

Additional tool: Transitioning into a leadership role (KIPP)

Collaborating to accelerate social impact

Help new leaders transition into leadership roles

- New leaders often struggle to understand how their role must change
One helpful tool you can create is a before/after transition description
- Step One:
 - Think through how a new leader's job must change across two dimensions:
 - Day-to-day work
 - Priorities
- Step Two
 - Walk through the before/after document with the new leader to make sure that you are aligned on expectations

For more resources, examples, and information visit:
www.bridgespan.org/leadershiptoolkit

EXAMPLE: Before/After Document for New Leaders

Before

After

Day-to-day work

- | Before | After |
|---|--|
| <ul style="list-style-type: none">• Core responsibility is instructional excellence within the grade• Drive the grade level agenda• Mostly predictable daily tasks• Build relationships with a limited group of students and teachers• Lead and coordinate team of teachers• Provide coaching and informal feedback to teachers• The majority of your work day is spent teaching in the classroom | <ul style="list-style-type: none">• Responsibility may be school-wide administration, discipline, or academics• Drive the school-wide mission• Tasks vary daily, change unexpectedly• Build relationships with all students and teachers in the school• Lead and coordinate team of managers• Supporting formal performance management of teachers• The majority of your work day is spent outside the classroom |

Priorities

- | | |
|--|--|
| <ul style="list-style-type: none">• Focus on academics within grade level• Focus on gaining respect and trust of students and teachers in your grade level for leadership credibility• Value teachers who will provide helpful peer feedback• Value your network of peers within your school for support and empathy• Focus on maintaining a presence among students in your grade | <ul style="list-style-type: none">• Focus on school-wide results• Focus on gaining the respect and trust of all students and staff in the school for leadership credibility• Value teachers who will carry the leadership team's message forward• Value networking nationally for support, empathy, and best practices• Focusing on having a visible presence in most/all school-wide activities |
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TEMPLATE: Before/After Document for New Leaders

	Before	After
<u>Day-to-day work</u>	<ul style="list-style-type: none">• xx• xx• xx• xx	<ul style="list-style-type: none">• Xx• Xx• Xx• xx
<u>Priorities</u>	<ul style="list-style-type: none">• xx• xx• xx• xx	<ul style="list-style-type: none">• Xx• Xx• Xx• xx