

## **The Hub Leadership Framework:**

### **The domains of hub leadership practice & the challenges hub leaders face as they build and sustain their improvement network**

1. *Developing and sustaining the hub as an organization*, including staffing and coordinating the hub team, building improvement capabilities in the hub, and analyzing and improving hub operations.
2. *Building and managing the improvement network as an organization*, including building formal and social infrastructure connecting the hub and members, coordinating and managing activities among the hub and members, and coordinating with districts.
3. *Supporting improvement activity within the network* by developing and modeling capabilities, routines, tools, and norms that support members in engaging in iterative analysis, design, implementation, and evaluation.
4. *Integrating equity into the network*, including attending to equity both in developing the formal and social infrastructure of the network and in designing and pursuing improvement activities.
5. *Managing relationships external to the improvement network*, including relationships with funders, evaluators, and the “permanent” organizations in which the hub and members are situated.
6. *Analyzing and improving the network as a learning system*, in collaboration with network members and other stakeholders.
7. *Putting out fires related to system alignment and change management*.

#### **Challenges of System Alignment**

*Conditions in the schools and districts that may create challenges for improvement networks.*

1. Time for improvement work in schools and districts.
2. Commitment to this NSI among school teams and leaders.
3. Instructional program (i.e., instructional vision, curriculum, and assessments) in schools and districts
4. Data systems in schools and districts.
5. Capabilities for improvement work in schools and districts.
6. Culture of improvement in schools and districts.
7. Coordination between this NSI and other improvement initiatives in schools and districts.
8. Support for this NSI from school and district decision makers.
9. Exercising influence as a hub leader with school and district decision makers.
10. Commitment to sustaining this NSI in schools and districts.

#### **Challenges of Change Management**

Challenges that may arise in *managing change* in an improvement network.

1. Recruiting and retaining capable members for this NSI's hub.
2. Recruiting and retaining capable educators and school/district leaders in this NSI.
3. Maintaining effective communication throughout this NSI.
4. Maintaining others' commitment and engagement in this NSI.
5. Managing others' stress and providing emotional support.
6. Maintaining collective focus amidst uncertainty and ambiguity.
7. Managing conflicts and tensions among members of this NSI.
8. Managing power dynamics between the hub, schools, and districts.
9. Consolidating learning and managing knowledge.
10. Knowing if we are succeeding in our improvement work.

# The Domains of Hub Leadership Practice, Unpacked

## 1. Developing and sustaining the hub as an organization

- Staffing and developing the hub as a team.
- Coordinating and managing hub operations.
- Building improvement capabilities in the hub.
- Analyzing data and evidence to support hub operations.

## 2. Building and managing the improvement network as an organization

- Building systems and structures connecting the hub, schools, and (if applicable) districts.
- Coordinating and managing activities among the hub, schools, and (if applicable) districts.
- Developing social relationships, norms, and culture among the hub, schools, and (if applicable) districts.

## 3. Supporting improvement activity within the network

- Developing improvement capabilities, routines, and tools in schools and (if applicable) districts.
- Collaborating in improvement activities in schools and (if applicable) districts.
- Analyzing data and evidence generated from improvement activities in schools and (if applicable) districts.

## 4. Integrating equity into the network

- Developing and/or facilitating hub- or network-facing professional learning focused on equity.
- Attending to equity in staffing the hub team (e.g., hiring and retaining diverse staff).
- Integrating equity within improvement activities in the network (e.g., discussing the equity implications of change ideas, focusing on equity during coaching sessions, providing disaggregated data, using equity pauses, etc.)

## 5. Analyzing and improving the network as a learning system, in collaboration with network members and other stakeholders.

- Analyzing data about how this NSI functions as a learning community.
- Discussing how this NSI functions as a learning community with other leaders and/or stakeholders.
- Developing and evaluating interventions and strategies for improving how this NSI functions as a learning community.

## 6. Managing relationships external to the improvement network

- Managing relationships between *your network's hub* and the organization by which you are formally employed.
- Managing relationships between *your network's hub* and external stakeholders.
- Managing relationships between *your network* and external stakeholders.

## 7. Putting out fires related to system alignment and change management

- System alignment
- Change management