



# Strengthening Your Leadership Muscles

AWSP, Your Leadership Resolution Webinar Series, January 2026

[btsspark.org](http://btsspark.org)

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# Where are **YOU**?



## AWSP

- New Partnership
- Discounted services

## WASA

- **295** Public School Districts
- Partnership began **June 2023**
- **17** School Districts
- **80+** Leaders coached

Free for AWSP Members! Register today.

# YOUR LEADERSHIP RESOLUTION

A Leadership Coaching  
Webinar Series from BTS Spark



Tuesday, Jan. 27 | 4-5 p.m. | *Strengthening Your Leadership Muscles*

~~Tuesday, Feb. 24~~ | 4-5 p.m. | *Difficult Conversations*   ~~Monday, Feb 23~~ 4-5

Thursday, March 26 | 4-5 p.m. | *Leading in Uncertainty*

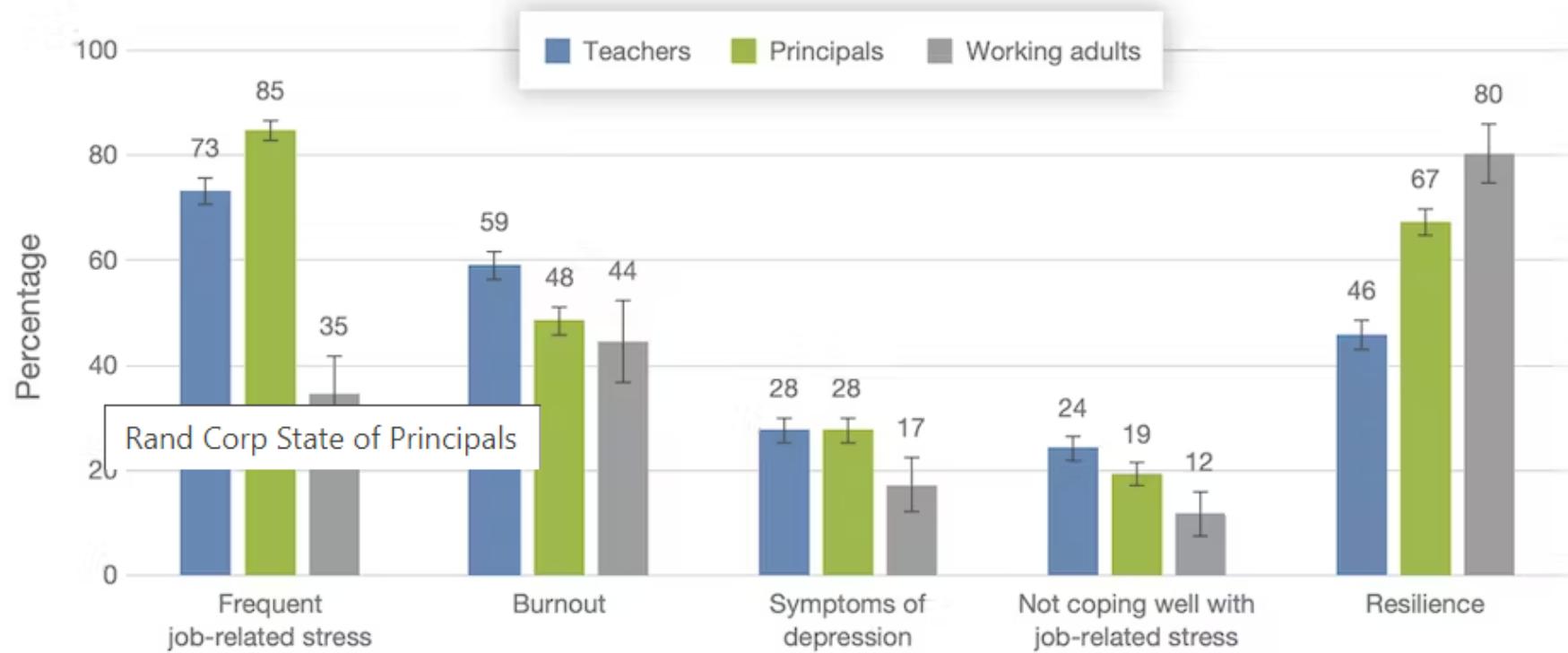


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# Well-being of principal and teachers is a challenge

