

Shaked, H., Benoliel, P., Nadav N., & Schechter, C. (2018). Principals' systems thinking: The meaning and measure of a leadership construct. In H. Shaked, C. Schechter & A. Daly (Eds). *Leading holistically: How schools, districts, and states improve systemically*. New York: Routledge.

**Regarding each of the following behaviors, please indicate to what extent it characterizes your principal:**

	NEVER	SELDOM	SOMETIMES	OFTEN	ALWAYS
The principal spots small events that are nevertheless meaningful	1	2	3	4	5
The principal tends to take unexpected occurrences into account	1	2	3	4	5
The principal explains decision-making processes in accordance with the school's goals	1	2	3	4	5
The principal tends to take different points of view into consideration when deciding on various matters	1	2	3	4	5
The principal tends to involve teachers in decision-making processes	1	2	3	4	5
The decisions made by the principal are based on the school's policy	1	2	3	4	5
The principal usually tries to figure out how various events have led to each other	1	2	3	4	5
The principal engages in dialogue with those holding educational outlooks that differ from his/her own	1	2	3	4	5
The principal tends to suggest solutions that affect the entire work environment, rather than just specific details	1	2	3	4	5
The principal attempts to identify repetitive patterns in the information at hand	1	2	3	4	5
At meetings and discussions, the principal tries to present most points of view	1	2	3	4	5

The principal functions well also in ambiguous situations	1	2	3	4	5
During decision-making, the principal tends to view the entire picture before examining its details	1	2	3	4	5
The principal takes into account that the effects of a certain action may vary in different situations	1	2	3	4	5
The principal acts with the understanding that small changes can bring about significant results	1	2	3	4	5
The principal tries to understand how certain components of the school affect the way other components in it function	1	2	3	4	5
When making decisions the principal is aware that his/her assumptions may be incorrect	1	2	3	4	5