**19 Principal Responsibilities for Leading Teams in a PLC (adapted from Marzano et al – ASCD, 2005)**

| Principal Responsibility | What it really looks like |
|---|---|
| 1. Providing affirmation and celebration of staff effort and achievement | |
| 2. Challenging the status quo as a change agent | |
| 4. Establishing processes to ensure effective communication | |
| 5. Shaping the assumptions, beliefs, expectations, and habits of the school | |
| 7. Demonstrating flexibility in meeting the needs of teams | |
| 8. Focusing on clear goals and pursuing the school's purpose | |
| 9. Articulating the ideals and beliefs that drive the day-to-day work | |
| 10. Soliciting input from staff in the design of procedures & policies | |
| 11. Engaging staff in the ongoing review of Best Practices | |
| 12. Participating in the design and implementation of CIA | |
| 13. Demonstrating interest in and knowledge of CIA | |
| 14. Creating processes to monitor our effect on student learning | |
| 15. Creating the conditions that optimize school improvement efforts | |
| 16. Establishing clear procedures and orderly routines | |
| 17. Serving as a spokesperson and link to outside resources | |
| 18. Establishing a positive working relationship with each staff member | |
| 19. Providing teachers with the time, resources, materials, and support | |
| 20. Recognizing issues and addressing concerns proactively | |
| 21. Being visible and positive throughout the school | |

#3 = Contingent Rewards, #6 = Discipline