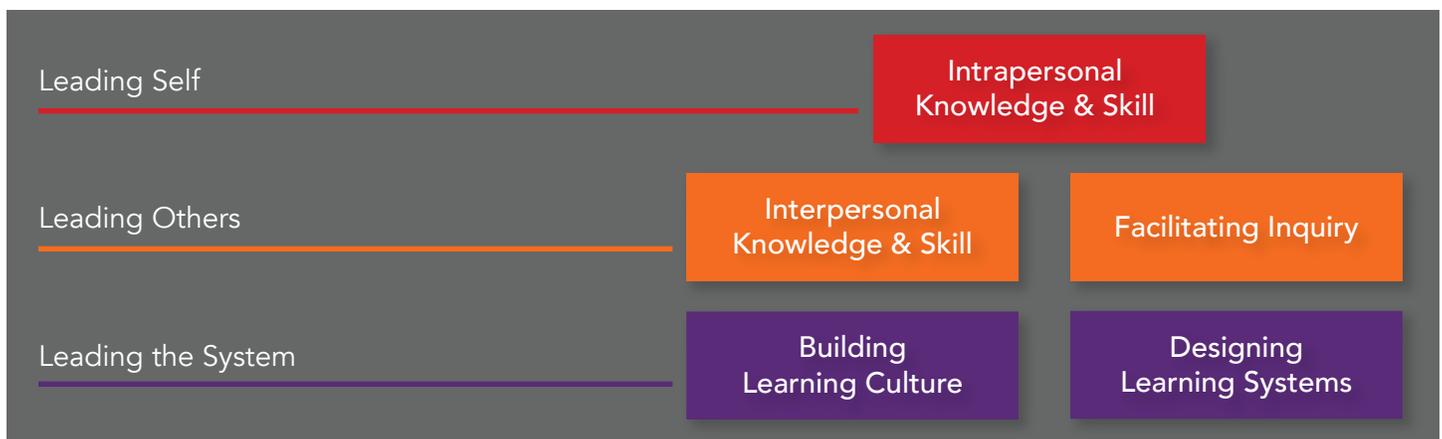# LEADERS & LEADERSHIP

New Tech Network (NTN), is founded on the core belief that public schools can create, operate and sustain innovation, New Tech Network (NTN) strives to ensure all students have the skills, knowledge and attributes they will need to thrive in post-secondary education, career and civic life. Professional development and coaching are the secrets to successful New Tech schools. Teachers and administrators participate in comprehensive professional development and receive on-site and virtual coaching during the first four years of implementation.

Strong leadership is essential for the long-term success of all schools and this is no less true for New Tech Network schools. NTN works to address this in two ways. First, NTN strives to build the capacity of teacher leaders, principals, and district leaders to create and navigate highly collaborative school cultures that embrace inquiry-based approaches to teaching and learning. Second, NTN helps leaders to create systems and structures that transform schools into learning organizations with a high capacity for continuous learning and improvement.

Cultivating Leaders

The New Tech Network high impact schools are those where there are many strong leaders throughout the school and system. New Tech Network thinks of the practice of leadership as a function, not a position. Consequently, our efforts to support and grow individual leaders are aimed at teacher leaders, school leaders, and district leaders.

Both direct coaching and Network national leadership events are designed to develop these capacities. Growth in these five domains increases the capacity of New Tech leaders to articulate a clear sense of purpose, grow others in pursuit of that purpose, and organize the school around learning in pursuit of that purpose.

Leading Self	Intrapersonal Knowledge & Skill	
Leading Others	Interpersonal Knowledge & Skill	Facilitating Inquiry
Leading the System	Building Learning Culture	Designing Learning Systems

To support the development of individual leaders New Tech Network focuses on five domains of skill and knowledge.

Cultivating Leadership

New Tech Network sees developing leaders as essential work. We also think of developing leaders as distinct from leadership development. New Tech sees leadership as a system capacity, not just an individual capacity. The individual skill and capacity of leaders is most effective when it operates in an organizational environment designed to promote individual and collective learning and improvement.

Viewing leadership in this manner is about organizing the system in such a way that it enables continuous learning, adaptation, and improvement, individually and collectively. To guide our efforts in developing leadership as a system capacity we developed a New Tech Network Learning Organization Framework.

NTN Learning Organization Framework

This framework guides an approach to short-term improvements in student learning animated by focused cycles of inquiry (the interior of the diagram). Simultaneously, it informs a method of changing the organizational conditions that tend to impede or advance the ability of the school to improve the collective quality of student learning. Over time, using the NTN Learning Organization framework to guide the development and organization of the school and system increases the capacity of our schools to learn their way out of challenges they did not or could not anticipate. In short, it helps our schools learn how to learn.
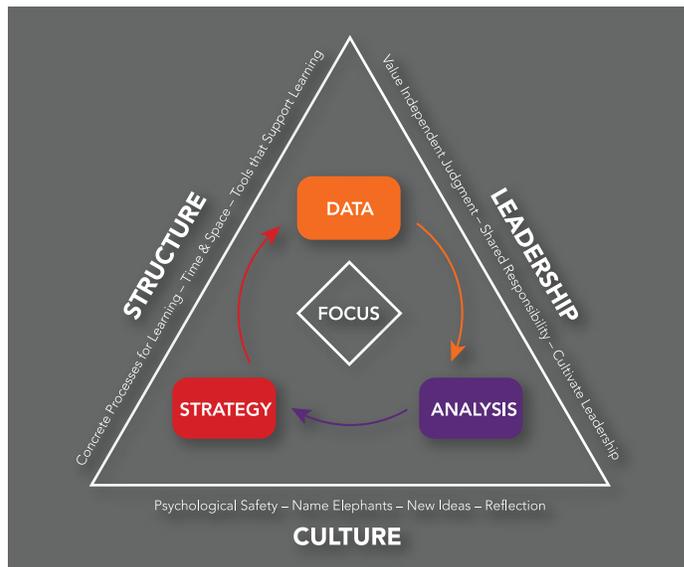
How NTN Supports Leaders and Leadership

NTN has set a high bar for the quality and effectiveness of its leadership work. We bring specific attention to the complex, demanding nature of leading in times of school and district transformation, and we emphasize a team orientation that distributes leadership beyond the principal.

We provide a leadership development program designed around the following goals:

- Ensuring high capacity leadership of during New Tech Network school implementation
- Building capacity for lead teachers serving in roles that to support effective teams
- Developing schools and districts as effective "learning organizations" ensuring students graduate prepared for college and career.
- Generating effective change management practices for sustainable school and system improvement
- Building and deepening system-wide focus on learning by central office administrators who support school change

Here are some examples of how we pursue these leadership development goals:

- Focused support for new school leaders
- Two national leadership summits and a leadership learning strand at the New Tech National Annual Conference
- On-going school development coaching for school leaders
- Virtual professional learning communities for school administrators
- Teacher leadership development pathways
- Coaching development program for districts with multiple New Tech schools

Re-imagining Teaching and Learning

To read more about New Tech Network, please visit: www.newtechnetwork.org

New Tech Network