FIGURE 1

Well-Being of Teachers, Principals, and Working Adults in January 2022



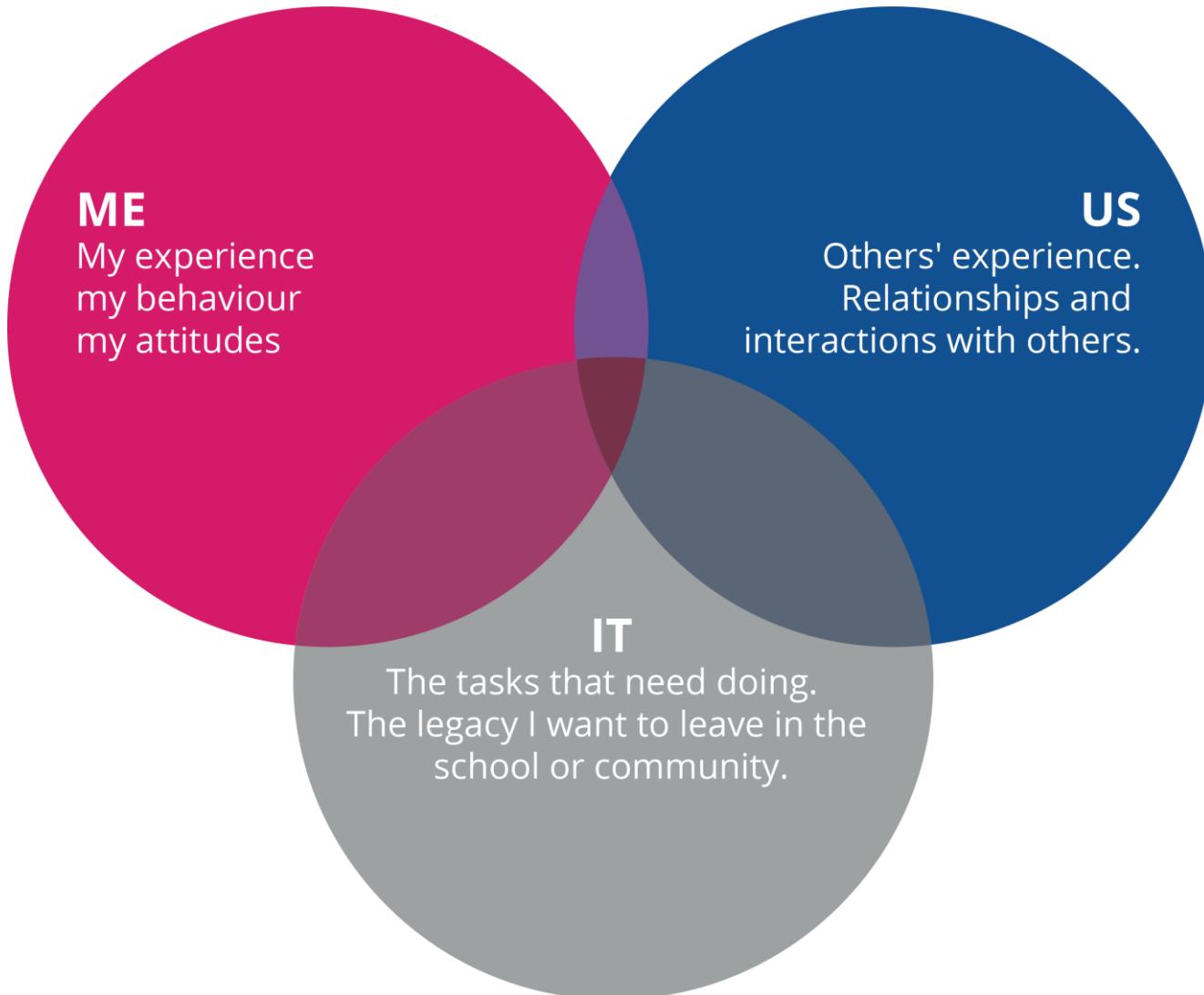
Source: RAND Corporation State of the American Principal survey (2022)

