



# NEVER underestimate YOUR teachers



INSTRUCTIONAL LEADERSHIP  
for EXCELLENCE in  
EVERY CLASSROOM

Robyn R. Jackson

# Never Underestimate Your Teachers Instructional Leadership For Excellence In Every Classroom

**Jo Blase, Joseph Blase**



## **Never Underestimate Your Teachers Instructional Leadership For Excellence In Every Classroom:**

**Never Underestimate Your Teachers** Robyn R. Jackson, 2013 In the much anticipated follow up to *Never Work Harder Than Your Students* Robyn R Jackson turns her attention to how school leaders can help any teacher become a master teacher

**Never Underestimate Your Teachers** Robyn Renee Jackson, 2014-06-26 In this book for school leaders Jackson presents a new model for understanding teaching as a combination of skill and will and explains the best ways to support individual teachers ongoing professional development Here you ll learn how to meet your teachers where they are and help every one of them from the raw novice to the savvy veteran from the initiative weary to the change challenged to the already outstanding develop the mindset and habits of master teachers from back cover *The Coach Approach to School Leadership* Jessica Johnson, Shira Leibowitz, Kathy Perret, 2017-05-26 In *The Coach Approach to School Leadership* Jessica Johnson Shira Leibowitz and Kathy Perret address a dilemma faced by many principals how to function as learning leaders while fulfilling their evaluative and management duties The answer Incorporating instructional coaching techniques as an integral part of serious school improvement The authors explain how principals can Master the skill of switching hats between the nonjudgmental coach role and the evaluative supervisor role Expand their classroom visits and combine coaching with evaluation requirements Nurture relationships with teachers and build a positive school culture Provide high quality feedback to support the development of both teachers and students Empower teachers to lead their own professional learning and work together as a team Drawing from the authors work with schools as well as their conversations with educators across the globe this thought provoking book speaks to the unique needs of principals as instructional leaders providing solutions to challenges in every aspect of this complex endeavor The role of the principal is changing at a rapid pace Let this resource guide you in improving your own practice while helping teachers master the high quality instruction that leads to student success *Stop Leading, Start Building!* Robyn R. Jackson, 2021-02-16 You are a school administrator a principal or maybe a district leader You re doing everything right poring over data trying new strategies launching annual initiatives bringing in outside trainers So why do the outcomes you seek still seem so far away The problem isn t you it s that you were trained in school leadership and school leadership just isn t up to the challenge Each year Robyn R Jackson helps thousands of administrators stop wasting time and energy on flawed leadership approaches that succeed only with the right staff students parents budget and boss As they have discovered it s possible to transform your school with the people and resources you already have The secret Stop leading and start building In this book you ll learn to use Jackson s breakthrough Buildership Model to escape the school improvement hamster wheel and finally create the school your students and teachers deserve The work involves a handful of simple shifts in how you approach Purpose Instead of chasing tiny gains or the next new thing every year you ll establish and use an ambitious vision mission and set of core values to galvanize your staff keep everyone focused and create true accountability for achieving your goals People You ll discover new ways to help every

teacher grow one level in one domain in one year or less and ultimately develop high levels of both will and skill Pathway Instead of trying to tackle every problem at once you ll identify the biggest obstacle standing in your way right now and figure out exactly how to remove it once and for all Plan You ll learn a new process for solution implementation that is iterative cyclical and capable of powering both short term wins and ongoing transformation year over year When you stop leading and start building you let go of the idea that you need to work harder to make your school work better You no longer settle for incremental improvement when what you really want is dramatic change and better learning outcomes for all It s time to make the shift from leadership to buildership Get ready to turn your school into a success story

*The Principalship from A to Z* Ronald Williamson,Barbara R. Blackburn,2016-03-22 The second edition of *The Principalship from A to Z* provides a set of tools that can be used immediately to improve your leadership practice Organized into 26 chapters one for each letter of the alphabet this book covers the most important and prevalent issues and skills for leaders in today s schools including matters of limited funding juggling social media teacher evaluation student achievement school safety and collaborating with parents This accessible guide offers specific strategies that will help you navigate the complexity of your job and help you to become a more effective principal Topics new to this updated edition include A renewed focus on student learning as the first priority of a principal and updated strategies for becoming a powerful instructional coach Information about restorative justice practices and other disciplinary approaches Timely new chapters on motivating teachers and students using social media and handling limited resources Updated resources at the end of each chapter For both new and experienced leaders you ll find this book to be full of practical templates and strategies to implement immediately Many tools are available as free eResources from our website [www.routledge.com](http://www.routledge.com) 9781138899568

