

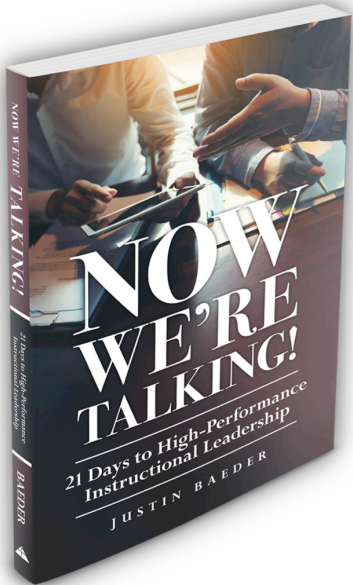


ASCEND

LANDING YOUR NEXT LEADERSHIP ROLE

WITH JUSTIN BAEDER, PhD.

Welcome!



AS FEATURED BY



Our Focus

In this webinar, you'll discover the 5-stage process for landing your next-level instructional leadership role, so you can have the impact on student learning you're called to have.

What We'll Explore

- Surviving application screening: how to craft the three key documents that serve as your "interview before you get an interview"
- How to get people to see you as a leader now, even if your pay and job title don't reflect the admin work you're already doing
- Overcoming politics: how to stand out when WHO you know seems to be the only thing that matters
- How to get more interviews—even when you're an external candidate with less experience than everyone else



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NEXT-LEVEL INSTRUCTIONAL LEADERSHIP

DISCOVER
YOUR LEADERSHIP
SUPERPOWERS



RECRUIT
YOUR REFERENCES



CRAFT
YOUR APPLICATION
ARGUMENT



TRAIN
FOR INTERVIEW DAY



RACE
TO THE FINISH LINE



Ascend Leadership Journal Giveaway



Myth #1: “I Don’t Have The Experience”



STAGE I: DISCOVER YOUR LEADERSHIP SUPERPOWERS



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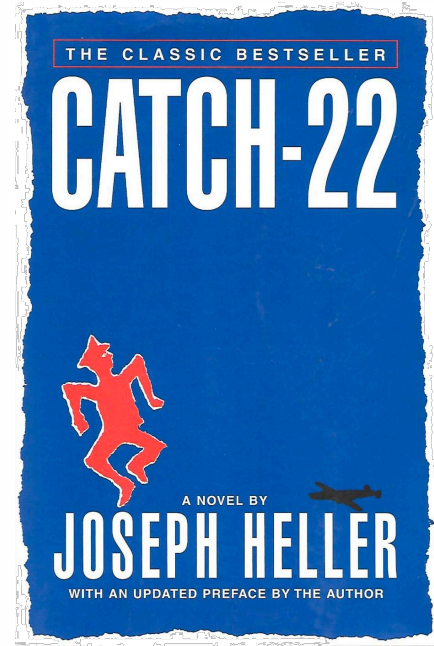
1. Discover Your Leadership Superpowers

Your experience at your current level
has prepared you for the next level...

...as long as you have a superpower
that makes you stand out.

What About the Catch-22?

*“I need a job to get
experience...
...but I need
experience to get a
job!”*



What About Competition?

Is it possible to get hired if you have less experience than your competition?

Yes? No?

How To Beat More Experienced Competition

The key to beating more experienced competitors is to know your instructional leadership superpowers.

Superpowers—Ask Yourself:

- What am I especially passionate about?
- In what do I have deep expertise or advanced training?
- What unusual and valuable experience do I bring?
- What would another organization value most about what I'd bring?

Caution: Admirable Traits Aren't Superpowers

- I care about kids
- I believe all students can learn
- I know good instruction
- I'm collaborative
- I'm willing to do whatever it takes

What Is A Superpower?

An instructional leadership superpower is a specific area of deep expertise that's relevant to the job you're seeking.

How Can You Recognize A Superpower?

When you talk about an area of your expertise, people will express surprise and interest.

If they just nod...it's not a superpower.

Ask Yourself:

- What am I especially passionate about?
- In what do I have deep expertise or advanced training?
- What unusual and valuable experience do I bring?
- What would another organization value most about what I'd bring?

Ask Your Mentors:

- What am I especially passionate about?
- In what do I have deep expertise or advanced training?
- What unusual and valuable experience do I bring?
- What would another organization value most about what I'd bring?