## Insights

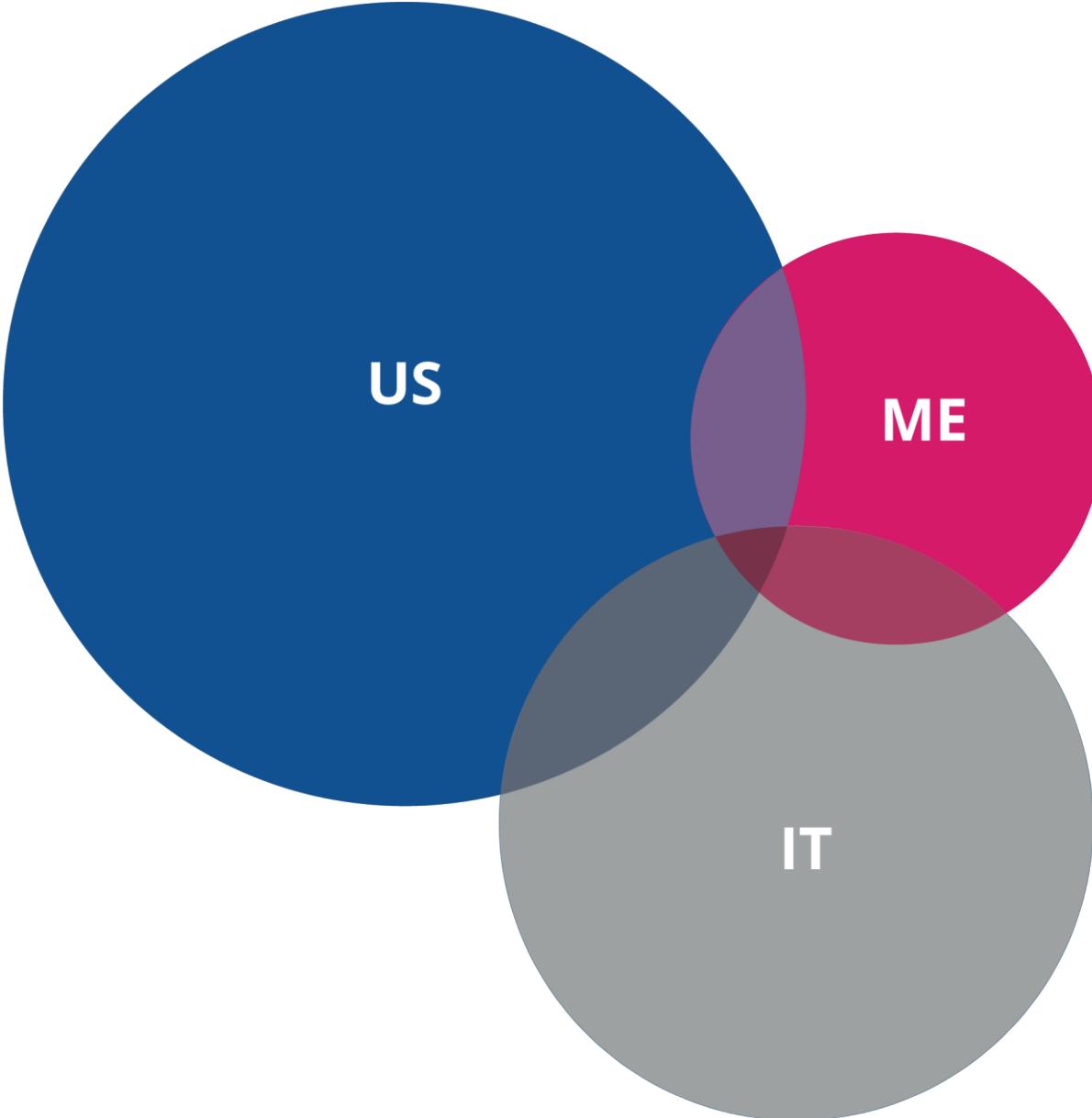


- 55% of educators are thinking about leaving the profession earlier than planned)NEA poll, January 2022)
- 90% of educators say that burnout is a serious problem (NEA poll, January 2022)
- 63% of Superintendents who responded considered quitting during the 2020-2021 school year (National Superintendents Roundtable survey, September 2021)

# Balanced Leadership



# Reality for Most Leaders



## Check in

- How are you coming into today's session?
- What is your current mindset?
- What mindsets contribute to your success?



# What Mindsets are key to your success?

Mindset sits at the **heart** of our approach...

Mindset **drives** behavior, and behavior **drives** impact and results.

Mindset



behavior



Impact



Results



# About BTS Spark



Not-for-profit practice...



33 leadership modules...

**bts**  **spark**



... supporting education leaders



... via coaching, workshops and  
AI-enabled learning



**400**  
coaches  
worldwide  
**26,000**  
education leaders  
coached  
**>99%**  
of participants  
improve their  
leadership

# Our research base

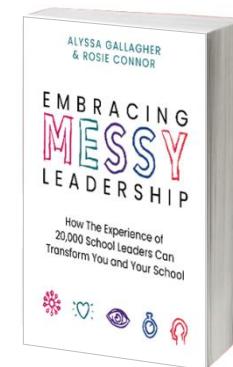
We analyzed data from over 150,000 **coaching conversations** to uncover mindset shifts that are fundamental to changing leadership practice



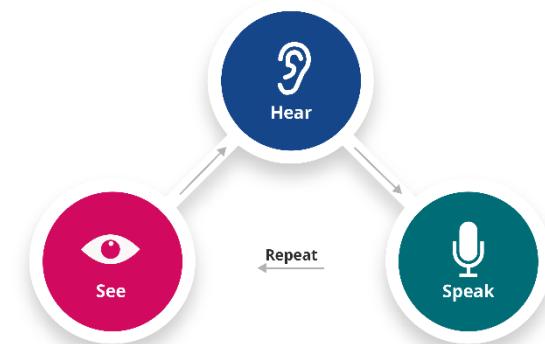
Our book on **The 4 Greatest Coaching Conversations** was listed by Forbes as **#1 Book to Improve your Performance at Work**



Our **Embracing MESSY Leadership** book shared insights from our experience of **supporting 20,000 education leaders**



Our leadership experts have distilled **leading edge leadership research** to create simple, memorable, practical tools



# Mindset Map



## CONFIDENCE

*"I don't feel confident about..."*

## EMOTIONAL CONTROL

*"I keep losing my temper with..."*

## CHANGING BEHAVIOR

*"I've been trying to change something for years, but keep reverting to old behaviors under pressure..."*

## CHANGE

*"That will never work..."*

## GROWTH MINDSET

*"I can't do that..."*

**Be** – topics and challenges



# Reflect on two recent leadership moments...

A peak experience where you were **at your best**



What were you thinking?  
What were you feeling?

A time when you were **less than your best** & felt less resourceful.



What were you thinking?  
What were you feeling?

# Two very different states of resourcefulness

## In the Box

Feelings may include:

Boredom, flatness, a lack of motivation, frustration, anxiety, stress or fear, irritation, anger, exasperation, powerlessness, despair



