



# Strengthening Your Leadership Muscles

AWSP, Your Leadership Resolution Webinar Series, January 2026

[btsspark.org](https://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*



**bts spark**



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

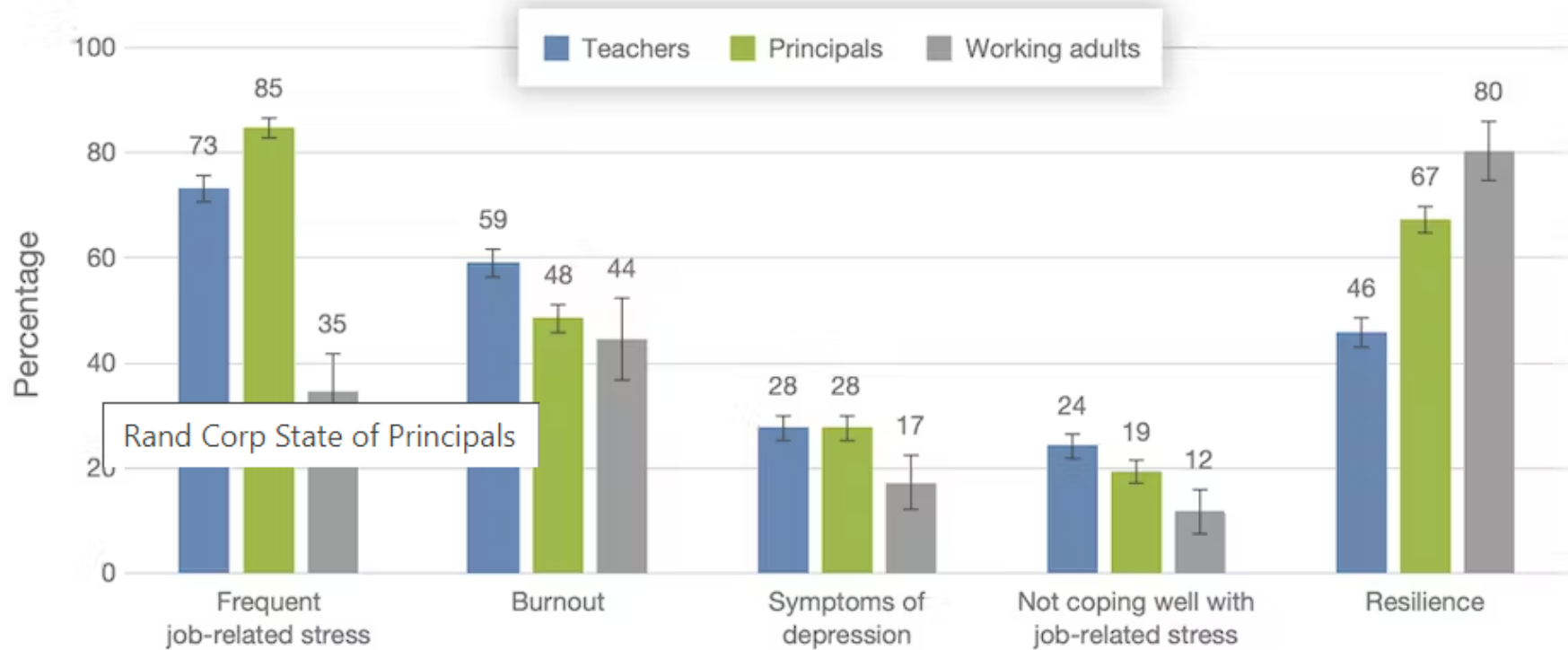
~~Tuesday, Feb. 24 | 4-5 p.m. | *Difficult Conversations*~~ **Monday, Feb 23 4-5**

