Leadership: Empowering School Leaders for 21st Century Education

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Time Frame 90-120 minutes

Essential Question(s)

What are the key principles and approaches that education professionals can adopt to become effective leaders and positively impact student learning?

Summary

Leadership is the process of working collaboratively to shape a culture of interdependence and trust to foster inclusive practices and serve a shared vision which responds to change for growth and promotes learning and empowerment for all stakeholders.

Learning Goals

- Examine the different leadership models and practices.
- Reflect on personal leadership style.
- Synthesize information, concepts, and practices from the session to illustrate a holistic view of educational leadership.

Attachments

- Four Corners Posters—Leadership Empowering School Leaders for 21st Century Education.docx
- Four Corners Posters—Leadership Empowering School Leaders for 21st Century Education.pdf
- Leadership Card Sort—Leadership Empowering School Leaders for 21st Century Education.docx
- Leadership Card Sort—Leadership Empowering School Leaders for 21st Century Education.pdf
- Leadership_Practitioner_s Brief– Leadership Empowering School Leaders for 21st Century Education.pdf
- Presentation Slides—Leadership Empowering School Leaders for 21st Century Education.pptx

Materials

- Presentation Slides (attached)
- Four Corners Posters (attached; print one-sided)
- Leadership Card Sort handout (attached; one per 2-3 participants; print one-sided, card stock, cut apart)
- Leadership Practitioner's Brief (attached; one per participant; print 2-sided)
- Chart Paper
- Markers
- Pens

Engage

Facilitator's Note: Presentation Preparation

Prior to presenting, hang up the **Four Corners Posters** around the room. Print the **Leadership Card Sort** handout. Cut out the cards and separate the scenarios and the types of leadership (servant, instructional, shared, operational) into a separate pile from the scenarios.

For the Evaluate section of this presentation, create a Padlet to reflect the questions listed down below. Add the link and a QR code to **slide 17**.

Use the attached **Presentation Slides** to guide this professional learning experience. Begin by displaying **slide 3** and introducing the Four Corners instructional strategy. Explain to the participants that they will be presented with three different questions. For each question, they need to choose the poster that best fits. Read the statements to the participants while pointing out where they are in the room. Do not inform them that these are the definitions of the different types of leadership.

- Putting teachers, students, parents, and community members' goals and well-being before my own.
- Focusing on teaching and learning practices.
- Building capacity for change and improvement and empowering others to take on decision making.
- Focusing on managerial tasks that keep the school running.

Read the question *Where do you think you spend most of your time and why?* Ask the participants to move to the poster they believe fits best. Allow participants time to move to their chosen poster. Have participants spend a few minutes discussing why they chose that specific poster. Once participants have had a chance to discuss, ask for one spokesperson from each group to share what was discussed.

Display **slide 4**, and ask the question *Where do you think you spend the least amount of your time and why?* Ask the participants to move to the poster they believe fits best. Allow participants time to move to their chosen poster. Have participants spend a few minutes discussing why they chose that specific poster. Once participants have had a chance to discuss, ask for one spokesperson from each group to share what was discussed.

Display **slide 5**, and ask the question *Where do you think you would like to spend more of your time and why?* Ask the participants to move to the poster they believe fits best. Allow participants time to move to their chosen poster. Have participants spend a few minutes discussing why they chose that specific poster. Once participants have had a chance to discuss, ask for one spokesperson from each group to share what was discussed.

Display **slide 6** and **slide 7** to share the essential question and learning objectives to the extent you feel is necessary.

Explore

Display **slide 8**, and introduce the participant to the Card Sort instructional strategy. Have participants get in groups of 2-3 at their tables. Pass out just the scenarios from the **Leadership Card Sort** handout to each group. Inform the participants that they will read through each scenario and have the group sort the cards into all the different leadership categories they can think of. Encourage them to create the card sort off to the side as it will be revisited later in the presentation.

