

**Alberta Charter Schools  
Administrators**

*Exemplary Leadership  
for the Transformation  
of Education in Alberta*

**October 25, 2012**

**Joe Frank**

# **TAAPCS/Alberta Education School Leadership Project**

As we continue our exploration of the 7 school leadership competencies, we invite you to become engaged in a process of reflection and dialogue by making reference to and contributing to the blogs at:

[www.taapcs.ca](http://www.taapcs.ca)

[www.calgaryscienceschool.blogspot.ca/](http://www.calgaryscienceschool.blogspot.ca/)

# A Framework for School Leadership in Alberta



## Alberta School Leadership Framework Vision

All Alberta schools are served by suitable, highly competent educational leaders who create learning cultures through which each student has an opportunity to engage in quality learning experiences that lead to achievement of the goals of education and address the student's learning and developmental needs. In this context, student engagement refers to three dimensions of the learning experience – social, emotional and intellectual—that result in students' becoming engaged thinkers and ethical citizens, and their development of an entrepreneurial spirit. Quality learning experiences are school-sponsored activities that foster students' capacity to think critically, be resilient, adaptable and confident in their abilities, take personal responsibility for life-long learning and collaborate to achieve a common purpose.

A collective 'ownership' of education is promoted by school leaders by building the leadership capacity of all members of the school community and engaging them through opportunities to be meaningfully involved in decision-making, to develop shared values, beliefs and vision, and to help create an effective learning culture for all.

# **School Leadership Inspirational Statement**

True leadership is about creating a domain in which we continually learn and become more capable of participating in our unfolding future. A true leader thus sets the stage on which predictable miracles, synchronistic in nature, can and do occur.

(“Synchronicity: The Inner Path of Leadership” Joseph Jaworski)

A predictable miracle is just what is beyond our current understanding and way of doing.