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

# Well-being of principal and teachers is a challenge

FIGURE 1

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



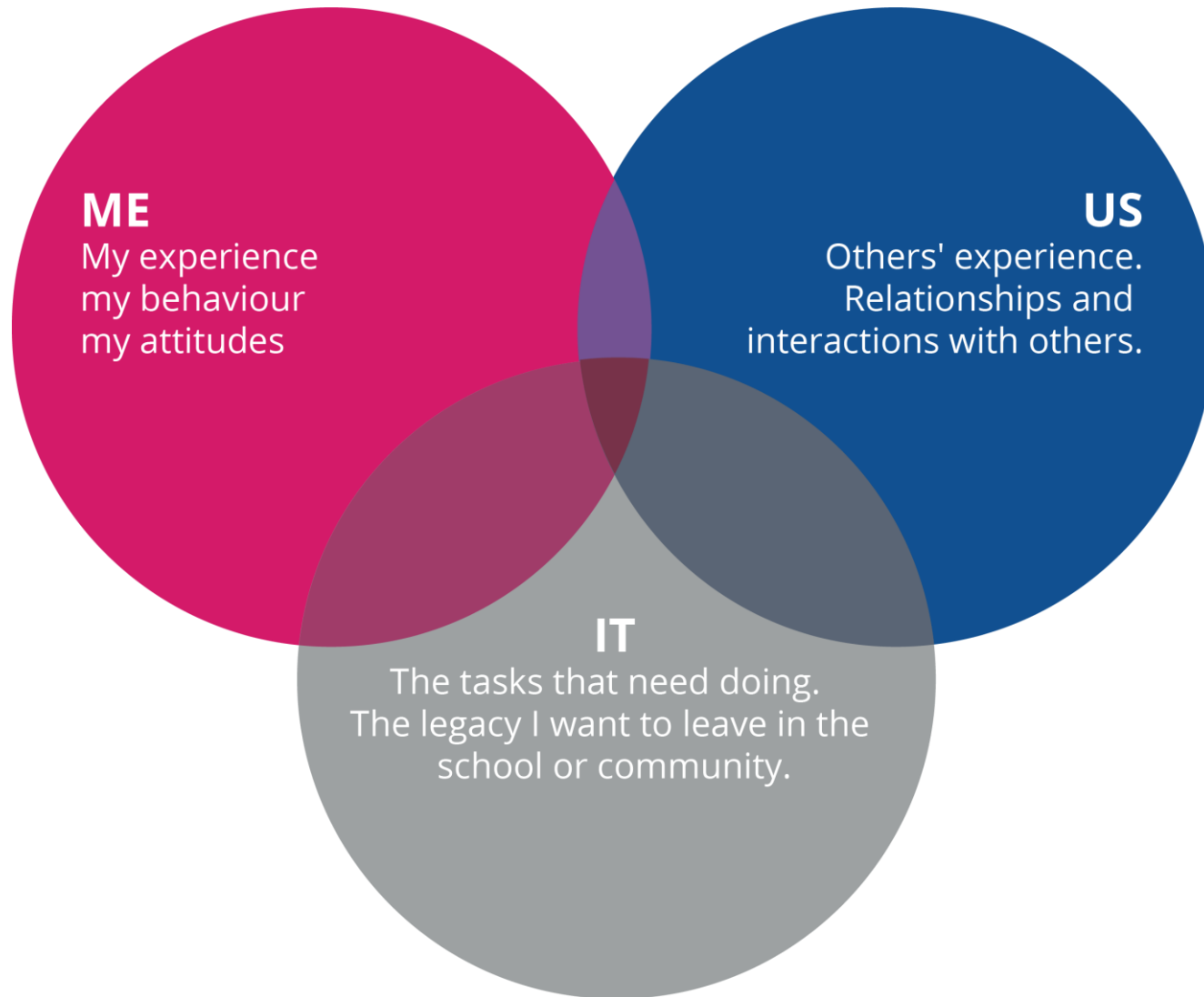
Source: RAND Corporation State of the American Principal survey (2022)



