



Great Public Schools for Every Student

Interpersonal Effectiveness

Educator supports colleagues in work on a shared vision through trust and effective communication.

Key Method

The educator uses the Learn-Design-Do-Reflect inquiry cycle to seek opportunities to become more effective in supporting colleagues and fostering others' development in interpersonal effectiveness. Educators will also build critical relationships intended to promote action based on shared vision for the benefit of the students.

Method Components

Strategies for Interpersonal Effectiveness

- Talk informally with colleagues about their interests before, during, and after school.
- Greet colleagues by name on and off campus.
- Be aware of and comment on important events in colleagues' lives.
- Compliment and celebrate colleagues on important achievements in and outside of school.
- Recognize and act upon others' emotional states.
- Create opportunities to understand colleagues' background and family.
- Create opportunities to learn about colleagues' interests.
- Conduct a colleague interest survey.
- Host teacher meetings or community meetings.
- Educators are encouraged to refer to and adhere to applicable school or district policies with regard to appropriate educator interaction with colleagues.

Learn-Design-Do-Reflect Cycle

The Learn-Design-Do-Reflect cycle is a tool used in the NEA Teacher Leadership Institute to support the development of teacher leadership. The following descriptors will help you understand your participation in each step of the process.

- Learn: Delve into resources; explore the needs of your school, district or state; and self-assess in order to gain a deep understanding of research, best practice, the needs of your educational setting, and your own professional learning needs
- Design: Design an action plan that addresses at least one of the needs of your school, district, or state.
- Do: Implement your plan and collect information and evidence about the challenges and successes of your implementation.
- Reflect: Take time to reflect on the outcomes and the process of implementation of your action plan and

consider next steps.

Interpersonal Effectiveness and Teacher Leadership

According to the NEA Teacher Leadership Competencies (2018), developing your teacher leadership in the area of Interpersonal Effectiveness includes the following. (See Resources section for link to the Complete Guide):

Emerging Level

- Gain familiarity with skills to support colleagues.
- Demonstrate a personal vision for the profession in terms of association, instruction, and policy.

Developing Level

- Seek opportunities to become more effective in supporting colleagues by building trust.
- Build critical relationships and create a shared vision intended to promote action based on student needs.

Performing Level

- Serve as support for others by effectively communicating and building empathy, humility, and trust.
- Foster interpersonal skills in others.
- Encourage and inspire others to take action in a shared vision to benefit students.

Transforming Level

- Foster others' development in their interpersonal effectiveness.
- Support others in effectively communicating.
- Guide others in helping broad and diverse stakeholders to build trusting relationships.
- Facilitate others in building and embracing a student-centered vision that expands boundaries.
- Mobilize colleagues on a shared, student-centered vision.

Types of Interpersonal Effectiveness Leadership Plans

- Learn techniques for working with colleagues effectively.
- Create a shared vision based on student needs.
- Communicate effectively with colleagues to build empathy, humility, and trust and a shared community for student benefit through emails, videos, and/or personal narratives.
- Plan, organize, and host events aimed to share a student-centered vision.
- Facilitate and/or train others in activities designed to build empathy, humility, and trust.

Supporting Research

Hargreaves, A., & Fullan, M. (2012). *Professional capital: Transforming teaching in every school*. New York, NY: Teachers College Press,
<http://www.emeraldinsight.com/doi/abs/10.1108/09578230810863253>

Goddard, R. D., Hoy, W. K., & Hoy, A. W. (2000). Collective teacher efficacy: Its meaning, measure, and impact on student achievement. *American Education Research Journal*, 37(2), 479–507.
<http://aer.sagepub.com/content/37/2/479.refs><http://aer.sagepub.com/content/37/2/479.refs>

Harris, A. (2008). Distributed leadership: According to the evidence. *Journal of Educational Administration*, 46(2), 172–188.

