

Priorities. Then resources. Then processes.

Start at the top. Fill it in alone. Three copies on the table: Head, a coordinator, a teacher. The mismatches are the meeting.

IF YOU REVERSE IT

Processes → resources → priorities

A training catalogue. A new platform. Then a hunt for something worth the spend. You train for everything and follow nothing.

THIS ORDER

Priorities → people you have → few routines

Name the two or three. Grow capacity in the building. Keep only the rhythm a teacher will still follow in November.

How. Twenty minutes. No shared document. Write what is true this term, not the plan. Read the three pages out loud. Do not reconcile as you go.

1

START

PRIORITIES

The two or three that pull the rest.

LOOK FOR

What students say is standing in the way.

STILL IN JUNE

What you would still argue about if you dropped ten other things.

PULL

What, if it moved, would move other work without a new project.

Write. If you got them right this year, what would move the school? Then name ten you will drop.

In the building. Every student had an adult who checked in regularly — not when something had already gone wrong — and who followed the goals that student actually had.

2

THEN

RESOURCES

Capacity already in the building.

LOOK FOR

Who already does this well. Who is one term away.

GROW IT

Six weeks beside a colleague, not a course.

MAKE ROOM

Time and money last term that were not in service of the two or three.

Write. Are you growing the teachers you have, or waiting for a hire the budget will not give you? What comes off their plate?

3

THEN

PROCESSES

The rhythm that survives October.

LOOK FOR

Who, how often, what is written down, what happens when it slips.

WEDNESDAY

Could a teacher follow it in November from one page?

REACH

Students and teachers, or only the folder.

Write. What is the actual rhythm that makes the priority real? Would a teacher still follow it on a Wednesday in November?

ROBINSON

Leadership that moves achievement sits close to teaching and learning, not to the announcement.

MARZANO, WATERS, MCNULTY

Twenty-one responsibilities cannot all be priorities. Choose, or none of them are.

FULLAN

What lasts is what happens on a Wednesday, not what was launched in August.

Three copies: Head, coordinator, teacher. Nordic Education Academy, Copenhagen. Not a scorecard. Not a staff ranking.