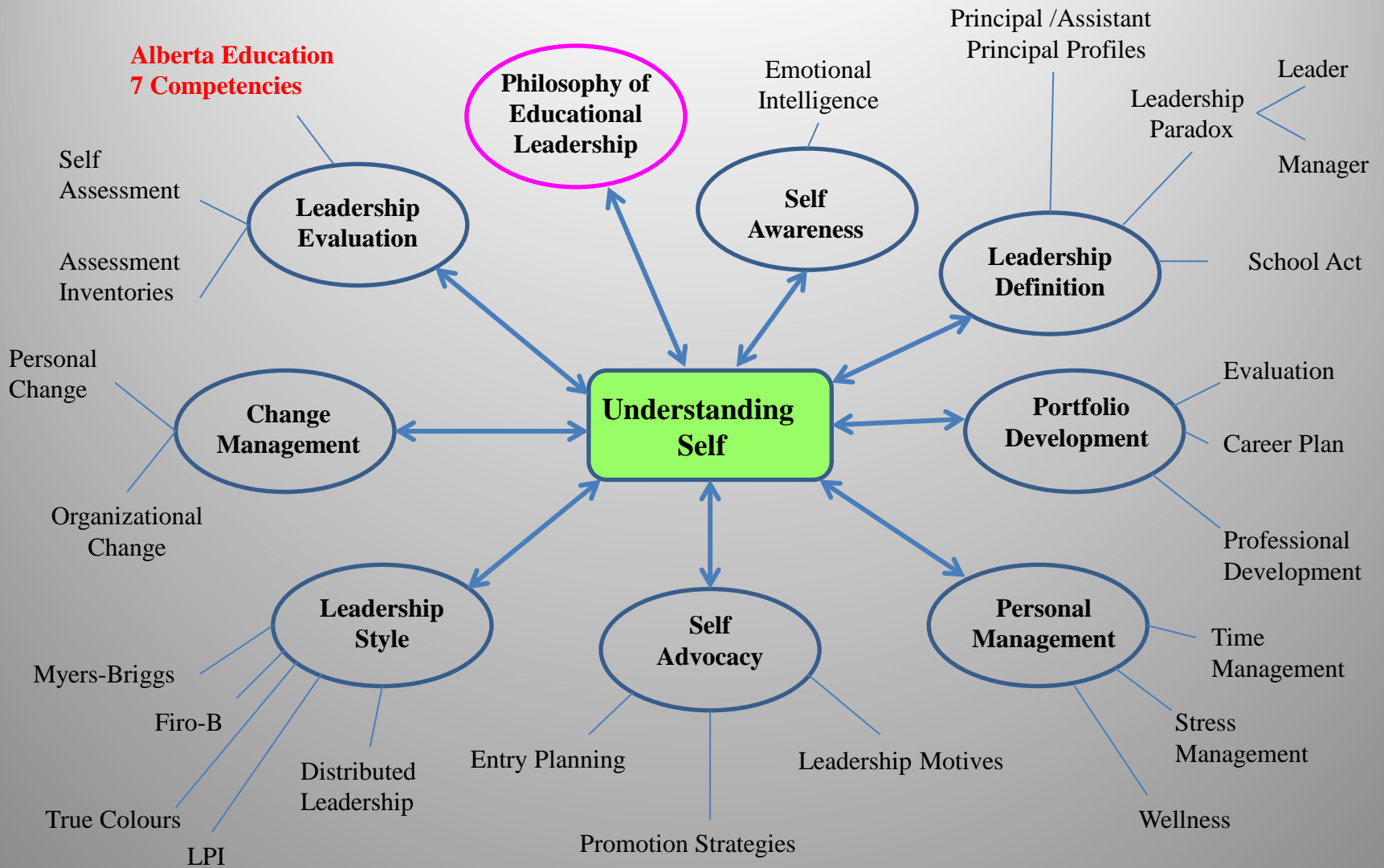
# **Leadership Dimension Five**

## **Developing and Facilitating Leadership**

### **Free Fall Writing**

- Take 5 minutes to record your thoughts on leadership development – what does it involve; what does it look like?
- Identify key themes relating to leadership development from your reflections.

# Unit I: Self as Leader



# Leadership Dimension Five

## Developing and Facilitating Leadership

The principal promotes the development of leadership capacity within the school community – students, teachers and other staff, parents, school council for the overall benefit of the school community and education system.

### Descriptors

The school principal:

- a) demonstrates informed decision making through open dialogue and consideration of multiple perspectives
- b) promotes team building and shared leadership among members of the school community
- c) facilitates meaningful involvement of the school community, where appropriate, in the school's operation using collaborative and consultative decision-making strategies
- d) identifies and mentors teachers for future educational leadership



# Leadership Dimension Five

## Developing and Facilitating Leadership

Are leaders made or born?



## **Leadership Dimension Five**

### **Developing and Facilitating Leadership**

The best organizations in the world have effective leaders who nurture the development of other leaders at all levels of the organization.

The ultimate test of a leader is not whether he or she makes smart decisions and takes decisive action, but whether he or she teaches others to be leaders and builds an organization that can sustain its success even when he or she is not around.

Such organizations have established Leadership Engines.