Step 1: Superpowers Interview



PrincipalCenter.com/ascend

Developing A New Superpower

- Listen to a podcast
- Read a book
- Attend a conference
- Try it yourself
- Give a presentation
- Lead an initiative



STAGE 2: RECRUIT YOUR REFERENCES



The logo for 'ASCEND' features a stylized white mountain range above the word 'ASCEND' in a bold, white, sans-serif font. The background of the entire image is a low-poly mountain range in shades of blue and green, with a sunset or sunrise sky in the background.

Myth #2: “Hiring Is All Politics”



A Common Feeling: Dummy Interviews



A Common Feeling: Dummy Interviews

Have you ever felt like “filler” in a dummy interview, where it was clear they had already chosen someone?

Yes? No?

Is It “Dirty” Politics...Or Is It Smart?

People hire the best candidate, based on the information available to them.

Relationships convey information.

Being Known Is A Double-Edged Sword

Pro: An insider's strengths are well-known

Con: An insider's weaknesses are well-known

The Outsider's Advantage

As an external candidate, you control what the interview team learns about you.

Is that a good thing? Yes? No?

Recruit Your References Early



The Awkward Conversation



How Your References Can Help

- Feedback on growth areas
- Special projects to gain experience
- Putting in a good word with their network
- Putting out feelers for jobs
- Recommendation letters
- Triangulating rec letters with application

If Your Boss Won't Support You



Recommendation Letter Game Plan

- Ask for a “draft” in Word/Google Docs form
- Ask for revisions as needed
- Align with résumé/cover letter

Who Can I Ask?

- Current supervisor
- Past supervisors
- Other admins who know you
- Colleagues within school
- Committee colleagues
- Associations/outside organizations

Your Recommendation Letter Goal

10 Letters

Are you in?

Yes? No?



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Myth #3: “There’s Nothing I Can Do”



Post-Interview Feedback Is Worthless



I just heard back from an AP interview: didn't get the job. The principal was kind enough to call and to offer feedback when I asked.

He mentioned that my lack of experience with budgets was an issue. Any thoughts on how to gain this type of experience when it's not at all part of my current role?

STAGE 3: CRAFT YOUR APPLICATION ARGUMENT



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Your Argument

You must present a clear case that YOU are the best person for the job in your:

- Résumé
- Cover letter
- Recommendation letters
- Interview

Don't Say This:

“I have 10 years of experience, a master's degree, and my administrative credential.”

Why not?

Arguing with Nuance: Trajectory



Leadership Trajectory

To land a next-level role, you must convey a sense of upward trajectory, so the hiring team sees the role as a logical next step for you.

Believable Claims

Make an evidence-based argument about your leadership trajectory, and avoid unsupported claims.

Show—don't tell.

Believable Claims

“I’m smart, I have good personal hygiene, and I probably make more money than other people you’ve dated.”



Unsupported Claims

- “I am ___.”
- Adverbs
- Adjectives

Show—don't tell.

Compelling, Evidence-Based Claims

- Statement of belief
- Specific accomplishment (NOT duty)
- Interview: Story

Accomplishments, Not Duties

Which is more compelling?

A: “Handled discipline for all 9th graders, applying consequences according to discipline matrix.”

OR

B: “Implemented restorative justice program to reduce out-of-school suspensions, resulting in a 50% increase in peer mediation and a 63% decrease in the number of students receiving out-of-school suspension.”

What's Wrong With Duties?

- They're not new information to the hiring team
- They're not unique to you
- They're about the job you *held*, not the job you're *seeking*
- They convey stasis, not trajectory

Accomplishments

- Specific projects that you completed, worded in the past tense
- Include results/outcomes, if compelling
- Give yourself an active role: *Developed, implemented, created, overhauled....NOT worked with, participated in, served on, collaborated to...*
- For interviews: turn it into a story

From Accomplishment to Interview Story

“I’ll never forget one student I worked with—I’ll call him Stephen. He had been suspended over and over, and just wasn’t making good choices. He was constantly getting into fights with other students, and because he was out of school so much, he was behind in all of his classes, which created this vicious cycle of academic failure and fighting.

Finally, I sat down with him and realized that what he was lacking was relationships—with his peers and teachers. That conversation was the spark that got me interested in restorative discipline...”

Your Story Goal

You only need
10 good stories.

Are you in?

Yes? No?

THE RÉSUMÉ



STAGE 3:
CRAFT YOUR
APPLICATION ARGUMENT



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The Résumé's Job

Your résumé's job is to **clearly communicate** your work history, key qualifications, and other factual information to the reader.



Eschew
obfuscation.