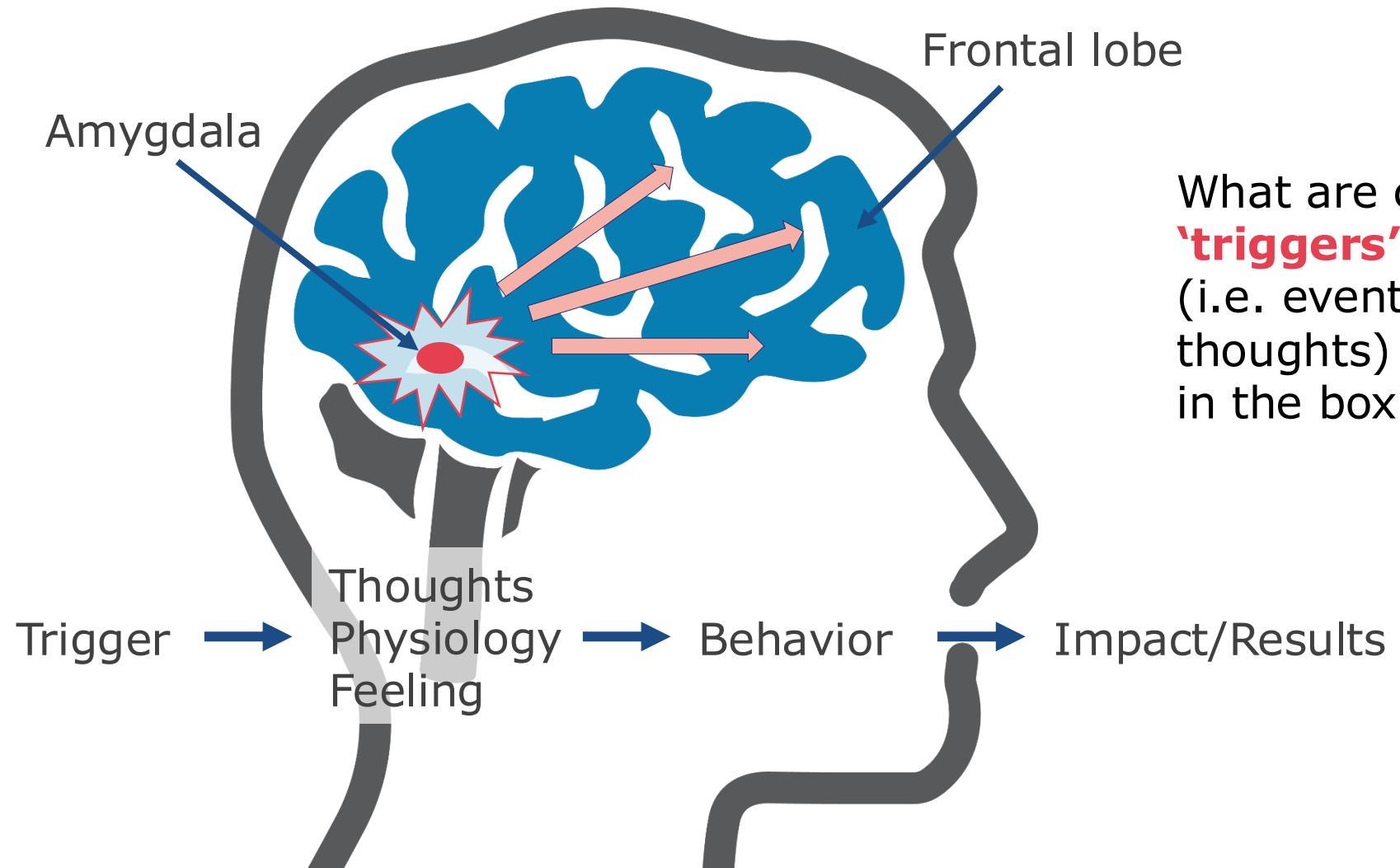
## Out of the Box

Feelings may include:

A sense of possibility, energy, alertness, confidence, clarity



# What Happens When We Aren't at Our Best?



What are common  
**'triggers'** for you...  
(i.e. events, people,  
thoughts) that put you  
in the box?

# Six Mindtraps

Pleaser

Critic  
Doubter

Prover

Avoider  
Victim

Martyr

Worrier



<b>Mindtrap</b>		<b>Core Quality</b>
<b>Worrier:</b>	Worrying about all the possible consequences	Concern/Conscientiousness
<b>Victim / Avoider:</b>	Not facing challenges that may need attending to	Self-care/Self-preservation
<b>Martyr:</b>	Doing too much for others and then getting resentful	Responsibility/Care
<b>Prover:</b>	Focusing too much on the next success	Ambition/Drive
<b>Critic / Doubter:</b>	Too much criticism towards self Too much criticism towards others	Humility/Discernment Good Judgement/Honesty
<b>Pleaser:</b>	Caring too much about what others think	Empathy/Care

