

# How can I lead through learning?

## 1 Learn alongside those you lead.



Learning leaders are, above all, active learners in the communities they lead. They continuously pursue improvement, applying to their own work the learning mindsets and practices they expect others to adopt.

Learning leaders see every strategy, practice, and action as today's best hypothesis, positioning their system to test and refine those theories as it works to meet the needs of every student and community it serves.

## 2 Enable your system to strive for ever better.

- **Design to measure the full system, not only its component parts:** Learning leaders develop and facilitate robust, collaborative learning and formative measurement routines that act as early alerts and allow actors to identify, learn from, and address divergences between strategy, implementation, and expected results.
- **Design systems that learn in community, not silos:** Strong leaders help others learn in community, identifying high-leverage partnerships that cross traditional boundaries and connecting stakeholders so they can work in tandem to develop systemic solutions to shared challenges. Understanding that those closest to and most affected by problems bring unique insight to problem-solving, learning leaders empower proximate stakeholders to identify and directly shepherd system improvement efforts.
- **Facilitate, rather than dictate.** Learning leaders understand that enforcing rules-based, routinized practices across divergent contexts will never spur sustainable progress toward equity. Instead, learning leaders create a strong shared impetus and boundaries for learning, and then help local actors develop tailored approaches to improvement in their own context.



## 3 Be explicit about your approach to leadership.



By explicitly articulating their strategy for designing, guiding, and participating in learning and improvement, learning leaders flip the traditional leadership script, committing publicly to learning, positioning themselves to measure and continuously refine their own practice, and becoming accountable to their community.