Don't Make Unsupported Claims in Résumé

Avoid:

- Lists of skills
- Lists of adjectives
- Unsupported adverbs in accomplishments

Areas of Expertise:

- Teacher and Staff Coaching, Professional Development, Training & Evaluation
- Diverse Backgrounds, Cultures and Experiences
- Curricula Design
- Relationship Building
- Fundraising & Capital Campaigns

Qualities:

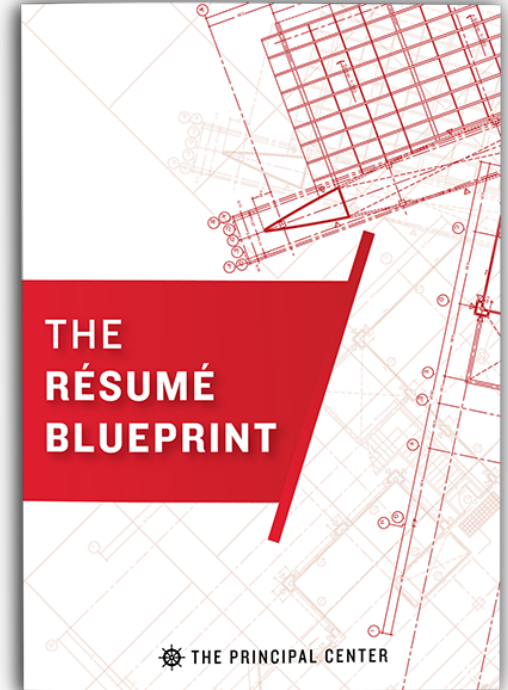
- Intellectual curiosity & a demonstrated passion for lifelong learning
- Flexible, adaptable, resourceful, & open to the ideas of others
- Proven ability to embrace change tolerate ambiguity & the capacity to see uncertainty, unfamiliarity, or risk as opportunity
- Ability to self-reflect for continuous improvement
- Open to feedback & improvement
- Kind, compassionate, & authentic

Don't Bury the Chronology

- The reader wants to quickly get a sense of your work history
- If the reader is confused, your application goes in the “no” pile
- Minimize the reader's cognitive overhead with clear, logical organization
- Don't separate teaching experience from leadership experience unless your best leadership experience isn't the most recent (e.g. admin internship several years ago)

Résumé

- Contact Information
- Professional Objective
- Work history, newest to oldest
 - Role, location, organization, dates
 - Specific accomplishments—NOT duties
- Education & Certifications
- References with contact information



Professional Objective Example

As an experienced instructional leader, my goal is to serve as principal in a diverse elementary school in the Plano area focused on closing achievement gaps and preparing all students for citizenship.

THE COVER LETTER



STAGE 3:
CRAFT YOUR
APPLICATION ARGUMENT



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Cover Letter

The cover letter is your best chance to make the argument that you're the ideal candidate.

Treat it as a 5-paragraph persuasive essay, not a formality.

Cover Letter

Your cover letter should be the best professional writing you've ever done.

Don't settle for your 2nd draft.

More on Résumé & Cover Letter



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Myth #4: “I Just Don’t Interview Well”



STAGE 4: TRAIN FOR INTERVIEW DAY



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4 Stages of Prep

No practice:  Unprepared

A little practice:  Calm

A little more:  Robotic

Enough practice:  Ready!

Practice On Video

“Wanted to thank you for your amazing resources! I recently utilized your interview tips and practice questions. Watching myself was BRUTAL, but it made me very aware the importance of me to be myself. I applied as an internal candidate for an Assistant Principal position... This past week I was offered the position. Thank you again!”

—Erin, AP

How To Practice

- Use the 52 Practice Interview Questions:
PrincipalCenter.com/52q
- Write out bullet-point answers
- Practice on video (3-5 minute answers)
- Watch the video, then delete
- Repeat

Stories

Every answer is more compelling with a story.

You only need about 10 good stories to fit any interview question.

Story Structure: STAR

- Situation—what was the context and issue?
- Tension—what concerns had to be balanced?
- Action—what did you do?
- Realization—what insight did you gain as a result?

Where Can I Find My Stories?

- Difficult situations
- Mistakes & Conflicts
- Committees & Projects
- Professional Development
- Moments of gratitude or high emotion

Ascend Leadership Journal



STAGE 5: RACE TO THE FINISH LINE



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Myth #5: “I Should Just Wait Till Next Year”



How Will Next Year Be Different?

- +1 year of experience on paper
 - +1 year of *experiences*
- ...but you'll be the same person.*

If this is your year...let's make it happen.