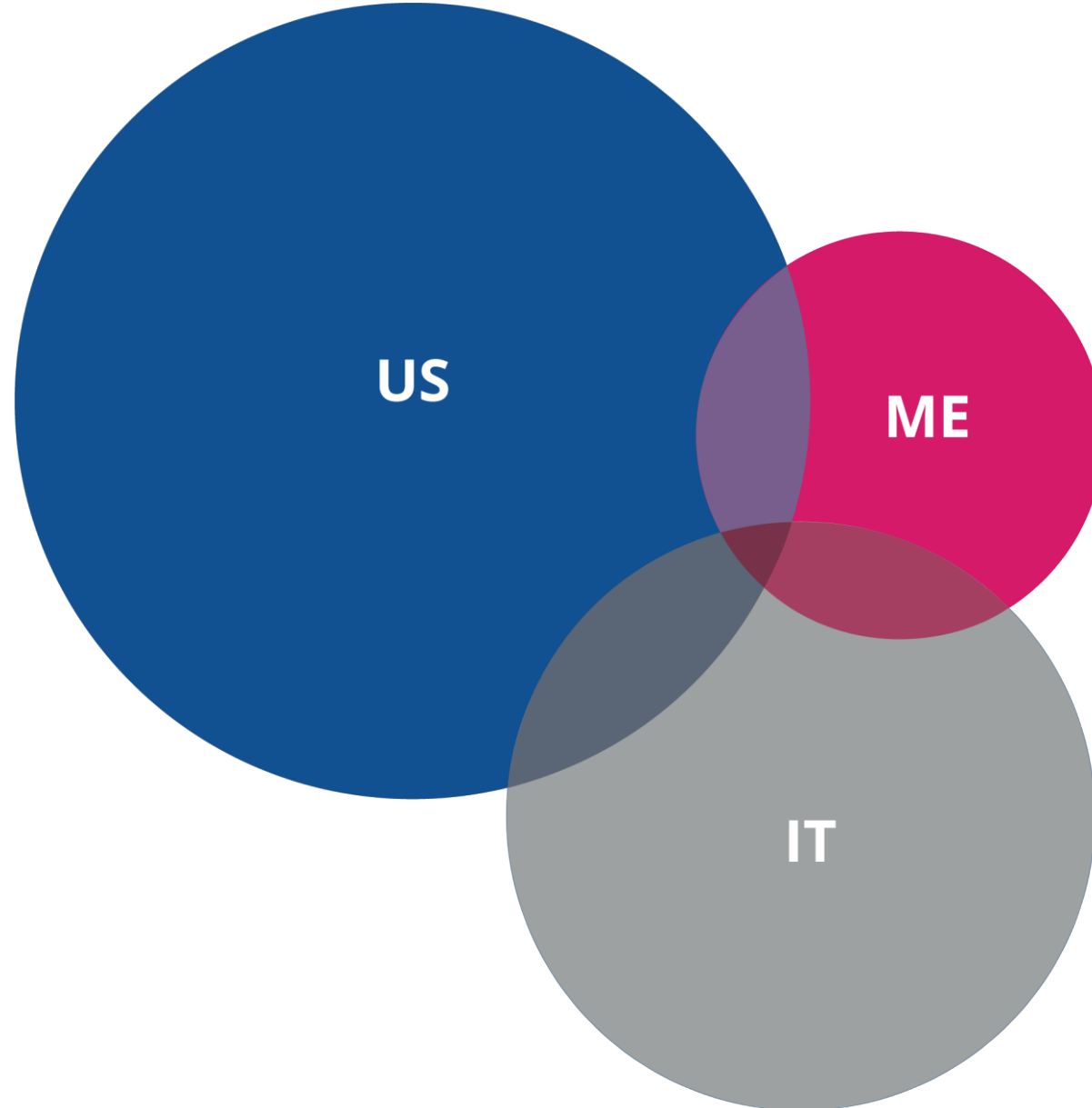
## Insights

- 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



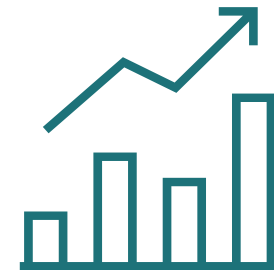
behavior



Impact



Results



# About BTS Spark



Not-for-profit practice...



... supporting education leaders



33 leadership modules...



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



400  
coaches  
worldwide

26,000  
education leaders  
coached

>99%  
of participants  
improve their  
leadership

# Our research base

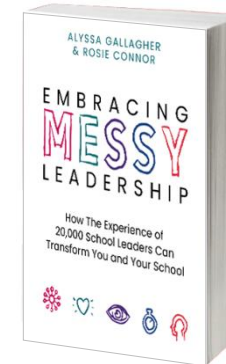
We analyzed data from over **150,000 coaching conversations** to uncover **mindset shifts that are fundamental** to changing leadership practice



