Works Cited

Celep, C. (2000). Teachers' organizational commitment in educational organizations. *National Forum of Teacher Education Journal, 10E*(3), 1–22.

Chen, Z., Zhu, J., & Zhou, M. (2015). How does a servant leader fuel the service fire? A multi-level model of servant leadership, individual self-identity, group competition climate, and customer service performance. *Journal of Applied Psychology, 100*(2), 511–521. https://doi-org.seu.idm.oclc.org/10.1037/a0038036.supp

Cobanoglu, N. (2020). Investigation of shared leadership and organizational commitment in primary and secondary schools: Malatya case. *International Journal of Educational Methodology, 6*(3), 613–629. https://doi.org/10.12973/ijem.6.3.613

Darling-Hammond, L., Wei, R. C., Andree, A., Richardson, N., & Orphanos, S. (2009). Professional learning in the learning profession. *National Staff Development Council, 12.*

Eckert, J. (2019). Collective leadership development: Emerging themes from urban, suburban, and rural high schools. *Educational Administration Quarterly, 55*(3), 477–509. https://doi-org.ezproxy.lib.ou.edu/10.1177/0013161X18799435

Ericsson, K. A., Krampe, R. T., & Tesch-Römer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review, 100*(3), 363.

Glanz, J. (2005). *What every principal should know about operational leadership.* Corwin Press.

Grice, C. (2019). 007 Spies, surveillance and pedagogical middle leadership: For the good of the Empire of Education. *Journal of Educational Administration and History, 51*(2), 165–181. https://doi.org/10.1080/00220620.2019.1583173

Gu, J., Chen, Z., Huang, Q., Liu, H., & Huang, S. (2016). A multilevel analysis of the relationship between shared leadership and creativity in inter-organizational teams. *The Journal of Creative Behavior, 52*(2), 109–126.

Hallinger, P., Gümüş, S., & Bellibaş, M. Ş. (2020). 'Are principals instructional leaders yet?' A science map of the knowledge base on instructional leadership, 1940–2018. *Scientometrics, 122*(3), 1,629–1,650.

Hargreaves, A., & Dennis, S. (2020). Leading from the middle: Its nature, origins and importance. *Journal of Professional Capital and Community, 5*(1), 92–114. https://doi.org/10.1108/JPCC-06-2019-0013

Hiebert, J., & Stigler, J. W. (2017). Teaching versus teachers as a lever for change: Comparing a Japanese and a U.S. perspective on improving instruction. *Educational Researcher, 46*, 169–176.

James-Ward, C., & Abuyen, J. (2015). McREL leadership responsibilities through the lens of data: The critical nine. *Global Education Review, 2*(3), 82–93.

Jensen, B., Roberts-Hull, K., Magee, J., & Ginnivan, L. (2016). *Not so elementary: Primary school teacher quality in high-performing systems*. National Center on Education and the Economy.

Jensen, B., Sonnemann, J., Roberts-Hull, K., & Hunter, A. (2016). *Beyond PD: Teacher professional learning in high-performing systems.* National Center on Education and the Economy. http://www.ncee.org/wp-content/uploads/2015/08/BeyondPDWeb.pdf

Johnston, S. M. (2021). *The great resignation in teaching: Servant leadership impact on teacher retention, job satisfaction, and principal efficacy during the COVID-19 pandemic* [Unpublished doctoral dissertation]. Southeastern University.

Leithwood, K., Harris, A., & Hopkins, D. (2019). Seven strong claims about successful school leadership revisited. *School Leadership & Management, 40*(4), 1–18. https://doi.org/10.1080/13632434.2019.1596077

Lunenburg, F. C., & Ornstein, A. (2021). *Educational administration: Concepts and practices.* Sage Publications.

Lyon, A. R., Corbin, C. M., Brown, E. C., Ehrhart, M. G., Locke, J., Davis, C., Picozzi, E., Aarons, G. A., & Cook, C. R. (2022). Leading the charge in the education sector: development and validation of the school implementation leadership scale (SILS). *Implementation Science, 17*, 48. https://doi.org/10.1186/s13012-022-01222-7

Lyons, L., Brasof, M., & Baron, C. (2020). Measuring mechanisms of student voice: Development and validation of student leadership capacity building scales. *AERA Open, 6*(1). http://dx.doi.org/10.1177/2332858420902066

Marks, H. M., & Printy, S. M. (2003). Principal leadership and school performance: An integration of transformational and instructional leadership. *Educational Administration Quarterly, 39*(3), 370–397. https://doi-org.ezproxy.lib.ou.edu/10.1177/0013161X03253412

Margolis, J. (2012). Hybrid teacher leaders and the new professional development ecology. *Professional Development in Education, 38,* 291–315.

Palta, A. (2019). Examination of teachers' perceptions about servant leadership and organizational commitment. *International Education Studies, 12*(4), 36–41.

Pietsch, M., Tulowitzki, P., & Koch, T. (2018). On the differential and shared effects of leadership for learning on teachers' organizational commitment and job satisfaction: A multilevel perspective. *Educational Administration Quarterly, 55*(5), 705–741.

Rouleau, K. (2021). *Balanced leadership for student learning: A 2021 update of McREL's research-based school leadership development program.* McREL International.

Shields, C. M., & Hesbol, K. A. (2019). Transformative leadership approaches to inclusion, equity, and social justice. *Journal of School Leadership, 30*(1), 3–22. https://doi.org/10.1177/1052684619873343

Stosich, E. L. (2020). Central office leadership for instructional improvement: Developing collaborative leadership among principals and instructional leadership team members. *Teachers College Record, 122*(9), 1–42.

Tan, C. Y., Gao, L., & Shi, M. (2022). Second-order meta-analysis synthesizing the evidence on associations between school leadership and different school outcomes. *Educational Management Administration & Leadership, 50*(3), 469–490.

Torres, A. C., Bulkley, K., & Kim, T. (2020). Shared leadership for learning in Denver's portfolio management model. *Educational Administration Quarterly, 56*(5), 819–855.

Urick, A., & Bowers, A. J. (2014). What are the different types of principals across the United States? A latent class analysis of principal perception of leadership. *Educational Administration Quarterly, 50*(1), 96–134.

van Vugt, M., & Ronay, R. (2014). The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review, 4*(1), 74–95.