Why Persistence Matters

At each stage of the hiring process, a serious candidate can expect to succeed

20%

of the time.

Beware of Wishing for “The One”

Too many people worry about “fit” or put too much hope in a single “dream job” instead of making themselves competitive for more jobs.

Beware of “Feedback”



I just heard back from an AP interview: didn't get the job. The principal was kind enough to call and to offer feedback when I asked.

He mentioned that my lack of experience with budgets was an issue. Any thoughts on how to gain this type of experience when it's not at all part of my current role?

The Only Reason You Didn't Get Hired

The reason you didn't get the job is
simple: competition.

To beat the competition, be more
competitive.

Competing At Each Stage

- *Not getting interviews?* Improve your résumé, cover letter, and recommendation letters.
- *Not making it past the first round?* Practice your interview skills and stories.
- *Not making the final cut?* Keep applying, and check in with your references.

The Waiting Game





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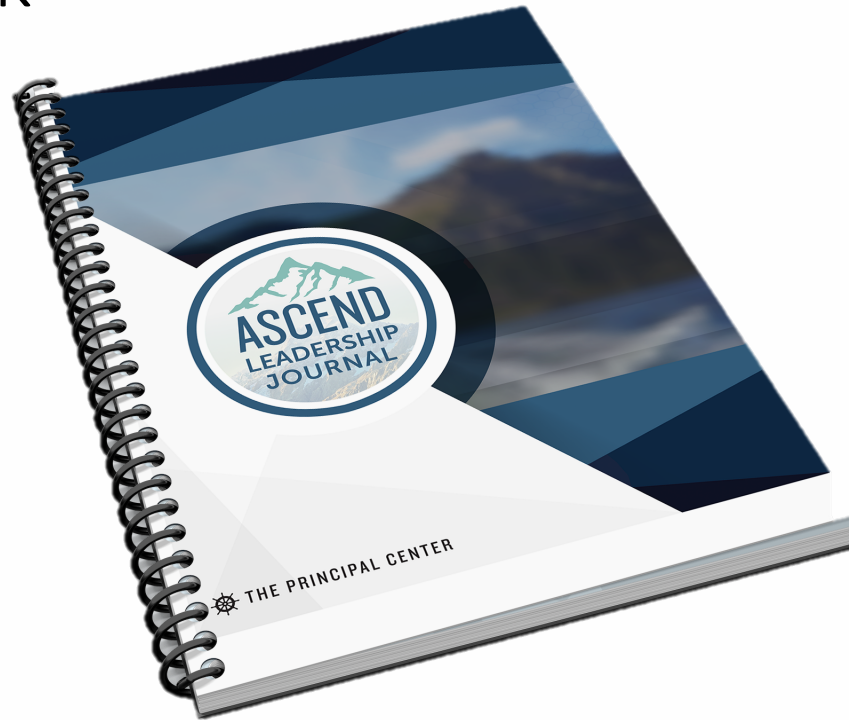
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Stay On Track



PrincipalCenter.com/next-recording

Want More Help?



www.PrincipalCenter.com/ascend

How We'll Work Together

Step 1: Instructional Leadership Superpowers Interview™

- Key experience & skills
- Your most marketable “undersold” qualifications
- Leads to the Experience Matrix Résumé & Perfect Fit Argument Cover Letter
- Identify right-fit jobs to apply for

How We'll Work Together

Step 2: Experience Matrix Résumé™

- Professional objective
- For each role (most recent first):
 - Summary statement of impact
 - 4-6 key accomplishments as bullets
 - Triangulate with recommendation letters & cover letter

How We'll Work Together

Step 3: Perfect Fit Argument Cover Letter

- Paint the picture of your trajectory as a leader
- Position you as the ideal candidate, and this job as your logical next step on your trajectory
- Construct a tight argument that you're the best candidate
- Triangulate with your résumé & recommendation letters

How We'll Work Together

Step 4: Ask for Recommendations

- Brainstorm your list of references
- Craft suggested “talking points” for letters
- Make the ask in person
- Red flag screening
- Requests for revisions
- Final reference list for résumé

How We'll Work Together

Step 5: Practice Interviews

- Unlock a bonus practice interview when we complete your résumé
- Unlock a 2nd practice interview when we complete your cover letter
- Unlock a 3rd practice interview when you get a draft recommendation letter from a supervisor

I Had To Add This...

“I got my Principal role after your Ascend trainings and reworking my résumé. In addition I did my 90-day plan and blew them away! It was a turnaround situation and my Dream principal job! I should also add that I knew no one in the organization!”

