



TEACHER

Learning leadership through,
from and with others



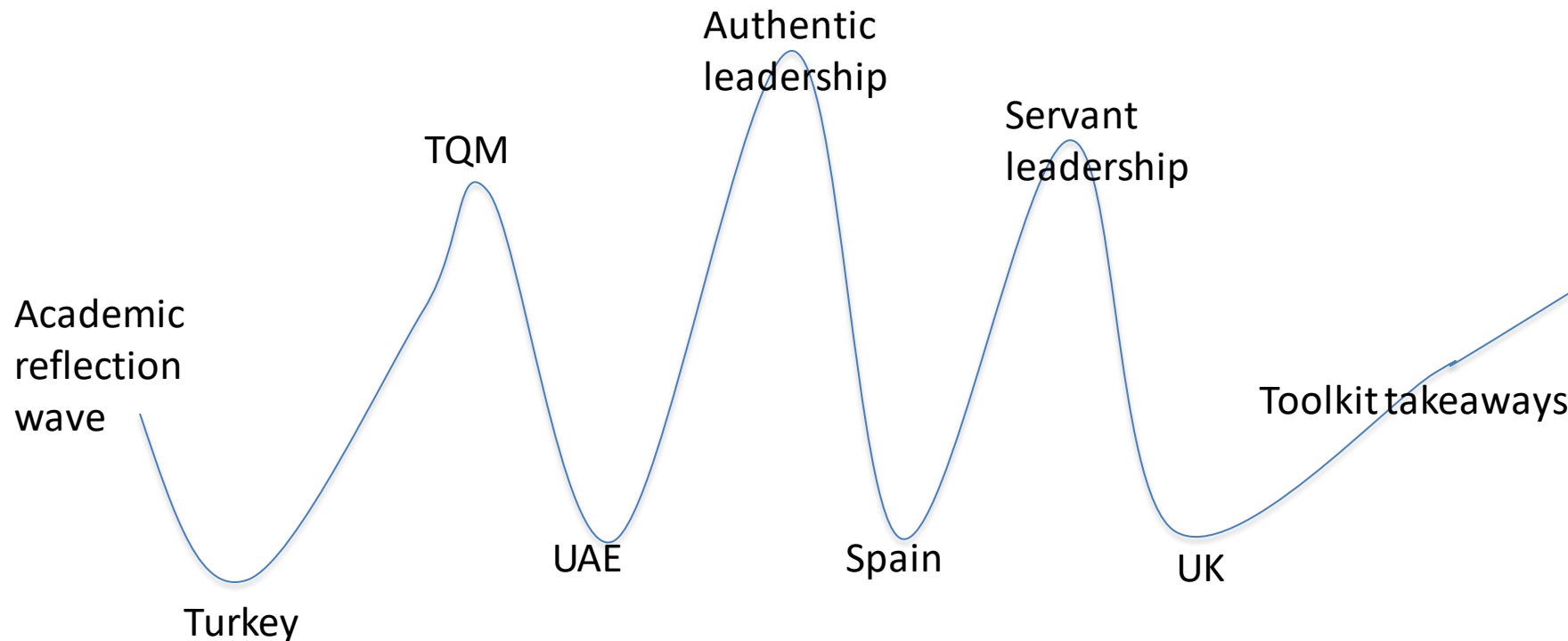
LEARNER



LEADER

Academic Reflection on Leadership

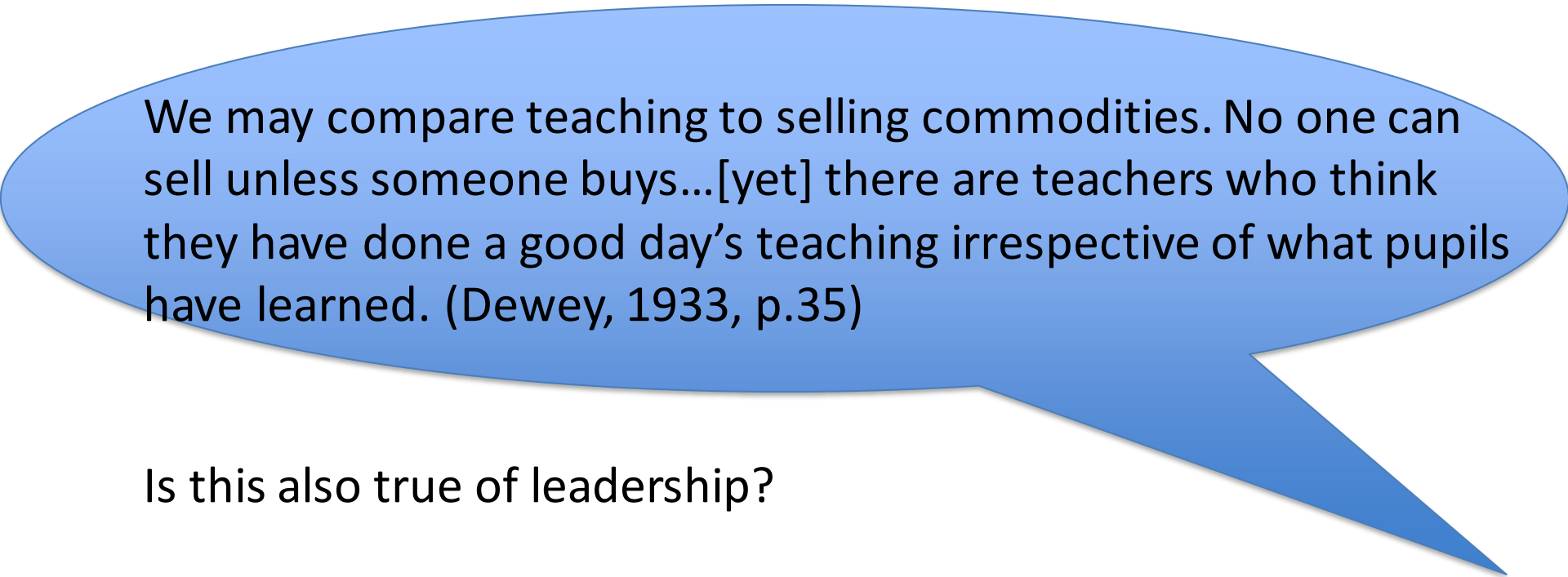
Conceptualisation- models



Contextualisation – who through, from and with

Private silent reflection

- Who is the best boss you have ever had?
- What did they do that made them a leader?



We may compare teaching to selling commodities. No one can sell unless someone buys...[yet] there are teachers who think they have done a good day's teaching irrespective of what pupils have learned. (Dewey, 1933, p.35)

Is this also true of leadership?

