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Leadership that makes a difference

July 11, 2014

Leadership

- Self reflect:
  - Define 'leadership' as it applies to your school, i.e.
    - How would your staff define leadership?
    - Who determines it?
    - Describe a success and the factors related to leadership that contributed to this success

- Pair and Share
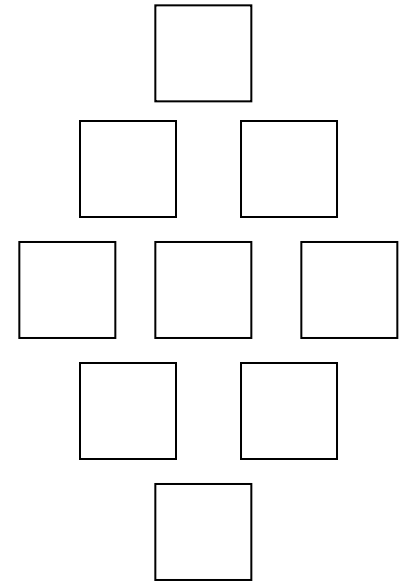 - In pairs find similarities/differences in your reflections

Diamond Ranking

Pairs

- Each pair selects 9 items, in relation to the criteria.
- Each pair ranks the items in layout as above with the most 'valued' words, in relation to the concept of leadership, at the top and the least 'valued' at the bottom.
- Each pair links up with another pair and shares their own rankings with the other.

Fours

- Each group of four creates a new diamond from the items using the same criteria.

Hargreaves (2014)* argues that standards, which were intended to help us understand our work, have been elevated to the status of law and used as an accountability tool to measure compliance.

- even an interesting quote for the application of IB Standards and Practices.

* Hargreaves et al (2014 April) *Professional Capital in the 21st Century School* Keynote address presented at RELC Conference in Singapore

Leadership as…

	Entity (position/authority)	Generative (relational space of influence)
Purpose	Efficiency and Effectiveness	Opportunities
Outcomes	• Increased economic value of students we produce • Unsustainable workload	• Opening possibilities • Shared aspirations
Focus	• Restricted to vision of one person (not a holistic engagement) • Selling the vision • Surrendering personal needs to greater good • 'us' and 'them' (doers versus thinkers)	• Between people with and without formal positions (can occur in absence of authority) • Experienced in situ • Co-constructed between the participants

Generative space approach invites a reorientation that does not disregard accountability but approaches it from another angle, where:

**It is fed by curiosity, engagement and passion.
It is always emerging and taking new forms.**

Bell (2014) *Exploring Generative Spaces: Leading the PYP*

Finding generative spaces

Assume something is already working
Identify generative spaces (individually or collectively) Where is life in our practice?
Tell tale signs are: • Where are people drawn to?   • Where do they find meaning?/ Where do they linger?   • Where is there already active dialogue and enthusiasm?
Inquire further: • What are these spaces like?   • How do we experience them?   • When do they arise?   • What might enable and sustain them?

What we pay attention to grows – enabling generative spaces

Informal	• **Offer strength based reflections of the way people are working together** • **Acknowledge moments of enjoyment, challenge and inspiration** • **Get engaged, ask provocative questions seek a groups wisdom**
Formal	• Regular engagement in dialogue at group meetings • Journals other forms of recording to focus and provide opportunities for reflection • Analysis of a moment or event

Leadership:

a contemplative reflection on what gives life

A shift from a preoccupation with standards, outcomes and the measureable

To move towards a 'generative spaces' approach to leadership

SOAR with strengths rather than SWOT weaknesses and threats

S	Strengths	Reflect on what has worked well and where the 'life' is
O	Opportunities	Where are the opportunities for growth?
A	Aspirations	Hopes, dreams and wishes
R	Results	Developing a sustainable commitment and the ways it might be enabled

Bell and Palmer (in press) Shaping a strengths-based approach to relational leadership

Closing thoughts

Interconnectedness:

- Based on relationships
- Promotes IM
- Promotes collective responsibility – power to make a difference is enhanced when it is shared
- Involves the co-construction of meaning
- Leadership emerges between people
- Leveraging the strengths between us rather than attempting to fill the gaps of identified defiects
- Sustainable and locally situtated

Connect, Extend, Challenge

Connect	Extend	Challenge
How are the ideas on leadership presented in this session connected to what you already know and practice?	What new ideas or thoughts did you get that extended your thinking in new directions?	What challenges or puzzles have been raised in your mind from the presentation?

Ritchhard, Church and Morrison (2011) *Making Thinking Visible: How to promote engagement, understanding and independence for all learners* Jossey-Bass, San Franciso CA