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



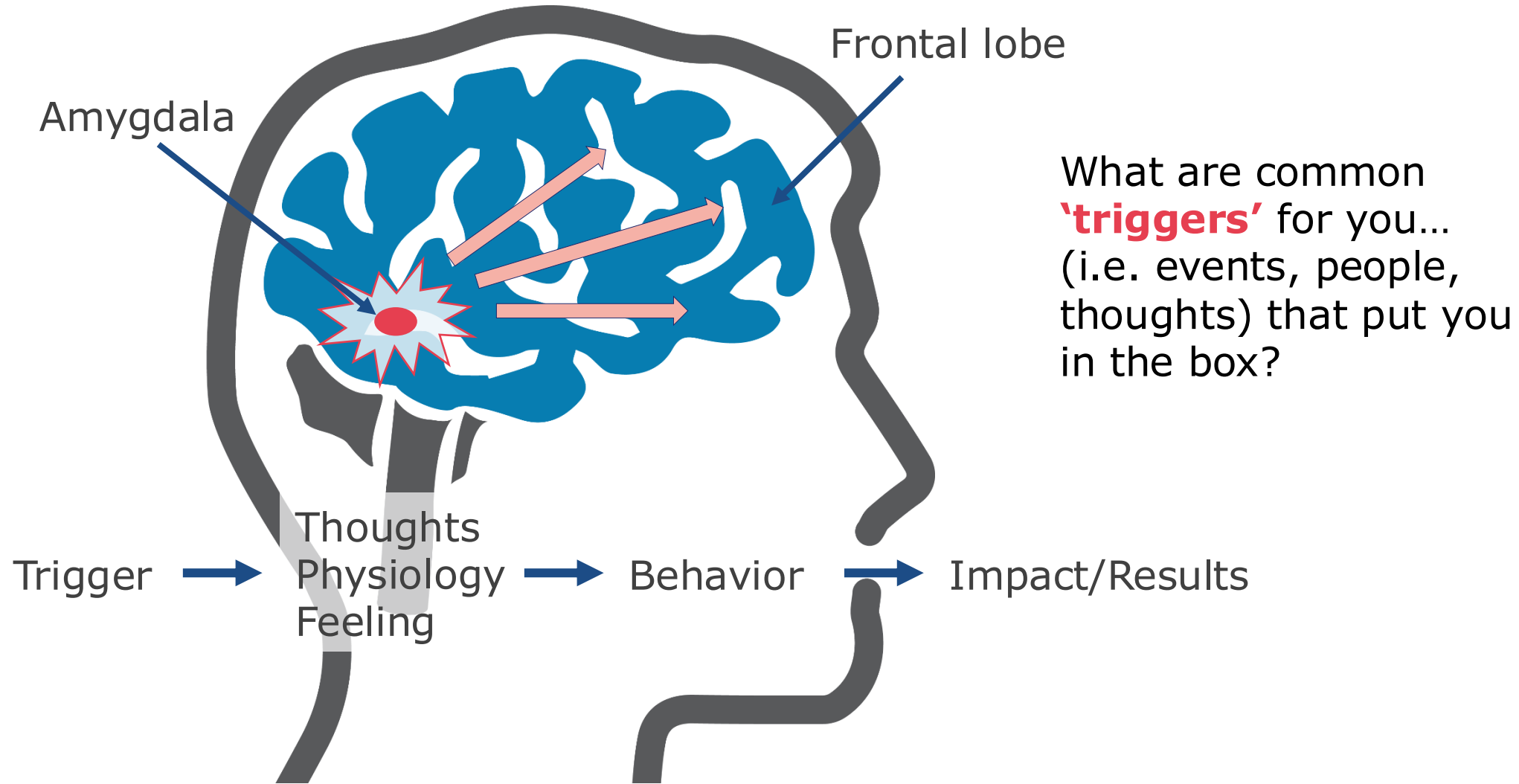
## Out of the Box

Feelings may include:

A sense of possibility  
energy, alertness,  
confidence, clarity



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



# Six Mindtraps

Pleaser

Critic  
Doubter

Prover

Avoider  
Victim

Martyr

Worrier



Mindtrap		Core Quality
<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..."*