How We'll Work Together

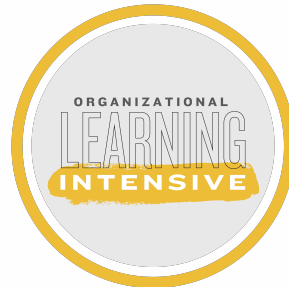
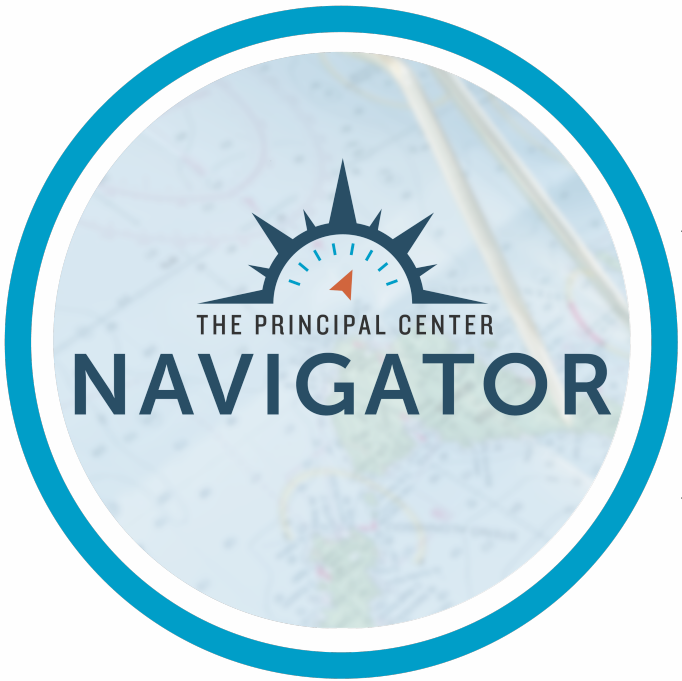
Step 6: Entry Plan

- My proven template
- Your vision for the role
- My feedback
- Your competitive advantage as a visionary leader

What's Included

- Ascend Masterclass (\$2388)
- 1-year Principal Center Navigator membership (\$2388)
- Ascend Leadership Journal (hardcopy) (\$29)
- *Now We're Talking! 21 Days to High-Performance Instructional Leadership* (hardcopy + audiobook) (\$29.95 + \$29.95)
- Shaving a year or more off your job search: priceless

What's Included




Ascend Masterclass

Sign Up Now

First Name

Last Name

Email 


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
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Billing Address 2

Billing City

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Billing Country... 

Billing Zip

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Payment Options

Product Information

Item	Payment Option
Ascend Masterclass + Navigator	<input checked="" type="radio"/> One-Time Payment Of \$2,388.00
	<input type="radio"/> 12 Monthly Payments Of \$199.00

Item	Qty	Price	Today's Total
Ascend Masterclass + Navigator	1	One-Time Payment Of \$2,388.00	\$2,388.00
Subtotal			\$2,388.00
Today's Total			\$2,388.00

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Webinar Bonus: Lifetime Membership



What's Included

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- ~~1-year~~ LIFETIME Principal Center Navigator membership (\$2388)
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- *Now We're Talking! 21 Days to High-Performance Instructional Leadership* (hardcopy + audiobook) (\$29.95 + \$29.95)
- Shaving a year or more off your job search: priceless

“I got the position I wanted and am now in my second year as an elementary principal! Your materials were the turning point for me in my job search. I’d interviewed and come in second three or four times. It was very discouraging. I watched your webinar about interviewing and it changed my game. I realized this was a competition, not just an interview. That realization changed my demeanor in the interview. I watched the webinar several times, practiced from the sample questions and had friends practice with me. Honestly your materials were the difference for me! Thanks!”

“I used your practice interview questions. I interviewed at a school where I already worked, and my principal was amazed at the confidence I projected during my interview, especially since it was my first admin interview. I did get the job, by the way.

I also used what I learned to interview for my first principal job, and I got that job too. I used your material to help me develop an entry plan, and that has helped me be successful in my first year as principal at this school. Teachers tell me regularly that they appreciate my leadership and that this is the smoothest year they’ve had in the nearly 20 years they’ve worked at the school.”

The Power of Stories

“I used and practiced your interview questions quite a bit. I also used your advice to have some prepared stories to help (which indeed, I did beat out an internal candidate).”

Ascend Leadership Journal Giveaway



Now Is The Time To Win



www.PrincipalCenter.com/ascend