# Getting Out of the Box



## RELATIONSHIPS

*"I'm not sure I have the trust of all teachers..."*

## ENGAGING OTHERS

*"I don't know how how to motivate some people..."*

## INFLUENCE

*"I get feedback that I'm not a good listener..."*



## DIFFICULT CONVERSATIONS

*"I don't know how to say that to him, without offending..."*

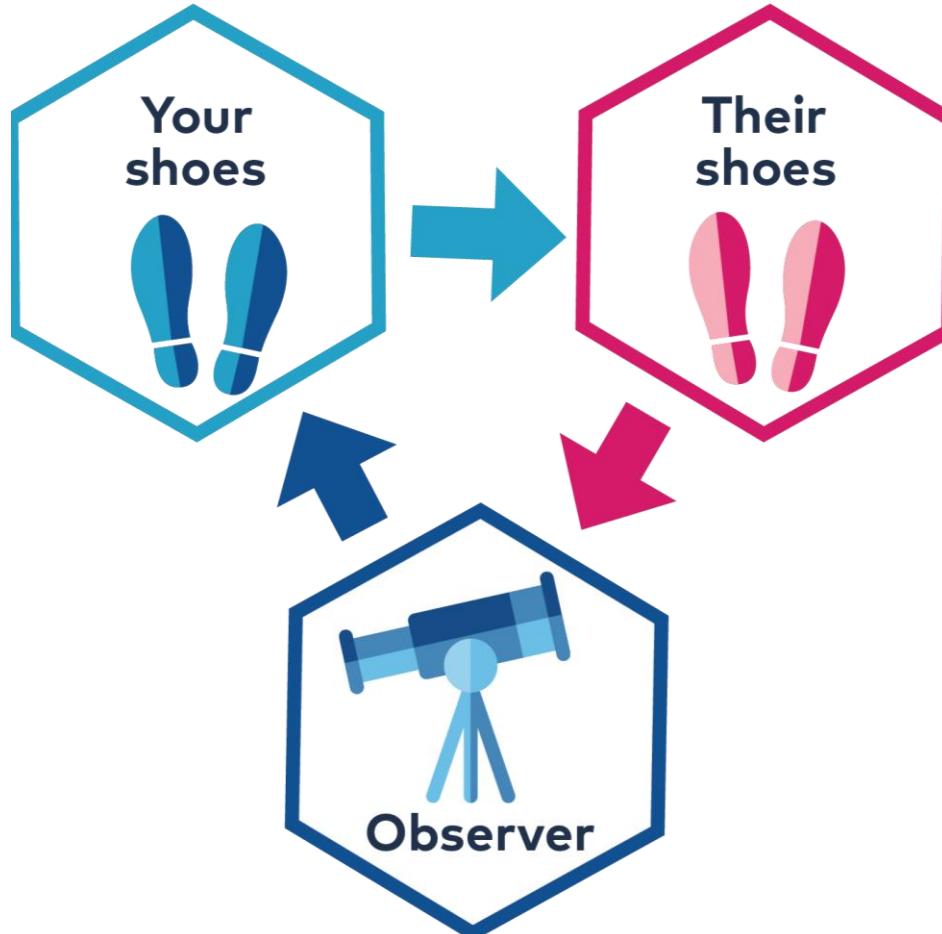
## DEALING WITH DIFFERENCE

*"How do I get the best out of people who are Gen Z..."*

**Relate** - topics and challenges

# Perceptual Positions

Gaining more perspective on a relationship that needs work with the aim of improving it.

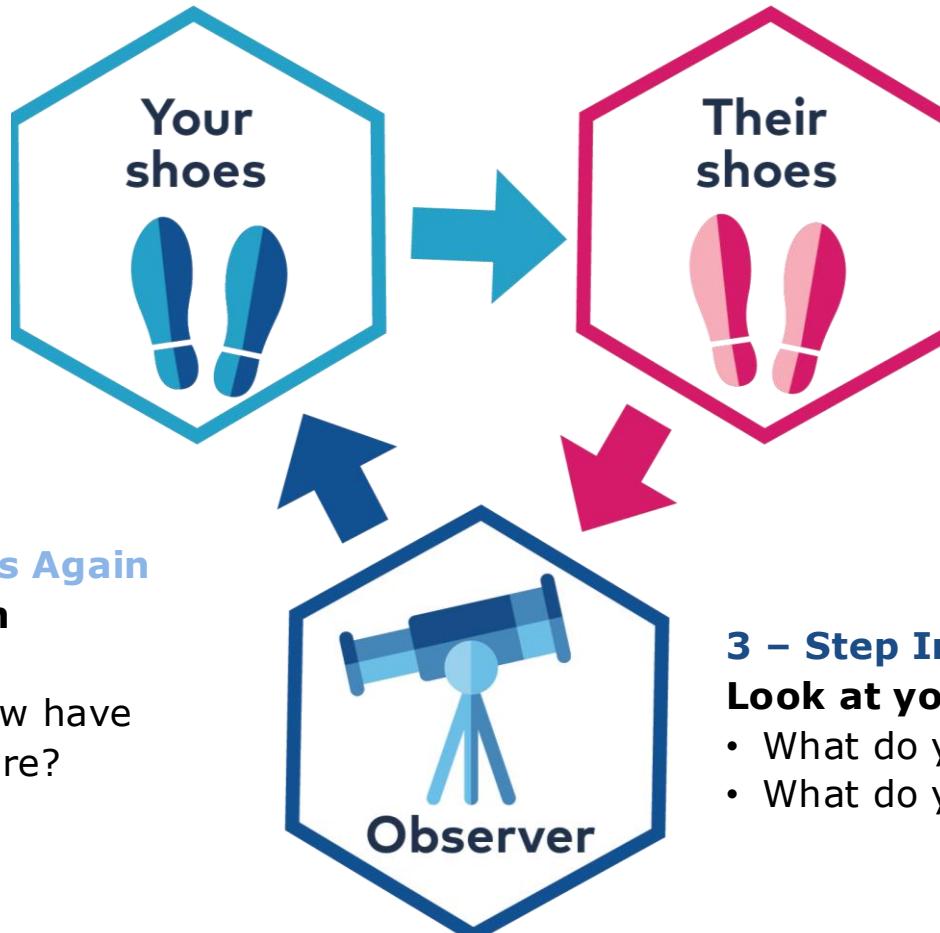


# Perceptual Positions

## 1 – Step Into Your Shoes

### **Look at the other person**

- What do you **see**?
- What do you **feel**?
- What are you **thinking**?  
(assumptions, beliefs)



## 4 – Step Into Your Shoes Again

### **Look at the other person**

- What new insight or understanding do you now have that you didn't have before?
- What do you want to do?

