility can quickly adapt their thinking and comprehension as circumstances and information change around them.

Listening Tour Questions



Questions to ask teachers about themselves:

- What are your strengths as a teacher?
- In what ways would you like to grow professionally? What, if anything, has stood in the way of your professional growth and ability to meet goals?
- How can we improve learning for your students?
- How do you hear the voices of your students in your classroom?
- How do you know students are learning in your classroom?
- What has been the most meaningful professional learning experience you've had? Why was it so meaningful to you? How did it help you change instruction?
- Have you been involved in coaching before, and how did you come to get involved in it? What did you think of the experience? How do you feel about having a coach now? (This series of questions will require extra reassurance that the more honest teachers are in their answers, the more they will get out of their experience with you.)
- Is there anything else you feel I should know to help me serve you best as your coach?

Questions to ask teachers about school culture:

- What do you feel is the greatest strength of the school?
- Do you feel your school is growing, evolving, and improving?
- What aspect of the school needs to grow the most and why?
- How do you hear the voices of students in the school?
- How do you hear the voices of parents and the community in the school?
- Is equity important in your school? If so, how is it addressed?
- How do you feel the school prepares students for careers and college?
- How do you feel supported in your professional growth and development? Who or what is most supportive?
- How do you feel about the demands currently placed on you and your colleagues? Are they reasonable or do they feel impossible to meet? Please explain.
- Would you describe the school as one that sticks with a few initiatives or one that cycles through many initiatives? Please explain.
- What resources are you most grateful to have? What resources do you wish you had?

Listening Tour Questions

Continued from previous page

Questions to ask students about their learning:

- Do your classes feel hard to you? If they are hard, what makes them hard? If they are easy, what makes them easy?
- Do you know why you're learning what you're learning?
- Do you think what you are learning will be helpful to you in your future, while you're still in school, and after you've graduated?
- Do you feel that your school values and rewards academics or sports or both? Or something else?
- Are your learning successes celebrated? If so, how?
- When you are in a class where you are having fun, being challenged, and learning a lot, what about the class makes it so engaging?
- When you are bored in school, why are you bored?

Questions to ask students about school culture:

- What makes you most proud to be a student at this school?
- If you could change something about the school, what would it be?
- Do you think that the school tries to give the same opportunities to all different kinds of students? Why?
- When students have ideas, do you feel that the adults in your school are open to hearing and considering them?

Questions to ask parents/guardians about their child's learning:

- Is your child's learning rigorous, where rigor can be defined as requiring complex and deep modes of thinking (e.g., analyzing, synthesizing, and/or evaluating information; creating new ideas, concepts, solutions, etc.)? If yes, what makes it rigorous?
- How relevant is your child's learning to her future? Please explain.
- How is your child academically supported at school?
- Is your child engaged in school?
- Is your child learning interpersonal/social-emotional skills and today's career skills? If yes, how are these skills taught, and which ones are taught?

Listening Tour Questions

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Questions to ask parents/guardians about school culture:

- Do you feel that your voice and input are wanted, solicited, valued, and heard at the school, and how?
- Can you think of a time something at the school was changed because of parent feedback?
- Would you describe the school as one that is eager and open to changing instruction and programs as college, career, and technology demands change?
- How does the school communicate with you, and how often? What are they communicating? Are there ways they could communicate more effectively with you?
- Does the school give equal opportunity to all students? Does the school seem to value equity? If not, what makes you say this?
- Does the school show it cares about your child's emotional well-being? If yes, how do they show this?
- Do you feel the school values and rewards academics? Sports? Something else? How, and how often?
- What makes you most proud to send your child to this school?
- If you could improve one thing about the school, what would it be?
- Is there anything else you feel is important for me to know?

Questions to ask community members about the school:

- In your experience, are school graduates prepared for careers?
- Do graduates show the necessary academic and technical skills for success in careers? If yes, how?
- Do graduates possess the interpersonal/social-emotional and professional skills for success in careers? If not, what are they lacking?
- Are current and past students polite and well behaved in the community? Do they show a sense of social responsibility?
- In general, do you feel confident handing over your community to the school's next generation of graduates? If so, why? If not, why not?
- In your experience, does school leadership show a sincere concern for the achievement and wellbeing of its students and their capacity to be productive members of your community?
- If you have ever tried to engage with school leadership to bring forth improvement and change, do you generally find them open to ideas and collaboration?