*C.R.A.F.T. Conversations for Teacher Growth* Sally J. Zepeda,Lakesha Robinson Goff,Stefanie W. Steele,2019-08-22 Conversations between administrators and teachers take place every day for many reasons but what can we do to elevate them so that they lead to better professional relationships more effective school leaders and teachers and improved learning for students C R A F T Conversations for Teacher Growth offers the answer demonstrating how exchanges that are clear realistic appropriate flexible and timely can be transformational The authors explain how C R A F T conversations support leaders efforts in four cornerstone areas Building Capacity Invoking Change Promoting Collaboration and Prioritizing Celebration With this foundation in place they offer explicit guidance for developing the skills necessary to move through all components of a C R A F T conversation planning opening engaging closing reflecting and following up Extended vignettes featuring administrators and teachers bring each component to life illustrating how focused efforts on improving how we communicate and build relationships can help schools achieve their goals and become places where adults and students thrive

*The Principal Influence* Pete Hall,Deborah Childs-Bowen,Ann Cunningham-Morris,Phyllis Pajardo,Alisa Simeral,2016-01-28 Principals navigate the dynamic complexities and subtleties of their schools every day They promote facilitate and lead efforts to

achieve both tangible and intangible results throughout the school community They fulfill a role that includes counseling budgeting inspiring teaching learning disciplining evaluating celebrating consoling and a million other critical functions As the principalship has evolved and grown so have the expectations of it With that in mind ASCD developed the Principal Leadership Development Framework PLDF The PLDF establishes a clear and concise definition of leadership and includes clear targets that support the ongoing growth and development of leaders Using the Framework principals will learn to capitalize on their leadership roles Principal as Visionary Principal as Instructional Leader Principal as Engager Principal as Learner and Collaborator The PLDF also offers 17 criteria of effective practice that allow leaders to focus on behaviors that have the greatest direct effect on the culture and status of learning and teaching Coupled with the PLDF are tools for self reflection that help principals identify and strengthen their reflective habits Whether you want to develop your own capacities or support the development of a group of principals assistant principals or aspiring principals The Principal Influence can help channel your efforts in ways that promote successful teaching and student learning     *A Road Map to PLC Success* Sean McWherter, 2017-03-16 Educators often have trouble properly implementing Professional Learning Communities PLCs because they simply don't know how the process is supposed to work By cutting through the fluff and generalities this book provides a clear road map that takes school leaders step by step through the entire PLC process Each chapter addresses a foundational component or protocol necessary for building successful team based learning communities using real life examples to help teachers and leaders understand how to integrate this process and avoid common pitfalls that inhibit implementation Whether you're just starting the PLC process or you're looking to get more out of your PLCs this book will lead you to continued student and teacher growth regardless of current achievement levels socioeconomic status or impending curricular changes     Leadership for Learning Carl Glickman, Rebecca West Burns, 2020-08-03 In this revised edition Carl Glickman and coauthor Rebecca West Burns synthesize their decades of experience in teacher education and supervision into a comprehensive guide to supporting teacher growth and student learning Embedded in every page are the essential knowledge skills approaches and methods that leaders need to drive instructional improvement Official school leaders and classroom teachers striving to be the best will learn how to put the school's goals and priorities into practice by Selecting the right structure for differentiating teacher professional learning to improve outcomes for students Implementing the technical and procedural skills needed to support teacher learning while observing assessing and evaluating instruction Identifying appropriate relational skills for communicating and working with teachers Applying the best interpersonal approach to stretch each teacher based on their own developmental level Making the most of teachable moments with immediate response skills and Understanding how to support teachers social emotional wellness as an essential component of improving practice In addition each chapter provides detailed scenarios and case studies that illustrate exceptional leadership and the Appendixes offer connections to dozens of promising practices We are in a new era of teaching and