## 2 – Step Into Their Shoes

### **Look back at yourself**

- What do you **see**?
- What do you **feel**?
- What are you **thinking**?  
(assumptions, beliefs)

## 3 – Step Into Observers Shoes

### **Look at yourself and the other person**

- What do you notice?
- What do you think might be helpful?

### **IMPACT**

*"I'd like to have a bigger reputation and impact in our organization..."*

### **VISION**

*"How do I create an inspiring vision for my team..."*

### **LEADING IN UNCERTAINTY**

*"I'd like to be more confident taking the lead when others hesitate"*

### **CHANGE**

*"What change do I want to bring about..."*



## **Inspire** - topics and challenges

Some common examples of the

# 3D Vision

## Me. Us. It.

Me

- What is in it for me?
- How will I need to change?

Us

- How will my vision help others?
- How will my relationships with others need to change?

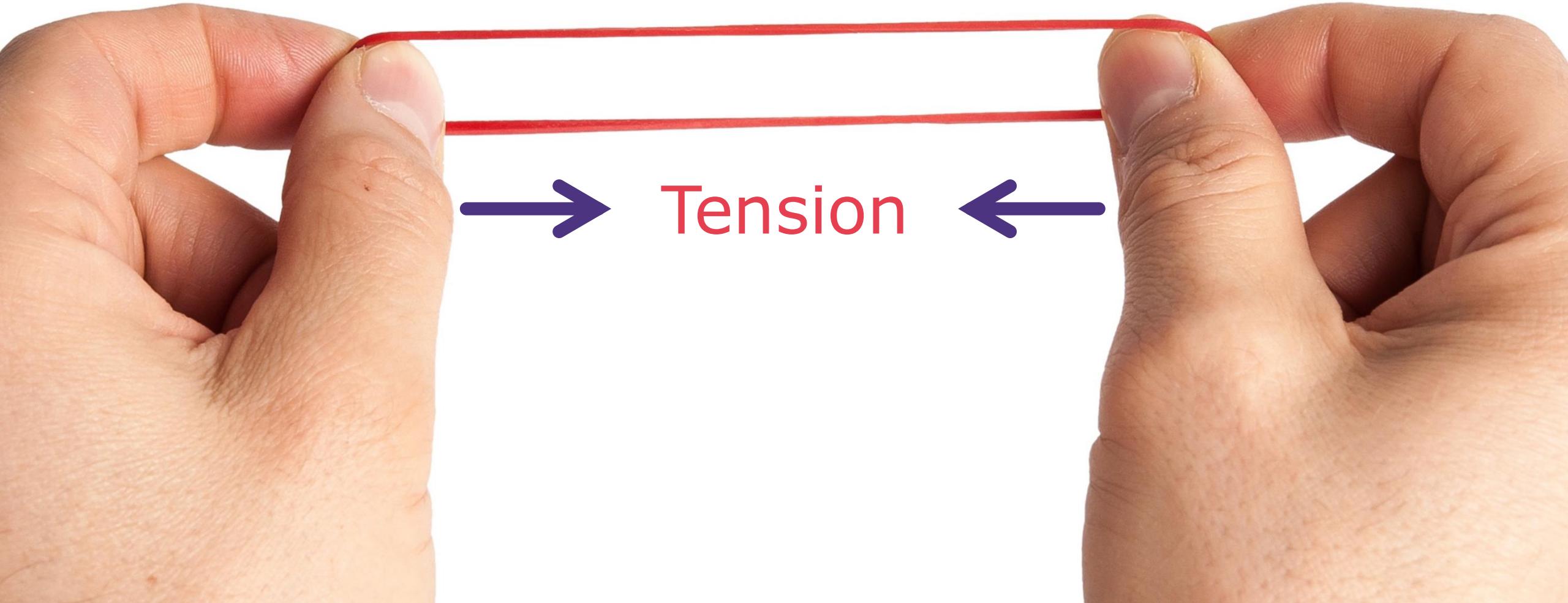
It

- What do I want to achieve?
- What legacy do I want to leave?