<http://www.emeraldinsight.com/doi/abs/10.1108/09578230810863253>

Resources

Templates

Teacher Leadership Context Circle Map (Google doc) for Artifact 1

To use this one, go to file and make a copy.

https://docs.google.com/document/d/1ly5pUKQt_T-_mfJIK2fB-h3oObQDSwJ7MYpyizsw7Ec/edit?usp=sharing

Teacher Leadership Context Circle Map (Word doc) for Artifact 1

To use this one, click the download icon in the top right corner and save to your computer.

https://docs.google.com/document/d/1ly5pUKQt_T-_mfJIK2fB-h3oObQDSwJ7MYpyizsw7Ec/edit?usp=sharing

2018–Current Teacher Leadership Institute Fellows Action Plan Template for Artifact 3

<https://docs.google.com/document/d/1FDD3iyqAS3PA4LJcZpWzIPsPBuSwRPZsbfr2C546Xzw/edit>

TLI fellows from 2018–current should have completed this template as part of the institute. Please upload your Action Plan as evidence for this Micro-credential

Action/Design Plan Template for non-Teacher Leadership Institute Fellows for Artifact 3

<https://docs.google.com/document/d/1NrRa4G1iG7FNeoKSWUvRg7SoEDk-VPb-fzyn3QN1Y4c/edit?usp=sharing>

Anyone NOT in the Teacher Leadership Institute should use this template.

NEA Resources

Teacher Leadership competencies as defined by the Teacher Leadership Institute

<http://www.teacherleadershipinstitute.org/about/competencies/>

Teacher Leadership Competencies (Full booklet download)

http://www.nea.org/assets/docs/NEA_TLCF_20180824.pdf

Local Affiliate Communication Guide

<http://www.nea.org/home/Local-Affiliate-Communication-Guide.html>

An NEA resource to help establish local online communications such as newsletters.

Other Resources

What Teachers Should Know and Be Able to Do

http://www.nbpts.org/sites/default/files/what_teachers_should_know.pdf

Design Thinking for Educators Toolkit

<http://www.designthinkingforeducators.com/toolkit/>

Free download. Check out pp. 56–65.

Collaborative Leadership Primer
<https://docs.google.com/document/d/1Bcd9Sphd4cqXxJ-FN2xJI9cvsoGoJkK4gSzqlufMoFo/edit#>
Key terms and resources for understanding Collaborative Leadership

Purpose and Audience Analysis
http://www.readwritethink.org/files/resources/lesson_images/lesson948/purpose-audience.pdf
Document explaining audience perspectives from Read, Write, Think.

Strengths-based Leadership
<http://www.gallup.com/press/176588/strengths-based-leadership.aspx>
Description of book about research in leadership.

Submission Guidelines & Evaluation Criteria

To earn the micro-credential, you must receive a passing score in Parts 1 and 3 and receive a “Proficient” for all components in Part 2.

Part 1. Overview Questions

350 - 500 words

Please answer the following contextual questions to help our assessor understand your current situation. Please do not include any information that will make you identifiable to your reviewers.

- 1. What is your professional mission and vision for teacher leadership?
 - 2. Describe your professional learning goals for completing this micro-credential.
 - 3. Describe the professional context for earning this micro-credential:
 - Number of years in education, subject area, etc.
 - School/community; e.g. rural, urban, suburban, school level, student/community demographics, socio-economic data, etc.
 - Share any additional information that may help someone understand your context.
 - Describe your current roles and general experience teacher leadership at the school, district and/or state level.
- **Passing:** Professional mission and vision clearly states what the educator hopes to achieve in their career and what success will look like when achieved. Professional context is reasonable and accurate and includes specific professional learning goals as an outcome of completing this micro-credential.