## **DIFFICULT CONVERSATIONS**

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

## **ENGAGING OTHERS**

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

## **DEALING WITH DIFFERENCE**

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

## **INFLUENCE**

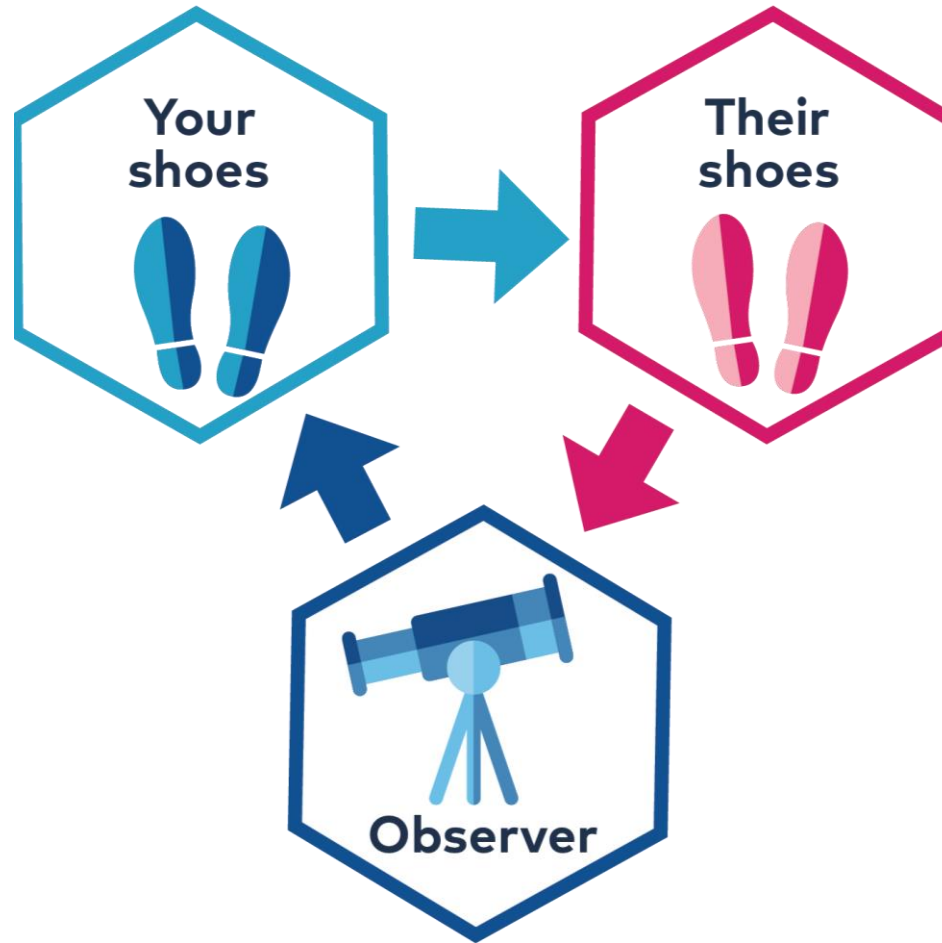
*"I get feedback that I'm not a good listener..."*



**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)



## 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?

## 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?

A cartoon illustration of a woman with grey hair and bangs, looking up from a large open book she is holding. She has a surprised or thoughtful expression. Four teal speech bubbles are positioned around her, each containing a leadership topic and a corresponding question. The background is plain white.

**IMPACT**

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

**LEADING IN UNCERTAINTY**

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

**VISION**

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

**CHANGE**

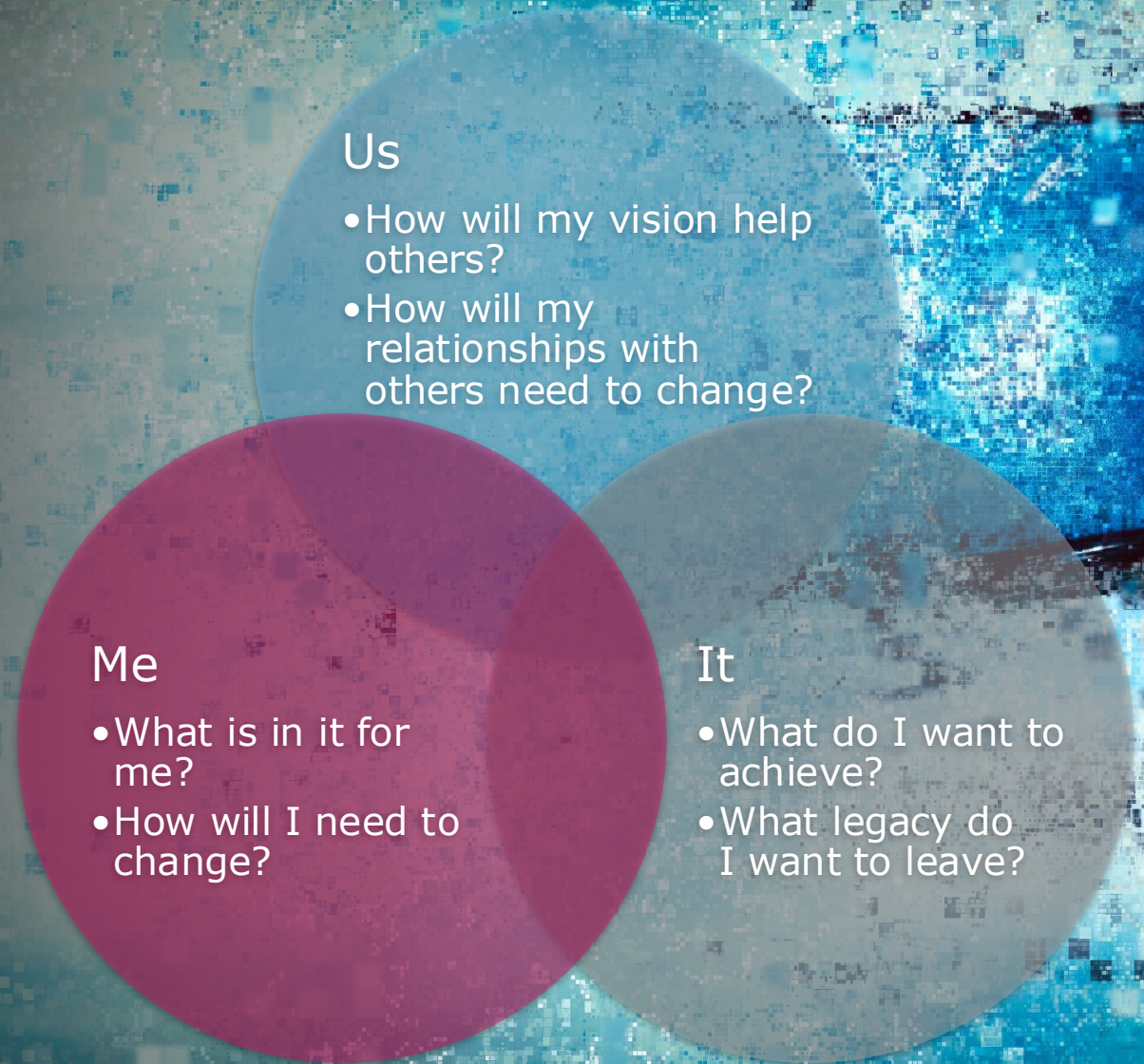
*"What change do I want to bring about..."*