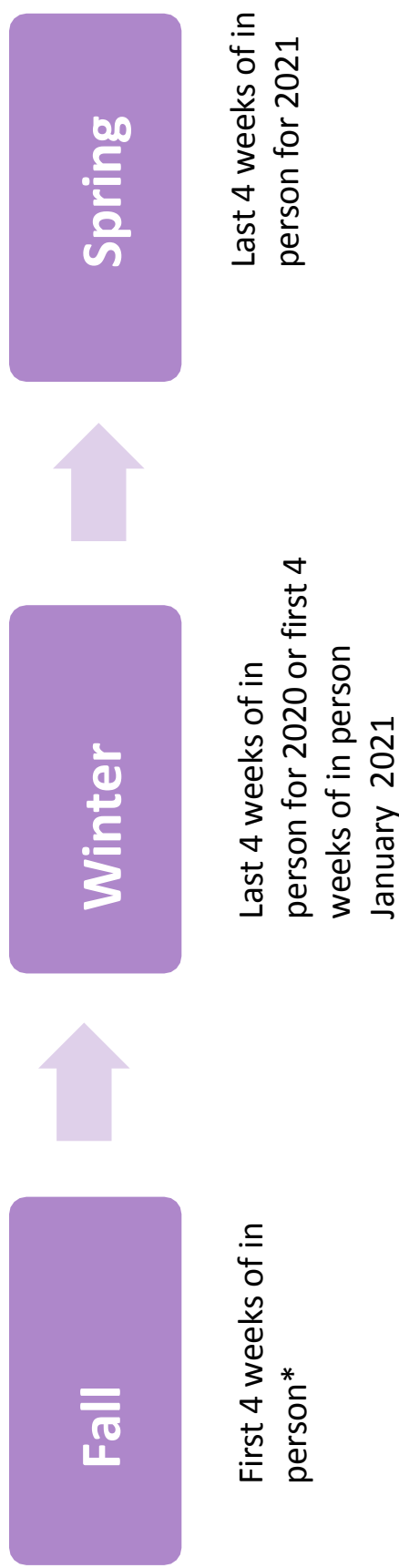


Literacy for Learning, Living, and Leading

Measure	Grade Level	2020-2021 Timepoint		
		Fall	Winter	Spring
PPVT	Pre-K	✓		✓
PALS	Pre-K	✓	✓	✓
Acadience Reading Composite (formerly DIBELSnext)	K	✓	✓	✓
Acadience Reading NWF	Grade 1	✓	✓	✓
Acadience Reading ORF	Grades 1,2,3	✓	✓	✓
HMHRI	Grade 3-11	✓	✓	✓



Literacy for Learning, Living, and Leading



*Alternatively, consider assessing students remotely with HMHRI or Acadience Reading

Coaching & Observing Learning Engagement: Reflection Questions



Active Participation	<ul style="list-style-type: none"> • What evidence demonstrates that students stay on task and actively engaged during the entire lesson? • How do students take ownership of learning new content? • How do students demonstrate active listening during the lesson? • How do students exhibit respect for their classmates? • To what extent is class time utilized wisely with minimal disruptions or lost instructional time? • How do students seek to improve their own performance? • What evidence demonstrates that students monitor and adjust their own participation? • What evidence demonstrates that students collaborate with others to accomplish assignments? • What evidence demonstrates that students corrected each other respectfully when off task? • To what extent do students exhibit signs of valuing the content taught? • What evidence demonstrates that students are given opportunities to interact and collaborate with their peers? • In what ways is active participation creating opportunities for use of today's career skills, and which ones?
Learning Environment	<ul style="list-style-type: none"> • To what degree are the classroom learning procedures and routines well established yet remain flexible to adapt to the learning task as needed? • How are students participating in the development of classroom expectations? • What evidence demonstrates that students are provided with timely and effective feedback to help them guide their learning? • What evidence demonstrates that students persevere through productive struggle? • To what extent do students exhibit signs of feeling safe to make mistakes? • To what extent do students demonstrate care and respect for peers, the teacher, and the learning environment? • How effectively do students transition from one learning task to another? • To what extent do students pay attention to the details of their learning tasks? • What evidence demonstrates that high expectations are set for all students? • What evidence demonstrates that students exhibit pride in high-quality work? • How is the learning environment promoting use of today's career skills, and which ones?

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Coaching & Observing Learning Engagement: Reflection Questions

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Formative Processes and Tools	<ul style="list-style-type: none">• What evidence indicates that students demonstrate mastery of content through opportunities to self-reflect and set goals?• To what degree do students demonstrate the ability to share responsibility for their learning?• What evidence demonstrates that students understand and can articulate how their work is assessed?• How do assessment results indicate that students are exceeding expected outcomes?• To what extent are formative assessment results used to adjust instruction immediately?• How is differentiation utilized in the classroom and to what impact?• Are students aware of the criteria that will be used to assess their learning?• To what extent are students engaged in self-reflection?• How are formative processes and tools contributing to the use of today's career skills, and which ones?
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Engagement Strategies

Strategy	Effect Size	Virtual Learning



Awesome Applause Award

_____ you earned my Awesome Applause because _____



Awesome Applause Award

_____ you earned my Awesome Applause because _____



Awesome Applause Award

_____ you earned my Awesome Applause because _____

Reflecting on the Day



Today I expected to learn...	What I learned...
What worked best for me...	What I need or need to know is...