



## Building Teacher Leadership

### Video Note Taking Guide

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## AGENDA



- Why should teachers be leaders?
- What is a teacher leader?
- What would teacher leaders do?
- What will be needed to recognize teacher leaders?
- What is leadership?
- Some leadership lessons from Ernest Shackleton
- What is a useful mindset for confronting challenges?
- On Monday I will----

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## Course Objectives



- Participants will understand:
- Why teachers should be leaders
  - The characteristics of teacher leaders
  - What will be needed to recognize teachers as leaders
  - Possible problems of teacher leadership
  - Common types of leadership styles
  - Common types of leadership theories

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- “Teachers are often viewed as education’s ‘franchise players’”.
- “The infinite potential the nation’s teachers possess for sharing their hard-earned knowledge and wisdom with players in education’s decision-making circles-or even for becoming part of these circles-remains largely unexploited.”

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- Why?

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- Teachers are becoming more accountable for individual student achievement
- With NCLB it is essential to develop curriculum and lessons that are aligned to standards
- New highly qualified teacher requirements should empower teachers to write professional development plans for research-based personal professional growth

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### Why Should Teachers Be Leaders?



- **To maintain school initiatives when principals and superintendents leave**
- **Promote more job satisfaction**
- **Stimulate the need to change the traditional hierarchical school organizational structure**
  - Organizations succeed as teams

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### So, A Teacher Leader Is -



- **Someone who works with teacher colleagues with the intent to improve student achievement, teacher quality, and organizational culture**

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### What Would Teacher Leaders Do?



- **Collect and review research and evidence-based information on education**
- **Implement and facilitate collaborative professional development activities**
  - Study groups
    - Book
    - Content-based lesson study
    - Professional development teams

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### What Would Teacher Leaders Do?



- Create an organizational culture for success
- Select textbooks and other instructional materials
- Participate in peer evaluations
- Make budget decisions
- Help decide student promotion and retention policies

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### What Would Teacher Leaders Do?



- Write student behavior codes
- Serve as members of personnel selection teams
- Oversee induction activities
- Mentor colleagues
  - New to the profession and experienced

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### What Will Be Needed To Recognize Teachers As Leaders?



- Recognition by administrators that teachers are capable of leading and can be responsible for school success
- Recognition that contemporary theories of organizations rely on teamwork and *knowledge workers* sharing thoughts on problem solving

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## Possible Problems



- Must separate management/union issues from professional leadership activities
- Recognition that you aren't "just a teacher"
- Understanding the role of leadership
- Knowing that it is a difficult responsibility
- Possible peer unhappiness
- It is a new role for teacher/principal relationships
- Issues of "power" and "authority"

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## What Is Leadership?



- It is important to understand some styles and theories of leadership

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## Some Common Types of Leadership Styles



- **Charismatic**
  - Inspire followers on basis of personality
- **Authoritarian**
  - "Force" followers to abide by directions
- **Inspirational**
  - Gain followers through their behavior
- **Transformational**
  - Lead organization through significant change

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## Some Leadership Theories



- **Trait**
  - People possess certain traits that make them effective leaders
- **Behavioral**
  - Leaders made and not born - no one best behavior - depends on circumstances
- **Situational**
  - 9/11

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## Name Some Leaders



- Charismatic
- Authoritarian
- Inspirational
- Transformational
  
- Why did you select them?
- What did they do?
- How can you transform this work to education?

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## Distributed Leadership for Schools



- A belief that leadership teams would be better than the current leadership structure
- A process of sharing leadership across the organization
- Not the way it has “always been done”
- Expands ideas for school improvement
- Builds cooperation and trust
- Retains authority of administrators while engaging everyone in the process of school accountability

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**Some Leadership Lessons From Ernest Shackleton**



- From the book

**SHACKLETON'S WAY**

by

Margot Morrell and Stephanie Capparell

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**Ernest Shackleton**



- Took on challenge of exploring Antarctica in early 1900's
- Made numerous leadership decisions
- Didn't succeed with mission that encountered serious problems
- Saved crew

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**Shackleton's Thoughts on Developing Leadership Skills**



- Cultivate a sense of compassion and responsibility for others
- Do your part to help create an upbeat environment at work
- Be bold in vision and careful in planning. Dare to try something new, but be meticulous enough in your proposal to give your ideas a good chance of succeeding

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### Shackleton on Developing Leadership Skills



- Lead by example
- Have regular gatherings to build *esprit de corps*
- Reward the individual as well as the group. Public acknowledgment of a job well done will make an employee feel appreciated

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### Form Teams For Tough Assignments



- Divide the staff into teams. Create units that are self-sufficient, but understand they won't all be equal
- Empower the team leaders so they have the authority to handle their own group, but keep an eye on the details
- Don't be afraid to change your mind when you see your plan isn't working. You won't look indecisive if you show the logic of your changes

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### Challenges



- NCLB is challenging, but the right mindset enables people to achieve their goals
- Believing that you can succeed is essential

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In 1992, Ruth Anne Kocour's 45<sup>th</sup> birthday present to herself was to climb Mt. McKinley. She was the only woman who accompanied the other 8 amateur climbers and two professionals. At 14,000 feet, they became trapped when the worst storm ever recorded hit the mountain. For 10 days the climbers endured wind velocities of 110mph, temps of -47 degrees and -150 degrees wind chills. When the storm subsided, the team decided to continue their quest to reach Denali's summit. Their fortitude and courage made them the first to reach the summit that year.

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As any long dark dreary winter begins in June at Amundsen-Scott South Pole Station, the post becomes totally inaccessible. It was then, that Dr. Jerri Nielsen, a 47 year old emergency medicine doctor who knew little about diagnosing and treating breast cancer, discovered the lump in her breast. Summoning extraordinary courage she, with the help of doctors through video-conferencing equipment, performed needle biopsies on herself and on July 23 began chemotherapy administering the intravenous drugs herself. In October 1999, four months after the start of her ordeal, she was evacuated to the states.

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### Summary

- Why should teachers be leaders?
- What would teacher leaders do?
- How can teacher leadership be recognized?
- What is leadership?
- How can leaders create a mindset for challenges?

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**A Leadership Activity I Can Begin  
Monday When I Return To School**



- Organize a professional development group study team
- Select materials that support the mission and objectives of the school that will lead to improved student achievement and teaching skills
- Set an agenda that sustains the project beyond this school year
- Regularly seek input from the group to evaluate your work
- Set goals and benchmarks using data as evidence of success

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