Part 2. Work Examples / Artifacts

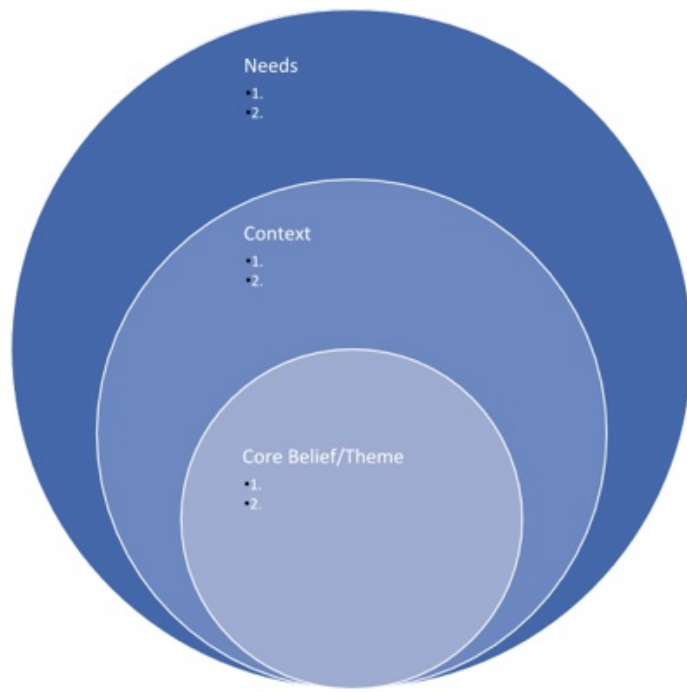
To earn this micro-credential, please submit the following five artifacts as evidence of your learning. Please do not include any information that will make you or your students identifiable to your reviewers.

Artifact 1: Teacher Leadership Circle Map

(See template in Resources section.)

Fill in the Circle Map using the template in the Resources section or draw your own on chart paper.

Teacher Leadership Context Circle Map



Directions for Circle Map

- Center Circle: Core Theme/Belief

Use page 5 of the NEA Teacher Leadership Competencies Booklet (see Resources section) to identify the Core Belief/Theme that resonates with you.

- Middle Circle: Context

Synthesize the information you gathered in Part 1. You may include any other relevant contextual information to guide your thinking and recording for the middle circle:

- Grade level
- School
- District (suburban/rural/urban)
- Colleagues
- Site/district administration
- Teacher leadership culture
- Demographics (school, community)

Outer Circle: Needs

After identifying your teacher leadership context, identify and record the needs of your school and/or district in relationship to Interpersonal Effectiveness in the outer circle. Consider the following guiding questions as you identify your contextual needs

- What are the needs of my students?
- What inequities might they have experienced?
- What resources are needed to address these inequities?
- What are the needs of the community?
- How does the school address the needs of the community?
- What are the needs of my school/district?
- What are the needs of my colleagues/my association?
- How do the needs of my colleagues affect the classroom, school, and district?
- What are the needs of my local association?

- How do the needs of my association affect me and my colleagues?

Artifact 2: Review

Connect your Teacher Leader Circle Map to the Interpersonal Effectiveness Competency by answering the following questions (50–150 words or 3–5 bullet points each):

1. What might your role be as a teacher leader to positively impact the identified Interpersonal Effectiveness needs of your stakeholders (students, school, district, association), based on your context and grounded in your core belief/theme?
2. What might your role be as a teacher leader to inspire and support other potential teacher leaders in effective Interpersonal Effectiveness based on your context and grounded in your core beliefs/theme?

Artifact 3: Design

Use the Teacher Leadership Interpersonal Effectiveness Competencies to design an activity or action that addresses an identified need from your Leadership Circle Map.

Complete and upload one of the following design templates:

- Option 1: 2018–Current Teacher Leadership Institute Fellows Action Plan Template. (See template in Resources section or use the one you created in your state cohort.)
- Option 2: Action/Design Plan Template for non-Teacher Leadership Institute Fellows. (See template in Resources section.)

Artifact 4: Do (part 1)

Upload three different artifacts that show evidence of implementation of your action plan annotated with descriptions (20–50 words each).

These artifacts may include:

- Website
- Newsletter
- Emails
- Recorded webinars
- Presentations
- Emails to/from participants
- Online forums (screenshots of conversations)
- Completed website
- Products developed during the process
- Voice-recorded messages for phone lists
- Group chats/text messages

The description should include:

- Time/date
- Number of participants
- Purpose of artifact and how it was used.

Artifact 5: Feedback from Participants – Do (part 2)

Obtain feedback from at least two stakeholders in attendance.

Use these prompts to obtain feedback to serve as evidence. Your chosen participants should respond to each prompt in 2–3 sentences or 2–3 bulleted points.