**Inspire** – topics and challenges

Some common examples of the

# 3D Vision

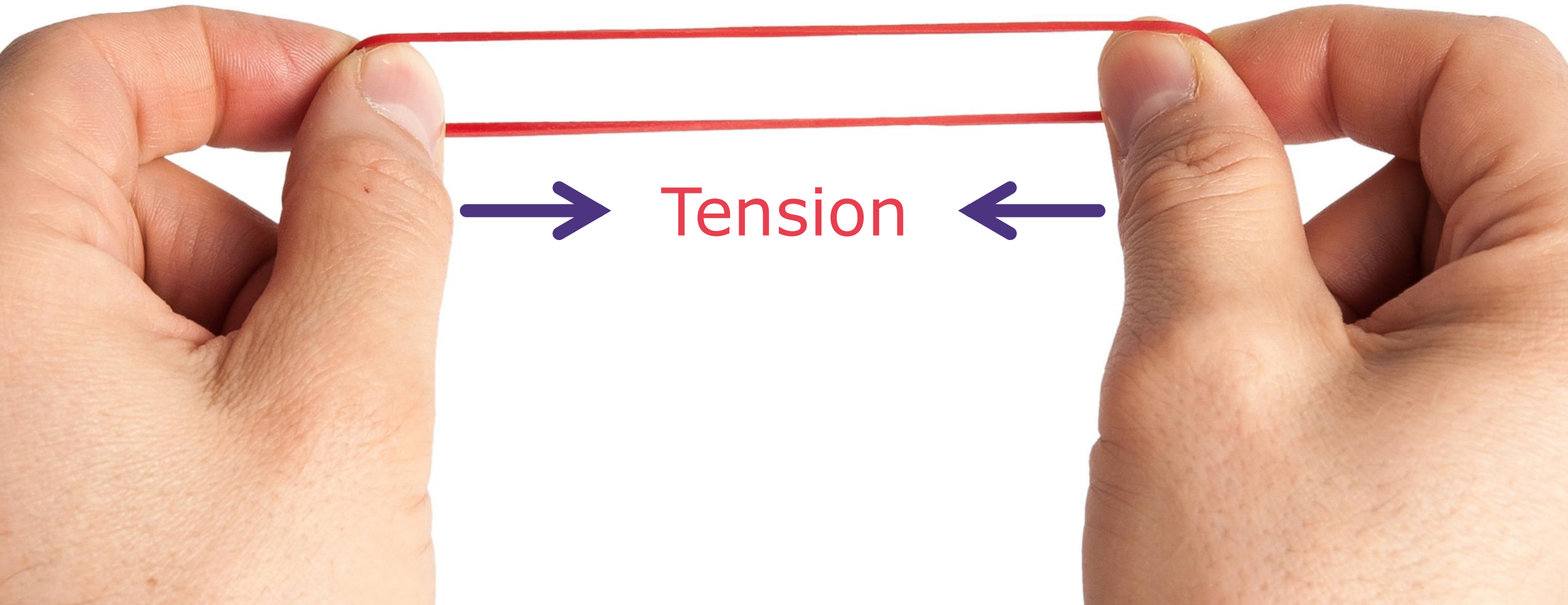
**Me. Us. It.**



# The Rubber Band

Current Reality

Vision



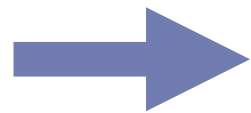
Tension



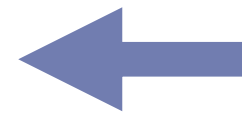
