

Five Levers in Practice Self-Assessment

Use this self-assessment at the close of the school year—or as you plan for the year ahead—to reflect on how effectively you are leading in each of the Five Levers for School Improvement. For each action, rate yourself using the following scale:

- **4—Consistently:** This is a strength area in my leadership practice.
- **3—Frequently:** I engage in this action regularly, but with room for growth.
- **2—Occasionally:** I attempt this action, but inconsistently or with limited impact.
- **1—Rarely:** This is not currently a focus in my leadership.

LEVER 1: Start With Relational Trust and Clarity

Key Actions	Rating (1–4)
Address historical wounds and rebuild trust among staff, students, and families.	
Engage stakeholders in co-creating the schools purpose, vision, and mission.	
Communicate a compelling, shared vision grounded in equity and urgency.	

LEVER 2: Treat Time as a Resource, Not a Constraint

Key Actions	Rating (1–4)
Perform an audit of lost instructional time.	
Redesign master schedules to protect literacy, math, and intervention blocks.	
Ensure that all instructional time is intentional, rigorous, and aligned to standards.	

LEVER 3: Lead Instruction, Don't Delegate It

Key Actions	Rating (1–4)
Be present in PLCs, classrooms, and data meetings.	
Prioritize standards-based planning and data-driven instructional decisions.	
Offer real-time coaching and celebrate early instructional wins to build momentum.	

LEVER 4: Surface and Shift Mental Models

Key Actions	Rating (1–4)
Engage staff in critical reflection through the use of data, discussion protocols, and inquiry tools.	
Identify limiting beliefs (e.g., deficit thinking) and replace them with asset-based and growth mindsets.	
Normalize vulnerability, reflection, and adult learning as part of cultural transformation.	

LEVER 5: Implement With Purpose and Staged Support

Key Actions	Rating (1–4)
Lead change through the stages of the Active Implementation Framework.	
Use short-cycle wins and feedback loops to strengthen adoption.	
Anchor all improvement efforts in high-expectation systems that outlive leadership changes.	

Reflection:

- Which Lever(s) are strongest in your current practice?
- Which Lever needs the most focus in the coming year?
- What short-term actions can you take in the next 3 weeks to build momentum in that area?