- Eli Cohen

# Leadership Dimension Five

## Developing and Facilitating Leadership

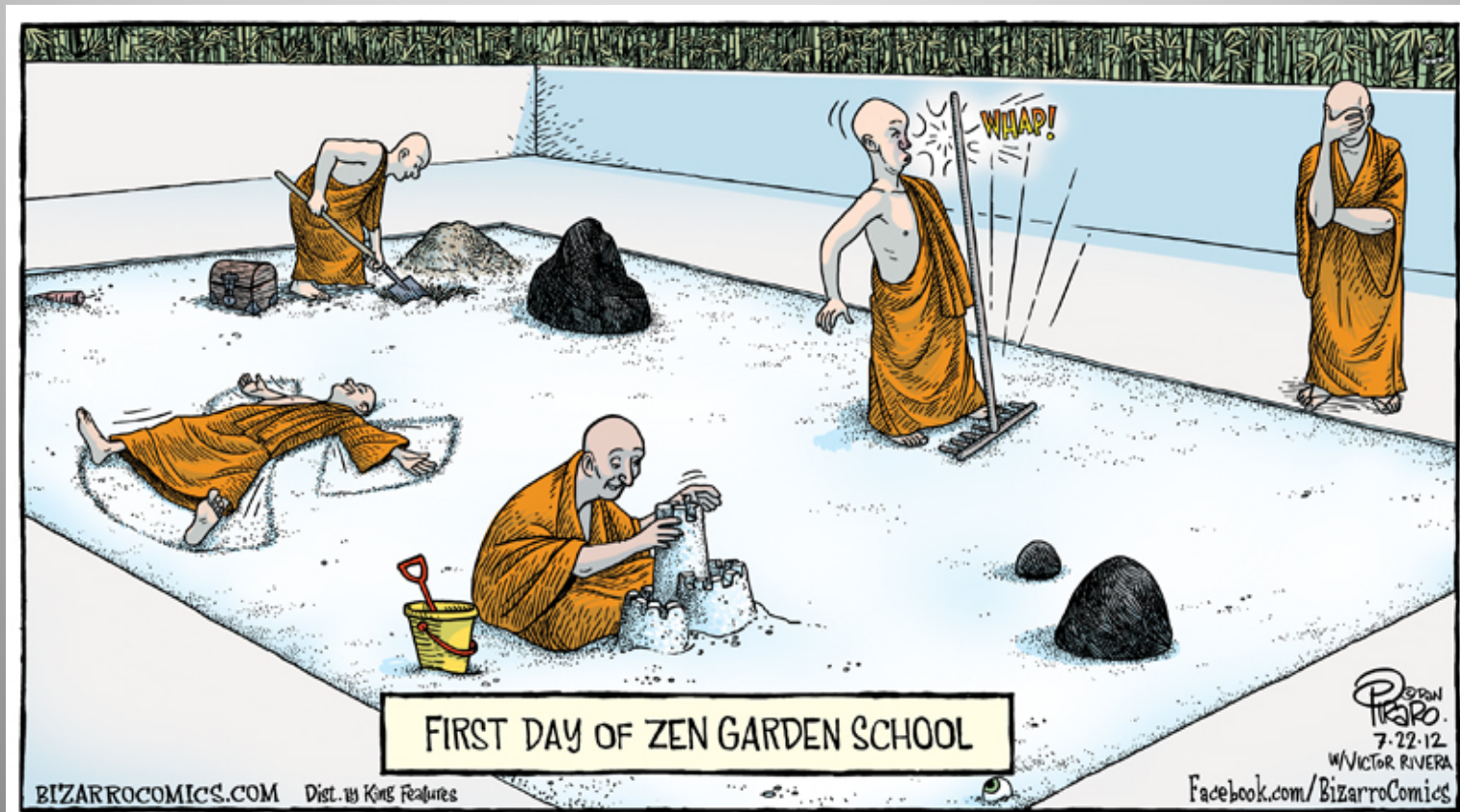
### **EXERCISE:**

Everyone has enjoyed leadership success at some point. At some time, whether in high school or university, on the athletic field, in a community or church group or at work, we have all made things happen through other people that otherwise may not have occurred.

- Reflect back on your lives, personal or work, and think about a leadership success that you have enjoyed.
- Once you have a clear picture in your mind, tell your story to someone else.
- Now reflect on what made the experience successful?  
(*personal benchmarking*)

# Leadership Dimension Five Developing and Facilitating Leadership

## Identifying potential leaders



# **Leadership Dimension Five**

## **Developing and Facilitating Leadership**

### **Exercise**

How do you identify potential school leaders? What do you look for?

- Reflect individually.
- Share with someone else.
- Share with the group.