learning and a new kind of leader is needed to guide successful and extraordinary schools Leadership for Learning How to Bring Out the Best in Every Teacher gives preK 12 leaders the powerful tools they need to ensure that competent caring qualified professionals who want to improve teaching and learning are in every classroom **Handbook of Instructional Leadership** Jo Blase, Joseph Blase, 2003-11-05 Updated Edition of Bestseller Build a learning community of teachers and students through mastering the art of effective leadership The first edition of this classic text was based on a landmark study in which the authors surveyed over 800 K 12 teachers to find how the best principals encourage teacher growth and professionalism The answers provided conclusive evidence that the most successful principals act as instructional leaders who advocate teacher development that enhances students learning The updated and expanded second edition presents new research by the Blases along with the most recent research and insights to support the text s groundbreaking theory Successful instructional leaders inspire their staff to develop professional learning communities dedicated to effective teaching practices New to the second edition is an in depth analysis that shows principals how to achieve this goal Also new are additional figures models and reading lists that enrich the text s original findings Time tested practices of instructional leadership are still central features Principals can use these keys to success to Build teachers trust through continual communication Encourage teachers to continue their self improvement efforts Motivate teachers with constructive feedback Promote and participate in reflective practices Support and encourage teachers professional development Encourage your teachers to be their best through supportive collaboration and communication Practice real instructional leadership and develop a professional learning community in which effective teaching promotes continued learning **Leader's Guide to Excellence in Every Classroom** John R. Wink, 2016-10-31 To ensure learning for all students schools must first build support systems that guarantee excellence for all teachers This resource examines the Hierarchy of Instructional Excellence which prioritizes the order of teacher development for ultimate success Each chapter begins with a teacher narrative and ends with a reflection tool which challenges readers to apply chapter content to their work as education leaders Benefits Learn why teachers need to know their students as deeply as they know the lessons they share with these students if they want to maximize learning Study research that proves we need excellent teachers for students to experience significant growth in learning Consult schoolwide team and individualized support systems and interventions which strengthen teachers at every level of need and experience Learn how the author s Hierarchy of Instructional Excellence relates to Abraham Maslow s Hierarchy of Needs in order to address specific areas for teacher improvement and growth Contents Introduction 1 Every Teacher Counts 2 Leading for Excellence Learning Resources 3 Leading for Excellence Classroom Routines and Procedures 4 Leading for Excellence Relationships for Learning 5 Leading for Excellence Student Engagement 6 Leading for Excellence Rigor and Mastery 7 Leading for Excellence Creative Strategies for Individual Students 8 Leading for Excellence Teacher Leadership References and Resources Index Leading for Instructional Improvement Stephen Fink, Anneke

Markholt, 2011-03-22 Leading for Instructional Improvement Educational experts agree that quality teaching is the single most important factor in improving educational outcomes for all students Teaching is a highly sophisticated and complex endeavor requiring deep expertise on the part of teachers and school leaders This book shows how teacher school and district leaders can cultivate the expertise of teachers to deliver high quality instruction for all students Leading for Instructional Improvement captures the nationally acclaimed work conducted by the Center for Educational Leadership at the University of Washington in its effort to improve the quality of teaching and leadership in schools across the country The book provides extensive practical guidance grounded in theory and research along with powerful stories and examples from classrooms schools and districts Many of the tools protocols and frameworks contained in this book can be accessed electronically by visiting the Center for Educational Leadership website at [www.k12leadership.org](http://www.k12leadership.org) Praise for Leading for Instructional Improvement This book offers insights that are invaluable to educators who seek to enhance teacher effectiveness now The ideas presented are practical and applicable to schools in a variety of settings PEDRO A NOGUERA Ph D Peter L Agnew Professor of Education Steinhardt School of Culture Education and Development and executive director Metropolitan Center for Urban Education A deep and thoughtful look at how the issue of expertise is cultivated Seizing upon their Center's research based instructional framework the authors provide important insights and tools DR BEVERLY HALL superintendent Atlanta Public Schools In this age of intense focus on how we evaluate teachers we have to remember that any evaluation is only as good as the evaluator This extremely useful book provides an excellent roadmap for how principals can become more effective in the most important aspect of their work instructional leadership JERRY D WEAST Ed D superintendent of schools Montgomery County Public Schools Maryland Fink and Markholt offer practitioners a guide to effective teaching Leading for Instructional Improvement asks us to heed the lessons within and support the kind of teacher education that will improve student achievement for today's schools and those of tomorrow BARNETT BERRY president Center for Teaching Quality