# The Rubber Band

Current Reality

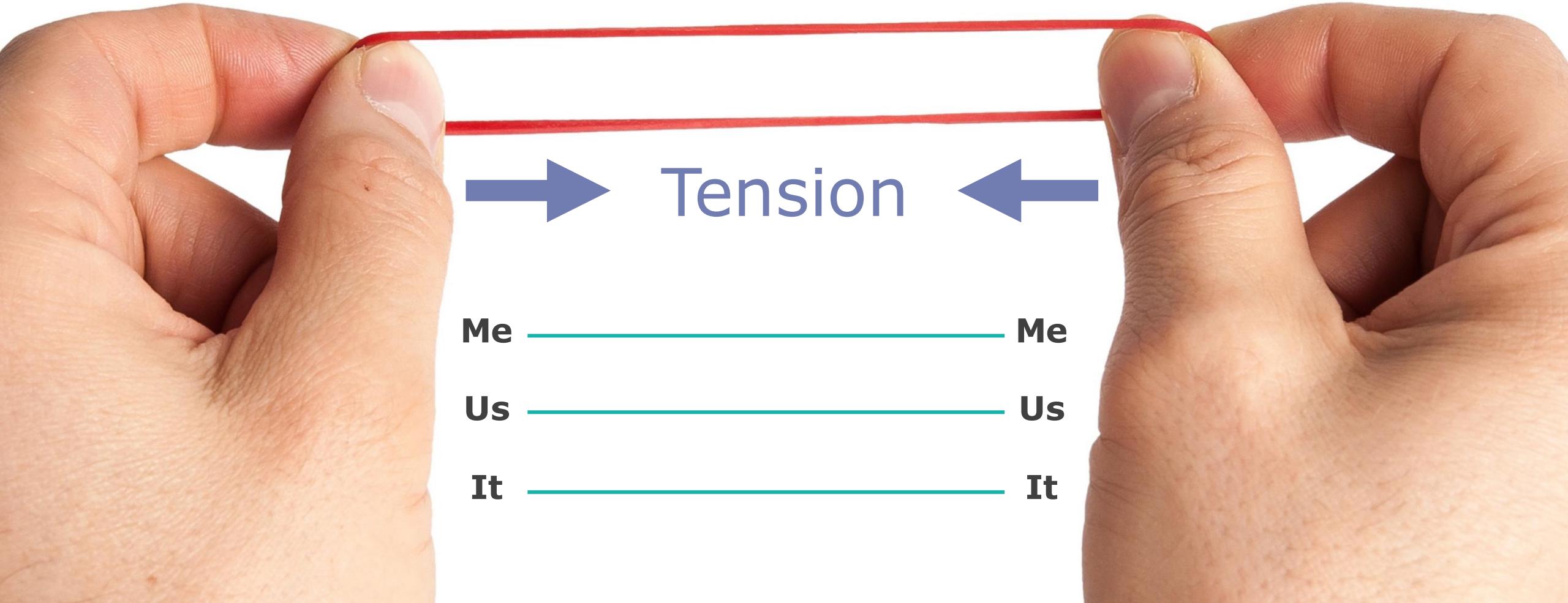
Vision



# The Rubber Band

Current Reality

Vision



# 3D Vision Example: Implementing Strategic Initiatives

## Current Reality

**Me:** Spend my time on daily tasks. Over-focused on policy and procedure. Occasional visits to school sites or classrooms. No real dialogue about vision or change.

**Us:** Teachers are working hard. Teachers don't feel that they can add anything to their plate.

**It:** The new initiative is designed to address the needs of students in today's learning climate.

## Tension



## Vision

**Me:** To become a catalyst for change spending short bursts of energy on the ground working to launch key initiatives.

**Us:** To break down the fears and concerns so that implementing change is seamless and effective.

**It:** To build a community of ambitious, dynamic and forward-thinking educators focused on student success.



**RECURRING  
PROBLEMS**

*"We've tried everything and can't find a solution to X..."*

**STRATEGIC  
THINKING**

*"I am too tactical making decision and need a wider view..."*

**INNOVATION**

*"I want to be innovative in our approaches..."*

**CREATIVE  
THINKING**

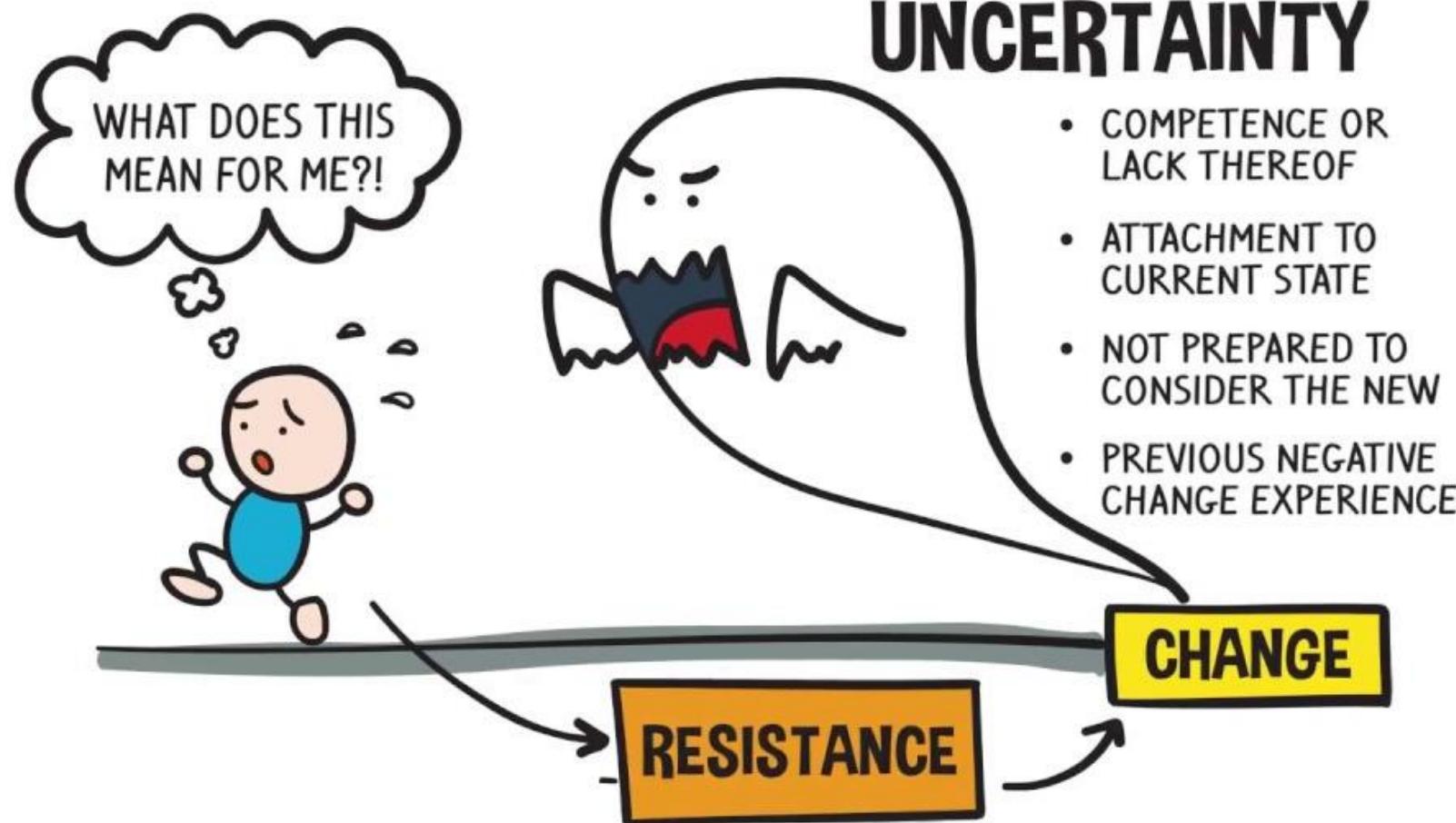
*"I've been told I need to be more creative..."*

