



NEA Leadership Development Guide

This guide is intended for members who are curious about their leadership and ready to start their journey toward becoming stronger Association activists and leaders (elected and non-elected) and stronger professionals.

MEMBER INFORMATION

Name: _____ Email: _____

State Affiliate: _____ Local Affiliate: _____

Contact Number: _____ Date: _____

Step 1: Develop an Understanding of the NEA Leadership Competency Framework

Read the NEA Leadership Competency Framework guide in its entirety. We have also developed asynchronous courses to assist in deepening your understanding of the framework. The courses can be accessed via NEA's learning management system: www.nea.org/pep.

Goal: Develop an awareness of each competency and how each can support you in your growth.

Demonstrate Your Awareness

Document how you believe the competency framework can assist you and others.

Step 2: Self-Assessment

It is through a deep understanding of yourself as a leader, using the competency framework as a guide, that you will become aware of the knowledge, skills, and abilities you have and those that need developing. After reviewing the framework, educators are encouraged to complete the leadership competency self-assessments at <https://www.nea.org/pep> and record their scores to use as a baseline for measuring growth over time.

Goal: Assess your leadership and begin to identify growth goals.

Note: It is recommended that educators view the corresponding module for each self-assessment.

Self-Assessment Scorecard

Record each competency and overall score.

Competency	Current Self-Assessment Score/Date	2 nd Self-Assessment Score/Date	3 rd Self-Assessment Score/Date
Advocacy			
Communication			
Governance and Leadership			
Leading Our Professions			
Organizing			
Social and Emotional Intelligence			
Strategy and Fiscal Health			

Step 3: Identifying Leadership Goals

After the self-assessment, reflect on why, how, and where you aspire to lead, select a competency(ies) on which to focus.

Goal: To establish an articulated focus that is grounded in the competencies and outlines the knowledge, skills, and abilities you want to strengthen.

Consider the following guiding questions as you begin to articulate your leadership development focus.

What competencies will you target for development?

Why is this area of growth (competency) meaningful?

Where do you fall along the progression continuum? To what level do you aspire to grow?

How does the identified area of growth align with your personal goals?

How will you use the skills to lead others and the organization?

How will your growth impact the needs of students, colleagues, your school/district, worksite or campus, and your community?

Articulate Your Focus

After contemplation of the above questions, articulate your leadership development growth focus using the grid below.

Identify the competency(ies).	Choose competency theme(s).	Identify your current progression level for each theme.	Use the progression levels to identify the behaviors you aspire to develop.

Step 4: Working Toward Your Goal

Identify and keep track of how you plan to develop the knowledge, skills, and abilities to reach your goal(s); be specific and include dates for each activity and date of anticipated completion. Your action plan will not only clarify the growth you are making, it will also help you articulate your learning to others. Be specific when developing your action plan. For example, if you want to learn how to engage others to support key organizing opportunities, using members' passion and interests, you should seek or request local, state, and national training opportunities or dedicate time to volunteer in an existing campaign.

Goal: Develop a written plan, with clear actions and dates, which increases your chance for completion.

Writing Your Plan

REFLECT	JOURNAL
What activities am I engaged in that will allow me to practice and strengthen my leadership?	
What resources am I using to work toward my goal(s)?	
What are some milestones that would indicate I am making progress toward my goal(s)?	

Step 5: Post Self-Assessment

After completing the activities listed in your plan (Step 4), complete the self-assessment again to determine your level of growth.

Goal: To develop the habit of reflection, measure impact and growth, and determine future actions.

Reflect, Recognize, and Redirect

It is likely that your leadership journey will bring challenges and opportunities, causing you to modify your plans. Take the time to celebrate milestones, be prepared to measure growth and look for opportunities to strengthen your leadership.

As you reach milestones, consider using the chart below to measure and set new goals.

For the competency (ies) you chose, what is the new progression you have reached?	
Reflect on the behaviors for your new Progression Level with the following prompts: What evidence supports that you have moved to this progression level? What have you noticed about yourself? What have you noticed about your influence on others? What do you want to keep doing? What might you want to do next? How might you use this new skill to enhance organizational capacity?	

Next Steps: Revisit Step 2, retake the self-assessment, record your score in the "Score/Date" column, and follow Steps 3 and 4 again. While you may find that your score is proficient in one or more competencies, leadership development is a journey, rather than a destination. Repeating the steps in this guide allows for reflection and continuous growth.