**What Every Principal Should Know About Instructional Leadership** Jeffrey

Glanz, 2005-10-13 Inspire schoolwide instructional excellence Among the numerous factors that influence student learning quality instruction is at the heart However in the face of administrative duties logistical tasks and disciplinary responsibilities many principals struggle with how to efficiently and effectively fulfill their critical role as the school's primary instructional leader This concise yet comprehensive guide outlines an easy to implement blueprint for spearheading instructional excellence to bolster student and teacher performance It offers a proactive approach for setting and attaining high academic goals and boils down the best practices for enhancing teaching curriculum supervision assessment and professional development From the latest research to real life scenarios this first volume in a seven part series shares tangible strategies for mentoring and meaningfully engaging teachers to maximize instructional prowess and student achievement Highlights include Before We Get Started questionnaire and response analysis Case study and accompanying reflective questions What

You Should Know About section framing each chapter Self assessment resource for determining effectiveness of instructional leaders 26 best practice behaviors for principal leadership      *Leadership for Learning* Carl D. Glickman,2002 In a follow up to his earlier book *Developmental Supervision* distinguished educator and author Carl D Glickman provides instructional leaders supervisors principals and teachers with practical guidance and thoughtful insight to help them succeed as they work with teachers to improve classroom teaching and learning In a straightforward and easy to read manner Glickman discusses Structures of classroom assistance clinical supervision peer coaching critical friends and action research groups Formats for observations frameworks for teaching open ended questionnaires samples of student work and student achievement on high stakes tests and Approaches to working directly with teachers directive collaborative and nondirective Scenarios that describe interactions with teachers of diverse backgrounds and skill levels bring the various approaches to life The author also provides useful information on summative and formative evaluation of teachers In addition to forms and examples that readers can duplicate or adapt to their own situation the book includes an extensive list of resources on the topics of looking at student work professional development and instructional leadership and educators ethnic cultural and personal diversity *Leadership for Learning* goes beyond the basics of supervision to place the work of instructional leadership within the context of whole school improvement Drawing on his years of experience in working with schools in varied settings Glickman offers both advice and inspiration to instructional leaders who strive toward the ultimate goal of providing the best possible classroom experience for every student      **Handbook of Instructional Leadership** Jo Blase,Joseph Blase,1998-01-08 A treasure trove of knowledge about instructional leadership Rich descriptions bring to life such concepts as inquiry reflection collaboration empowerment and learning community The authors enable the reader to encounter the spirit of schools where these ideas have become a reality From the Foreword by Stephen P Gordon Southwest Texas State University This book is the first comprehensive study of how instructional supervision is actually practiced and how it affects teachers The authors asked more than 800 K 12 classroom teachers how the best principals encourage teacher growth and professionalism The answers provide in depth coverage on how teachers and principals interact The authors research proves that what principals say to teachers about teaching has a powerful effect and that positive instructional leadership enhances students learning Teachers offer words of advice for every principal who aspires to instructional leadership Find out what works best to motivate your teachers and use it The bottom line here is encouragement Principals will find out what they can do to dramatically enhance teaching in their schools They ll learn to Encourage teachers to continue their self improvement efforts Conduct effective instructional conferences with each teacher Provide and participate in ongoing staff development Encourage reflective practice by the entire staff Provide feedback based on individual teachers needs Make your staff the best it can be a community of learners engaged in professional service to students Get everyone working toward a collective practice of effective teaching Talk with your teachers and make sure they understand that you know what they re doing right



Stress reflective inquiry as an effective technique for growth Practice real instructional leadership and build a learning community of teachers and students

**Redefining Instructional Leadership** John R. Jones, Misty Henry, 2022-10-01

Redefining Instructional Leadership The Skills and Energy Required of an Instructional Leader focuses on how principals must be instructional leaders by first making building relationships a priority Then with those relationships that are built the leader will earn trust from their teachers which will give them the influence they need to lead them to better levels of performance and better performance leads to greater depths of student achievement Redefining Instructional Leadership goes beyond simply stating theory and summarizing research about what schools need from instructional leaders by emphasizing what instructional leaders should do and how to do it This book explains the steps instructional leaders must learn and put into practice if their desire is to become a truly dynamic leader that will have a positive impact on teaching and learning

