

Figure 1.2: The Twelve Lenses of Leadership and Related Priorities

Lens 1	Leadership Providing leadership while helping everyone learn to lead themselves	Listening
Priorities	Influencing, Shepherding	Empowering, Connecting
Lens 2	Breadth Implementing needed initiatives and ensuring mastery of initiatives	Depth
Priorities	Networking, Innovating	Legacy, Mastery
Lens 3	Community Building a collaborative culture while meeting individual needs	Individual
Priorities	Relationships, Collaboration	Individuality, Personal development
Lens 4	Reality Accounting for very real barriers of time, resources, and so on, while leading toward a purposeful vision	Vision
Priorities	Realism, Balance	Visioning, Optimism
Lens 5	Continuity Building on current success while changing to meet the future	Change
Priorities	Experience, Creativity with the known	Challenge, Creativity with the new
Lens 6	Short Term Addressing current needs while working toward systemic change	Long Term
Priorities	Efficiency	Adaptability
Lens 7	Logic Determining universal principles and rules and accounting for individual needs and perspectives	Values
Priorities	Fair-mindedness	Empathy
Lens 8	Outcomes Moving toward organizational success and creating a culture of collective efficacy	People
Priorities	Results, Measurability	Trust, Appreciation
Lens 9	Power To Effectively using positional power while effectively sharing power	Power With
Priorities	Expertise	Openness
Lens 10	Clarity Clarifying expectations and remaining open to new processes and ideas	Flexibility
Priorities	Organization, Accountability	Originality, Autonomy
Lens 11	Predictability Setting goals and making plans while preparing for ever-changing environments and an uncertain future	Possibility
Priorities	Dependability	Complexity
Lens 12	Goal orientation Making whole-child achievement progress while ensuring that adults and students have purpose	Engagement
Priorities	Achievement, Perseverance	Enjoyment, Fulfillment