**Think** - topics  
and challenges

and why people  
resist

Let's talk about  
**change...**





# Overcoming Resistance to Change

$$D \times V \times F > R$$

**Dissatisfaction**  
with the status quo

Clear,  
compelling and  
shared **Vision**

The **First** Steps  
towards action  
and creating  
momentum

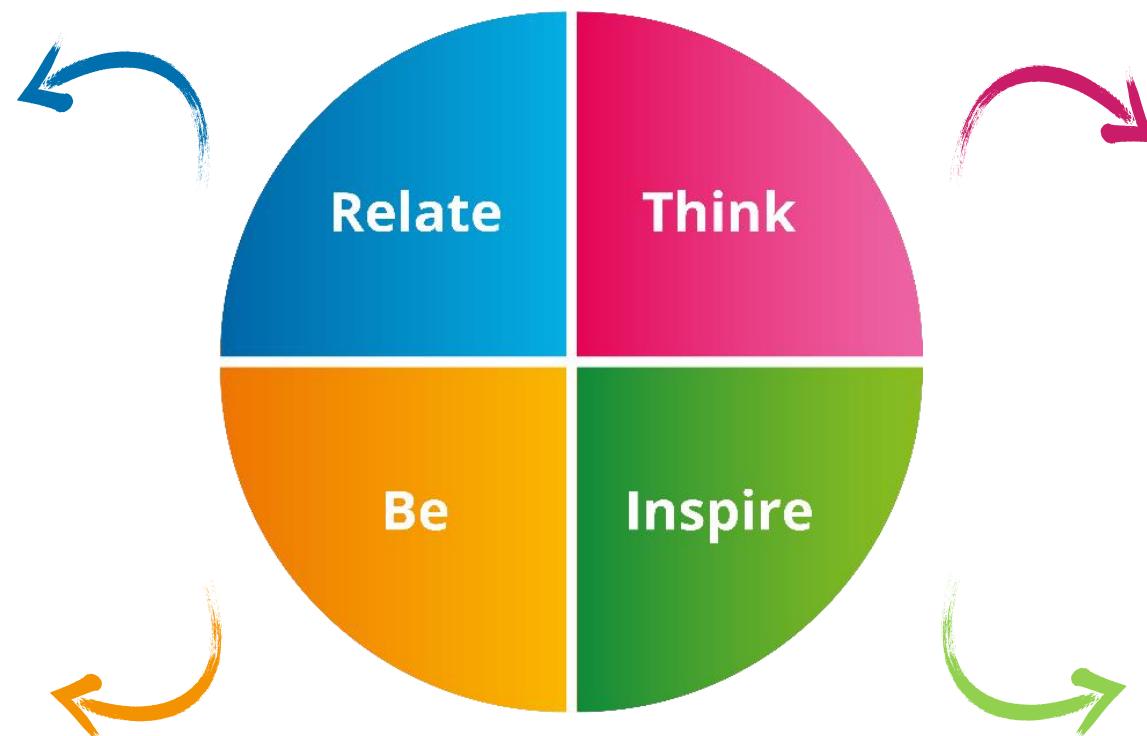
**Resistance**  
to Change





## What is one action you commit to as a result of today's session?

- Develop greater empathy
- Perceptual Positions
- Self-awareness of your state
- Mindtraps Quiz



- Identify all elements needed to overcome resistance.
- Adjust the tension between current reality & vision.

# Personal Leadership Review

This tool focuses in on:

- The mindsets that will drive the biggest changes in behavior.
- A contextual review - given the leader's own context and challenges, what change is most important to work on.



<https://spark.twelveshifts.com/>

**bts spark** personal leadership review

Discover your key mindset shifts - strengths to enhance and mindsets that have the greatest potential for growth.

In just 20 mins you'll receive your Personal Leadership Review report via our online assessment.

**click**

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My Cards

- Highlighted (0)
- Shifts (7)
- Strengths (19)

Engage Others

Influencing or relating to people I find different or challenging.

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Respect

Learning how to respect others, and becoming a leader worthy of the respect of others

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Wellbeing

Becoming more self-aware and able to look after oneself, and understanding my impact on others

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Resilience

Understanding why I react the way I do, and being able to choose my response

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# Coaching Give-Away

- 3 x 60-minute coaching sessions
- Certified Leadership Coach
- MBIR & Personal Leadership Review



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