Leadership and learning

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Is there a connection between leadership and learning?

- K-12 sector
  - Leadership second only to classroom teaching among all school related factors that contribute to student learning
  - Average correlation of 0.25 between principals leadership behaviours and student outcomes
  - In schools where transformational and shared leadership coexisted in an integrated form of leadership, teachers provided evidence of high quality pedagogy and students performing at higher levels on authentic measures of achievement

Leadership and learning in HE

- 85% of effective leadership for teaching emphasised the students' experience of studying in a continuously developing curriculum rather than on the teaching of discipline-specific knowledge and practices (Gibbs et al, 2006)

- Where subject coordinators describe their leadership as transformational teachers are more likely to perceive it as transformational and adopt teaching approaches that aspire to be supportive of student learning (Martin et al, 2003)

Write down ....

- How do you define a leader?
- What is a metaphor or comparison for leadership?
- Who do you think of as good leader?

Theories	Conception - Leadership is	Forms
Trait / Behaviour	found in the traits or personal qualities of an individual / found in the behaviour or style of an individual	Charismatic theory Autocratic , democratic, Laissez-faire
Power and influence	determined by the use of power by an individual to lead or influence others	Legitimate power Reward power Coercive power
Contingency	determined by the interaction between the individual's behaviour and the context within which they lead	Situational leadership
Social exchange	determined by the ability of the individual to fulfil the expectations of the followers	Transactional leadership Transformational leadership Servant leadership
Participative	is a distributed, group decision-making process	Distributed leadership Collaborative leadership Teacher (instructional) leadership
Complexity and chaos	laden with values and has a moral dimension. determined by the individual's emotional intelligence, ability to be collaborative and ability to link entrepreneurship, accountability and globalisation to educational leadership	Emotional intelligence Moral purpose Community building
Organisational	the shared influence of multiple leaders e.g., "the University"	Flexible leadership

Two indispensible functions of leadership

- **Direction setting**: helping members of the organisation establish widely agreed on direction or set of purposes considered valuable for the organisation

- **Influence**: encouraging organisational members to act in ways that seem helpful in moving forward toward the agreed on directions or purposes

Leithwood & Levin, 2005, cited in Southwell & Morgan, 2009

Influence: what tactics do you use?

Tactic	Definition
Rational persuasion	Use logical arguments and factual evidence
Exchange	Offer an exchange of favours
Inspirational appeal	Arouse enthusiasm by appealing to other's values, ideals and aspirations
Legitimating	Seek to establish the legitimacy of a request by claiming authority or verifying against rules
Apprising	Explain the personal benefit to the other person
Pressure	Use demands, threats or persistent reminders
Collaboration	Provide assistance or resources to help others to do the required task
Ingratiation	Use praise and flattery to get others in a good mood or to think favourably of you
Consultation	Seek other's participation in planning and/or be willing to modify proposals
Personal appeals	Appeal to other's feelings of loyalty and friendship
Coalition	Seek the aid of others to get someone on side

Yukl, 2008

Influence effectiveness

Influence tactic	Effect
rational persuasion consultation inspirational appeal	moderately effective in influencing task commitment strongly correlated with managerial effectiveness ratings socially acceptable
pressure coalition legitimating	ineffective socially unacceptable
ingratiation exchange	ineffective in influencing superiors moderately effective in influencing peers and subordinates

The winning combo …

Transformational leadership	Teaching leadership
Have a strong personal value system Have a vision of what their organisation can become	Set clear expectations
Value people as members of the team and as individuals Believe in teamwork and shared decision making	Oversee the teaching programs (planning, coordinating, resourcing strategically, evaluating teaching and curriculum)
Intellectual stimulation	Develop a positive academic and learning culture
Provide opportunities for staff	Promote and participate in teacher learning and development

Questions?

Contact

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