

The Key Roles of Leadership

- **These apply as much to a class teacher as to the Principal and B.O.T. Chairperson** The Principal is the 'head learner'! He/she models the way.
- **Leadership is not an issue of personality** but one of providing direction, a sense of future!
- Some one once said: **'There are three important requirements for a Quality School: Leadership! Leadership! and Leadership!'**
- **Leaders have 'attitude'** - they have 'a point of view' - they challenge current expectations. They adapt never adopt - every thing is judged according to the school shared beliefs (the Vision) . They say no - they control their change agenda!
- **Leadership is all about purpose.** Purpose creates consensus, commitment and collegiality. Management is about maintenance. Both are required - but Leadership is the key to developing a shared Vision
- **Leaders focus on what is important** - makes it explicit what the school is to achieve. They limit and focus innovations - believing in doing a few things well - Quality not quantity Leaders provide clarity and a sense of shared destiny - and in turn a sense of security and hope. Clarity reduces overload complexity and in turn develops empowerment and decision making.
- **They spread optimism** - they manage the 'heart' - and they say thanks (and often get little in return). They model the way - set the example - by living their values.
- **Leaders communicate!** Communicate! and communicate! what is important
- **Leaders always expect the best** - they believe and expect everyone to continually improve. They are optimists. They enable others to act by clarifying expectations and by building trust
- **They treat people with empathy** - apply the 'Golden Rule' at all times
- **By providing clear agreed expectations** they provide paradoxically a safe environment to take risks. All learners, to be trusted, need to Know: Why? What? How? and When?
- **Leaders ensure that all understand** what criteria they have to live up to - how success is to be judged
- **They hold people accountable to agreed commitments** - even when it would be easier to ignore. Leaders have to show moral toughness. They must see conflict as an opportunity to focus on what is important.
- **Leaders give recognition to those who show initiative or appropriate behaviour** - they build on the strengths the school has. They continually provide feedback and encourage sharing.
- **They must support those who need help the most** - and provide whatever help is required.
- **They must be seen as trustworthy** - must live up to their own beliefs; practice what they preach!

If you are in a Leadership role how do you rate?



Inspirational Leadership

10 Roles



1. Provide an inspiring vision and launch a crusade
2. Help people connect their personal goals to business goals
3. Make relentless innovation a religion
4. Encourage entrepreneurial creativity and experimentation
5. Involve everyone, empower and trust employees
6. Coach and train your people to greatness
7. Build teams and promote teamwork, leverage diversity
8. Motivate, inspire and energize people, recognize achievements
9. Encourage risk taking
10. Make business fun

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Entrepreneurial Leader

Specific Attributes



Entrepreneurial leadership is leadership that is based on the attitude that the leader is self-employed.

Entrepreneurial leadership involves instilling the confidence to think, behave and act with entrepreneurship in the interests of the intended purpose of the organization to the beneficial growth of all stakeholders involved.

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Leadership Attributes

What Effective Leaders Need to Be, Know, and Do

Set Directions

- Face reality
- Focus on the future
- See change as an opportunity



Demonstrate Personal Character

- Live values, lead by example
- Have and create a positive self-image
- Display integrity & learning ability



Build Organizational Capability

- Build infrastructure
- Leverage diversity
- Build teams
- Make change happen
- Design human resource systems



Mobilize Individual Commitment

- Direct emotions
- Manage attention
- Share power and authority
- Build collaborative relationships



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Leader 360

Leadership Attributes × 360° Achievement

Leading your boss

BOTTOM-UP
Leadership

Leading yourself

SELF
Leadership

Leadership
ATTRIBUTES

Leading your
peers

LATERAL
Leadership

TOP-DOWN
Leadership

Leading your
subordinates

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