**Teaching Matters Most** Thomas M. McCann, Alan C. Jones, Gail A. Aronoff, 2012-06-06 A laser beam focus on improving instruction to improve learning If we want to change how students write compute and think then teachers must transform the old assign and assess model into engaging coherent and rigorous instruction The authors show school leaders how to make this happen amidst myriad distractions initiatives and interruptions Unlike other books that stop at evaluating teachers and instruction this work demonstrates how to grow schools instructional capacities with a three step process that involves Envisioning what good teaching looks like Measuring the quality of current instruction against this standard Working relentlessly to move the quality of instruction closer and closer to the ideal

**Isolation Is the Enemy of Improvement** Kate Jamentz, 2002 This book is designed to help school leaders critically examine what they should expect from students how they will know when students have achieved those expectations and how to design and implement instruction to ensure that every student achieves agreed upon goals It asserts that leaders are first and foremost teachers

Chapter 1 Teaching to High Standards Understanding What Teachers Need to Know and Be Able to Do reviews the instructional demands of standards based reform detailing specific teacher knowledge and skills critical to ensuring that all students achieve to high standards Chapter 2 Identifying Teacher Skills in Practice presents two classroom vignettes illustrating the teaching behaviors described in the previous chapter Chapter 3 The Work of Instructional Leadership Supporting Teachers to Build and Sustain Critical Skills discusses the kinds of learning opportunities teachers need to build and sustain critical skills offering examples of how instructional leaders can provide such opportunities by creating new structures for teacher learning and using familiar structures more effectively Chapter 4 Leaders as Teachers Leaders as Learners identifies potential challenges as instructional leaders take on greater responsibility for focusing on exploring and influencing classroom practice An appendix presents tools for fostering and assessing instructional skills Contains 23 references SM

*How Leadership Works* Cathy Lassiter, Douglas Fisher, Nancy Frey, Dominique Smith, 2022-03-26 Sharpen your instructional leadership skills and guide your school toward equity and excellence for all Just think about how great

schools could be if every instructional leader exercised their influence to create change maximizing the efforts of others and mobilizing those efforts to work toward a shared goal *How Leadership Works A Playbook for Instructional Leaders* walks educators through the processes of clarifying articulating and actualizing instructional leadership goals with the aim of delivering on the promise of equity and excellence for all Grounded in Visible Learning research the exercises in this easy to use playbook illuminate the essential mindframes necessary for effective instructional leadership and prompt veteran new and aspiring educators to identify challenges and determine next steps It includes Ten essential mindframes for leaders together with the leadership practices that illustrate each mindframe in action Teaching practices such as teacher clarity or student engagement in learning that support teachers in delivering quality instruction along with tools to document the impact of those practices on learning Strategies for leading learning including establishing school culture utilizing feedback and supporting professional learning communities as a pathway to building collective teacher efficacy Tools for applying the principles of change conducting an initiative inventory and implementing and de implementing initiatives Exercise by exercise educators and front office staff will deepen their knowledge frame their priorities and practices and gain new tools for supporting the instructional focus and initiatives designed to support learning at your school *Instructional Leadership* Anita Woolfolk Hoy, Wayne K. Hoy, 2009 This text goes beyond traditional supervision books and assumes that teachers and principals must work as colleagues to improve teaching and learning in schools Traditional supervision in which the principal rates the effectiveness of teachers is an outmoded concept This is the first text of its kind written for principals and other instructional leaders to help them understand current theories of teaching and learning as well as the practical curriculum applications of these perspectives This text uses a learning centered approach that emphasizes making decisions that support student learning The authors address the critical aspects of the teaching learning process student differences learning student motivation teaching classroom management assessing student learning and assessing and changing school climate and culture Each chapter is grounded in the latest research and theory in that area and provides specific suggestions for applying that knowledge to practice

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### **Never Underestimate Your Teachers Instructional Leadership For Excellence In Every Classroom Introduction**

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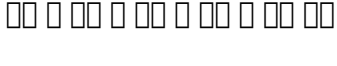


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