- How did the teacher leader engage you in Interpersonal Effectiveness?
- What were the intended outcomes? To what degree were the outcomes achieved?
- What did you gain from participating in this experience?
- If the teacher leader were to implement this plan again, what could be done differently? Why?
- How did the teacher leader address diversity, equity, and cultural competence during this activity?

	Proficient	Basic	Developing
Artifact 1: Circle Map	<p>Artifact 1: Circle Map Circle map is complete, and directions were followed closely.</p> <p>Core Theme/Belief is from the Teacher Leadership Book.</p> <p>The context section is complete, with enough context to be useful in understanding the full picture.</p> <p>Needs are listed and realistic and within your sphere of influence.</p> <p>Needs are identified using a positive, proactive, professional voice, and are facts, not opinions. Circle map is missing important information.</p> <p>Core Theme/Belief is not from the Teacher Leadership Book.</p> <p>The context is missing some important information.</p> <p>The needs may be too broad and out of your realm of influence.</p> <p>Needs are based on opinion, not on facts.</p> <p>Professional or</p>	<p>Artifact 1: Circle Map Circle map is complete, and directions were followed closely.</p> <p>Core Theme/Belief is from the Teacher Leadership Book.</p> <p>The context section is complete, with enough context to be useful in understanding the full picture.</p> <p>Needs are listed and realistic and within your sphere of influence.</p> <p>Needs are identified using a positive, proactive, professional voice, and are facts, not opinions. Circle map is missing important information.</p> <p>Core Theme/Belief is not from the Teacher Leadership Book.</p> <p>The context is missing some important information.</p> <p>The needs may be too broad and out of your realm of influence.</p> <p>Needs are based on opinion, not on facts.</p> <p>Professional or</p>	<p>Artifact 1: Circle Map Circle map is complete, and directions were followed closely.</p> <p>Core Theme/Belief is from the Teacher Leadership Book.</p> <p>The context section is complete, with enough context to be useful in understanding the full picture.</p> <p>Needs are listed and realistic and within your sphere of influence.</p> <p>Needs are identified using a positive, proactive, professional voice, and are facts, not opinions. Circle map is missing important information.</p> <p>Core Theme/Belief is not from the Teacher Leadership Book.</p> <p>The context is missing some important information.</p> <p>The needs may be too broad and out of your realm of influence.</p> <p>Needs are based on opinion, not on facts.</p> <p>Professional or</p>

Artifact 2: Action Plan

proactive voice is not used.	proactive voice is not used.	proactive voice is not used.
Circle map is incomplete.	Circle map is incomplete.	Circle map is incomplete.
Core Theme/ Belief is not identified.	Core Theme/ Belief is not identified.	Core Theme/ Belief is not identified.
Very little context is given.	Very little context is given.	Very little context is given.
Needs are not identified or not based on facts.	Needs are not identified or not based on facts.	Needs are not identified or not based on facts.
Needs are stated in a negative tone that is not proactive.	Needs are stated in a negative tone that is not proactive.	Needs are stated in a negative tone that is not proactive.
Artifact 2: Action Plan Template is completely filled out.	Artifact 2: Action Plan Template is completely filled out.	Artifact 2: Action Plan Template is completely filled out.
Professional goals are measurable, actionable, and relevant to Interpersonal Effectiveness.	Professional goals are measurable, actionable, and relevant to Interpersonal Effectiveness.	Professional goals are measurable, actionable, and relevant to Interpersonal Effectiveness.
Needs and current reality are based on actual evidence, not opinion.	Needs and current reality are based on actual evidence, not opinion.	Needs and current reality are based on actual evidence, not opinion.
Results are realistic and focus on affecting the practice of others.	Results are realistic and focus on affecting the practice of others.	Results are realistic and focus on affecting the practice of others.
Description is clear, and activity directly relates to professional goals, needs, desired results, and Interpersonal Effectiveness.	Description is clear, and activity directly relates to professional goals, needs, desired results, and Interpersonal Effectiveness.	Description is clear, and activity directly relates to professional goals, needs, desired results, and Interpersonal Effectiveness.
Template is incomplete or not thoughtfully done.	Template is incomplete or not thoughtfully done.	Template is incomplete or not thoughtfully done.
Professional goals may not be measurable, actionable, and/or relevant to Interpersonal Effectiveness.	Professional goals may not be measurable, actionable, and/or relevant to Interpersonal Effectiveness.	Professional goals may not be measurable, actionable, and/or relevant to Interpersonal Effectiveness.
Needs may be based partially on opinion	Needs may be based partially on opinion	Needs may be based partially on opinion