8 TYPES OF LEADER

FOLLOW ME!  
OOH, WAIT,  
A SHINY  
NEW THING




**VISIONARY**

SORRY, OUR  
PLAN DOESNT  
SPECIFY BATHROOM  
BREAKS




**OPERATOR**

MAYBE WE  
SHOULD JUST  
TAKE A  
VOTE



**COMPROMISER**

WHEN I SAY  
JUMP, YOU  
SAY HOW  
HIGH



**DRILL SERGEANT**

YOU GUYS  
ROCK! WHO  
WANTS  
PIZZA?



**CHEER LEADER**

OUR STRATEGY  
IS WHOEVER  
I TALKED  
TO LAST



**PARROT**

BLAH BLAH  
BLAH BLAH  
BLAH BLAH  
BLAH BLAH



**WIND BAG**

PLAY HARBALL  
AND GIVE  
IT 110%



**COACH**

*Leadership is messy – there are no easy answers. (Ron Hiefetz)*

# Leadership Dimension Five

## Developing and Facilitating Leadership

Leadership development is about growth or “stretch.” Leaders who use stretch assignments must walk a fine line. The goals must be high enough to inspire extraordinary efforts, but they can’t appear so unreasonable or unattainable as to discourage people from reaching for them.



# **Leadership Dimension Five**

## **Developing and Facilitating Leadership**

### **Action Strategies for Developing Leadership**

What strategies do you suggest in approaching leadership development for others?

Reflect individually, tell someone else, share with the group



# Leadership Dimension Five

## Developing and Facilitating Leadership

*When confused as to how you're doing as a leader, find out how people you lead are doing. You'll know the answer.*

- L. Bossidy, CEO Allied Signal



# Leadership Dimension Five

## Developing and Facilitating Leadership

### Exercise

Just as all of us have enjoyed success, we have also experienced the pain of leadership failure. Learning to be a leader requires looking back and learning from past mistakes so that you don't repeat errors in judgment or mistreat people.

As you reflect back on your life, what was your most disappointing experience as a leader?

- individual reflection, share with someone, share with the group.

# **Leadership Dimension Five**

## **Developing and Facilitating Leadership**

### **Action Strategies for Developing Leadership**

- provide learning experiences in authentic contexts (job embedded)
- effective leaders integrate their leadership development and coaching into the fabric of their everyday lives
- take every opportunity to have a teachable moment – make every meeting, every decision, every change to organizational structure with developing others in mind.
- effective leaders tell stories to stir the emotions and touch the heart.

# Leadership Dimension Five

## Developing and Facilitating Leadership

### Action Strategies for Developing Leadership

#### Leading with questions:

- leading with questions promotes a culture of inquiry and a culture of inquiry builds learning. Questions, especially challenging ones cause us to think and learn.
- leading with questions for: information, motivation, clarity, challenge, probing, empowerment, problem-solving, evaluation, etc .
- inquiry and collaborative action normally go together. It is hard to collaborate without asking and answering questions.
- “Questions create the conditions that foster openness and release energy. People are energized when they are questioned, because they have been asked for their ideas.” (Margaret Wheatley)
- The key for leaders in asking questions is contextual: What do I want my question to accomplish?

# Leadership Dimension Five

## Developing and Facilitating Leadership

### Action Strategies for Developing Leadership

- How do you demonstrate informed decision-making through open dialogue and consideration of multiple perspectives?



*“Stop searching for consensus because the exact synonym for consensus is mediocrity.”*

- Father Bill Cunningham

# Leadership Dimension Five

## Developing and Facilitating Leadership

### Action Strategies for Developing Leadership

- How do you promote team-building and shared leadership among members of the school community?



# Leadership Dimension Five

## Developing and Facilitating Leadership

### Action Strategies for Developing Leadership

- How do you facilitate meaningful involvement of the school community in the school's operation, where appropriate, using collaborative and consultative decision-making strategies?



# **TAAPCS/Alberta Education School Leadership Project**

**...and on to Competency #6!**