# The Rubber Band

Current Reality

Vision



Tension



Me



Me

Us



Us

It



It

## 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**

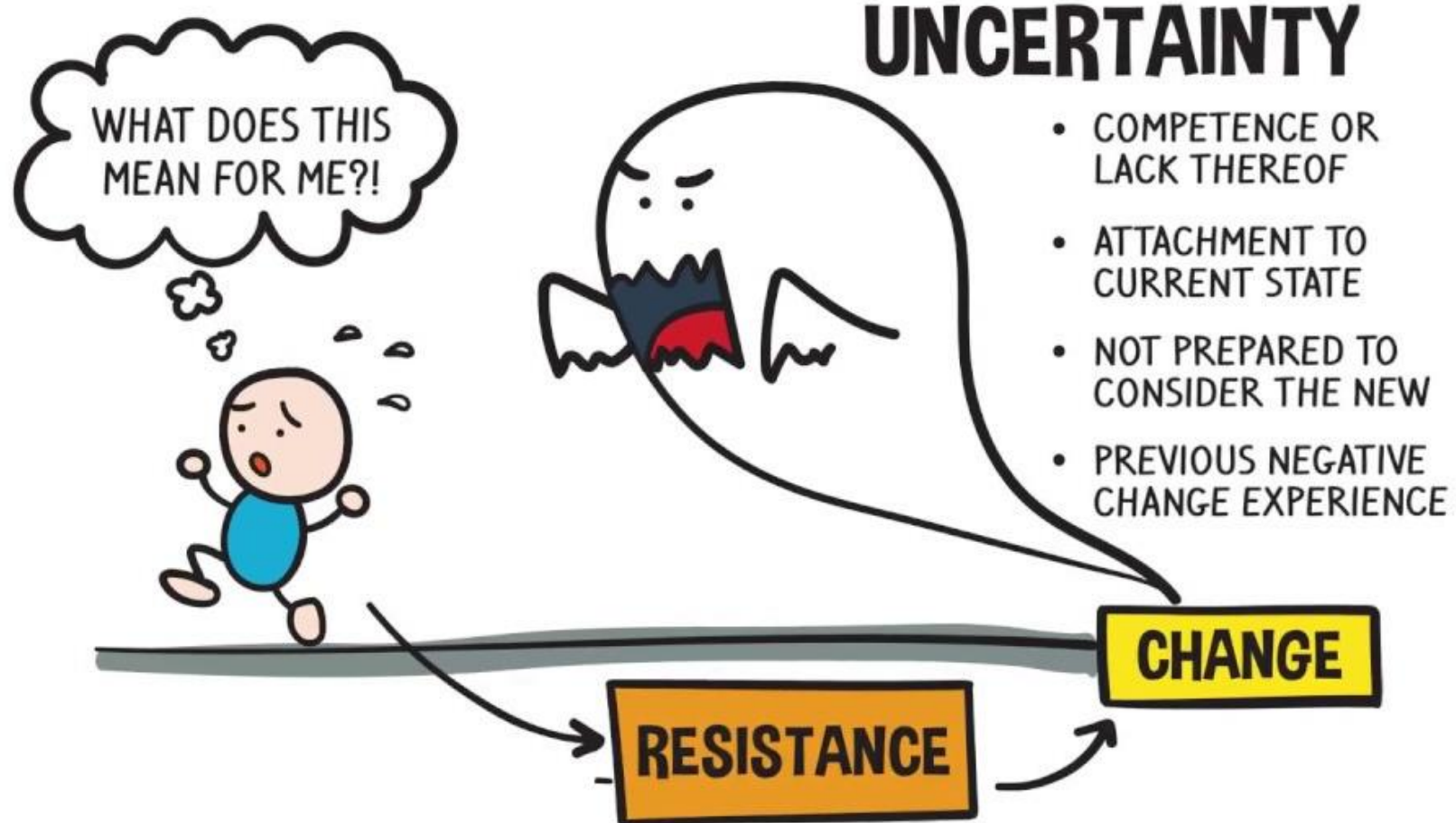
*"I've been told I need to be more creative..."*