	<p>and/or evidence is not substantial.</p> <p>Results may not be realistic and/or do not focus on affecting the practice of others.</p> <p>Description is not clear and/or the activity does not directly relate to professional goals, needs, desired results, and Interpersonal Effectiveness. Template is not complete, or it is incorrectly filled out.</p> <p>Professional goals are missing.</p> <p>Needs are missing or are based on opinion and/or personal biases.</p> <p>Unrealistic results.</p> <p>Description is missing or not understandable.</p>	<p>and/or evidence is not substantial.</p> <p>Results may not be realistic and/or do not focus on affecting the practice of others.</p> <p>Description is not clear and/or the activity does not directly relate to professional goals, needs, desired results, and Interpersonal Effectiveness. Template is not complete, or it is incorrectly filled out.</p> <p>Professional goals are missing.</p> <p>Needs are missing or are based on opinion and/or personal biases.</p> <p>Unrealistic results.</p> <p>Description is missing or not understandable.</p>	<p>and/or evidence is not substantial.</p> <p>Results may not be realistic and/or do not focus on affecting the practice of others.</p> <p>Description is not clear and/or the activity does not directly relate to professional goals, needs, desired results, and Interpersonal Effectiveness. Template is not complete, or it is incorrectly filled out.</p> <p>Professional goals are missing.</p> <p>Needs are missing or are based on opinion and/or personal biases.</p> <p>Unrealistic results.</p> <p>Description is missing or not understandable.</p>
Artifact 3: Design	<p>Activity Design Template is completely filled out.</p> <p>Activity design aligns to your identified needs.</p> <p>Activity design is actionable.</p>	<p>Activity Design Template is not completely filled out.</p> <p>Activity design loosely aligns to your identified needs.</p> <p>Activity design is not actionable.</p>	<p>Activity Design Template is not used.</p> <p>Activity design does not align to your identified needs.</p> <p>Activity design is not actionable.</p>
Artifact 4: Evidence of Implementation	<p>Three artifacts are submitted.</p> <p>Artifacts are from implementation of plan.</p> <p>All artifacts contain a description that includes: • time/date • number of participants • purpose of artifact and how it was used.</p>	<p>Fewer than three artifacts are submitted.</p> <p>Artifacts are not related to implementation.</p> <p>Artifact descriptions are missing key components.</p>	<p>Fewer than three artifacts are submitted.</p> <p>Artifacts are not related to implementation.</p> <p>Artifact descriptions are not included.</p>

Artifact 5: Feedback
from Participants

Two participants
provided feedback.

Feedback is thoughtful
and useful for self-
reflection.

Only one participant
provides feedback.

Feedback may not be
useful for self-reflection.

No feedback is
provided.

Part 3. Reflection

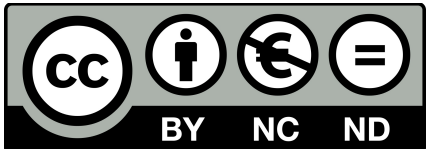
400 - 500 words

Please answer the following reflective questions. Please do not include any information that will make you identifiable to your reviewers.

- How will your knowledge of Interpersonal Effectiveness impact your leadership work with others?
- How will you continue to lead learning activities to enhance the practice of others at various levels of leadership?
- What are your next steps to continue your growth as a teacher leader?

Passing: Reflection provides evidence that this activity has had a positive impact on the teacher leaders as well as on others in the professional context of earning this micro-credential. Specific examples are cited directly from personal or work-related experiences to support claims. Also included are specific actionable steps that demonstrate how new learning will be integrated into future practices.

- **Passing:** Reflection provides evidence that this activity has had a positive impact on the teacher leaders as well as on others in the professional context of earning this micro-credential. Specific examples are cited directly from personal or work-related experiences to support claims. Also included are specific actionable steps that demonstrate how new learning will be integrated into future practices.



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