Explain

Display **slide 9**, and introduce the CUS and Discuss instructional strategy. Inform the participants that they will only read the *School Leadership in Practice* section of the research brief. As they read, they will need to annotate the following:

- **Circle**—Something you or your organization does well
- **Underline**—Areas to improve self or organization
- **Star**—Most essential action that impacts your school or organization

Pass out the **Leadership Practitioner's Brief** handout. Provide participants with 10 minutes or so to read through the brief. As participants finish, have them discuss something they circled, underlined, and starred.

Extend

Display **slide 10**. Have participants look back at their card sort from the Explore section of the presentation. Pass out the leadership category cards from the Leadership Card Sort handout to each group. Have the groups resort their scenario cards using the four leadership categories. Provide participants with 5-10 minutes to resort their cards.

Display **slide 11**. Go over the definitions of the different types of leadership and have the participants share out scenarios that they believe represent that scenario.

Facilitator's Note: Sharing Card Sort Answers

If you would like to display all the answers to the card sort, consider unhiding **slides 13-15**. Use the slides to present the answers by each type of leadership.

Evaluate

Facilitator's Note: Anchor Chart Activity

Consider placing participants in groups of like departments or subjects for this activity. This will allow the participants to reflect on their job individually and as a team.

Display **slide 16**, and introduce the Anchor Chart instructional strategy. Tell the participants they will be creating an anchor chart that reflects everything they learned in this session and how it applies to them as a leader. Each group will need the following on their anchor chart:

- Complete the phrase "Leadership is..."
- Add examples of how they demonstrate leadership in their job.
- Draw an illustration that shows what leadership looks like for their team.

Provide participants with 15-20 minutes to complete this activity. Once all participants are finished, have one person from each group take 30 seconds to share about their Anchor Chart.

Display **slide 17**, and introduce the Mirror, Microscope, Binoculars instructional strategy. Inform the participants that this is a personal reflection on leadership, so they do not need to add their names to their responses. Provide the participants with a QR code and link to the Padlet you created. Have participants answer the following questions for each portion of the strategy.

- Mirror:
  - What have I learned about myself?
  - How has this experience changed my thinking?
- Microscope:
  - Now I can see that...
  - What required closer inspection?
  - How can this be applied?
- Binocular:
  - How is this impacted by what is going on in the world?
  - What could be done to alter or change my view of leadership?

As this is a personal reflection, allow participants to read over answers, but do not share them with the whole group.

Facilitator's Note: Mirror, Microscope, Binoculars Alternative Activity

If you prefer, you can have participants answer the questions in their own notes and keep for their own personal reflection.

Research Rationale

School leaders often are in a critical position to shape the educational culture of their schools. Though traditional ideas of school leadership have explored top-down forms, there has been a notable shift in recent years to explore ways in which leadership can be shared (Urick &Bowers, 2014). When leadership is shared, administrators and teachers are able to work together to create an environment in which students, school staff, and families feel supported (Eckert, 2019). Engaged leadership improves student achievement not only through the instructional leadership itself, but also through higher levels of teacher involvement as it relates to school improvement (Hallinger et al., 2020). When we explore the value of the school leader, we see that school leadership significantly impacts an organization's ability to positively influence teaching and learning (Leithwood et al., 2019). Considered second only to classroom teaching in its effect on student learning, school leadership is crucial to the success of school improvement efforts (Leithwood et al., 2019). Leadership and school-wide decision-making has continued to evolve in important and positive ways over time. As principals develop leaders among their staff who can share expertise and lend their talents, the workload is shared. Teachers empowered with a voice in the goals, mission, and direction of learning will experience greater satisfaction in their work, leading to retention. When leadership teams understand that flexibility is key and make choices based on data and feedback, both teams and students benefit. Through team-based leadership, schools can create the best possible learning environment for all students.

Resources

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Urick, A., & Bowers, A. J. (2014). What are the different types of principals across the United States? A latent class analysis of principal perception of leadership. *Educational Administration Quarterly,* 50(1), 96–134. https://journals.sagepub.com/doi/full/10.1177/0013161X13489019