**Think** – topics  
and challenges

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

and why people  
**resist**





# 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

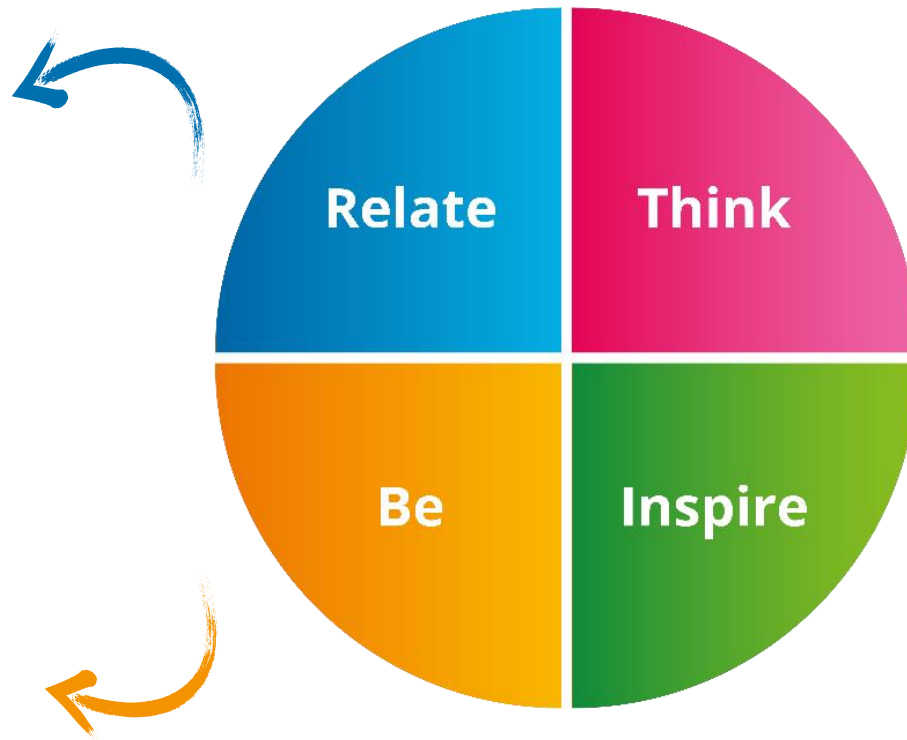




## What is one action you commit to as a result of today's session?

- 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.

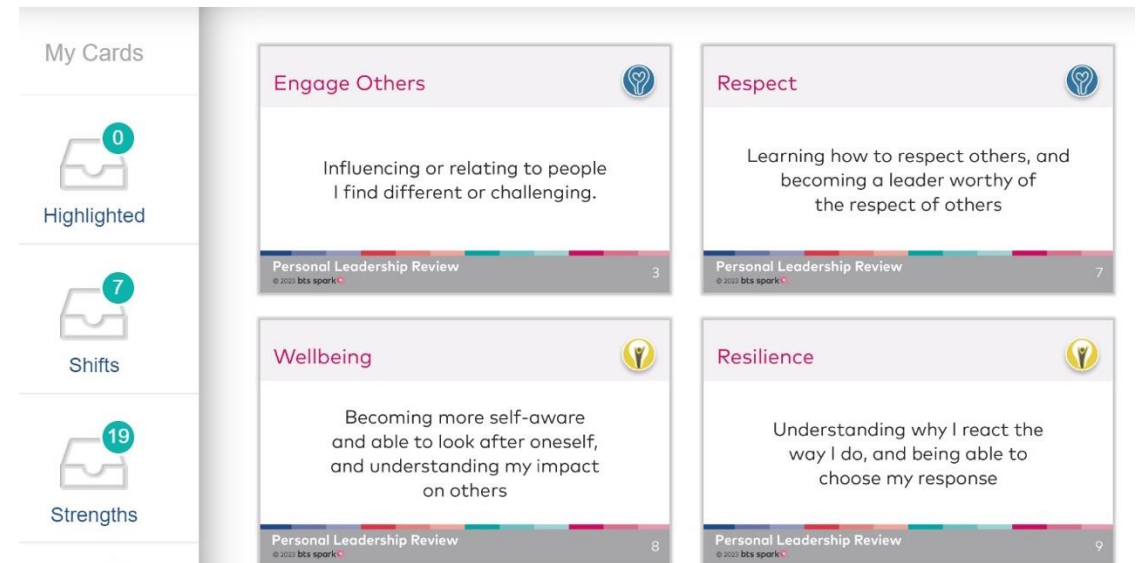
# Personal Leadership Review

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/>



# Coaching Give-Away

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



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