Leaving a trace

'We see not what
we look at but who
we are'
William Blake



**If your actions inspire others
to dream more, learn more,
do more and become more,
you are a leader.**

- JOHN QUINCY ADAMS



Bilkent Üniversitesi

Turkey

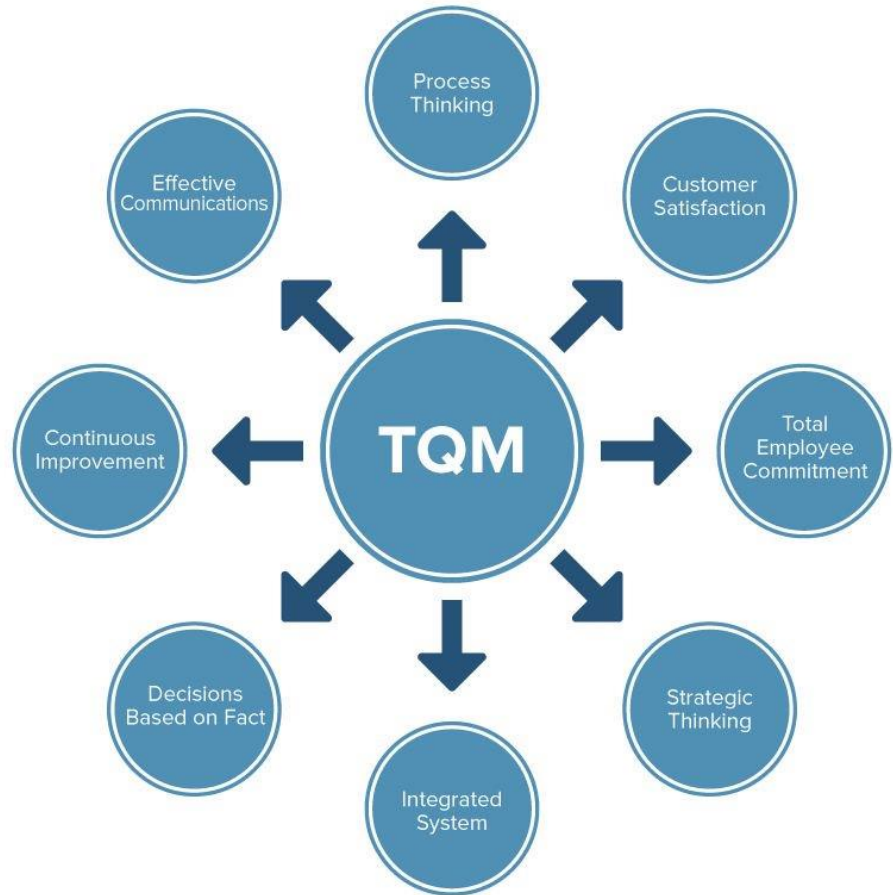
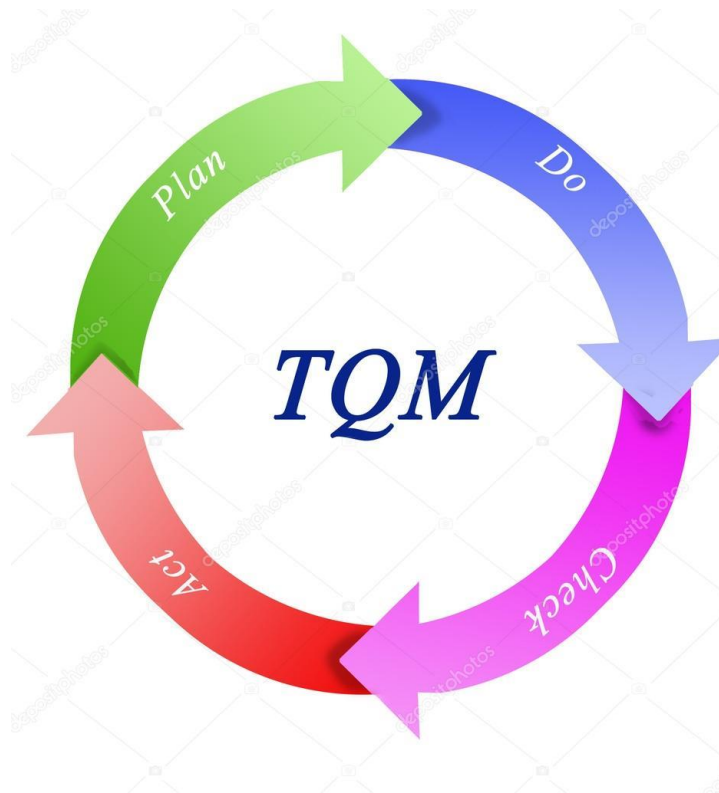
I thought you were
a content person



We provide staff with a professional place to work which:
Offers them opportunities for personal and professional learning and development
Encourages an open and enquiring culture to support institutional learning

BUSEL is a learning institution that constantly evaluates and renews itself to better accommodate the changing needs of its students.

Total Quality Management



‘Leadership is doing the right thing and management is doing things right.’ Peter Drucker

United Arab Emirates

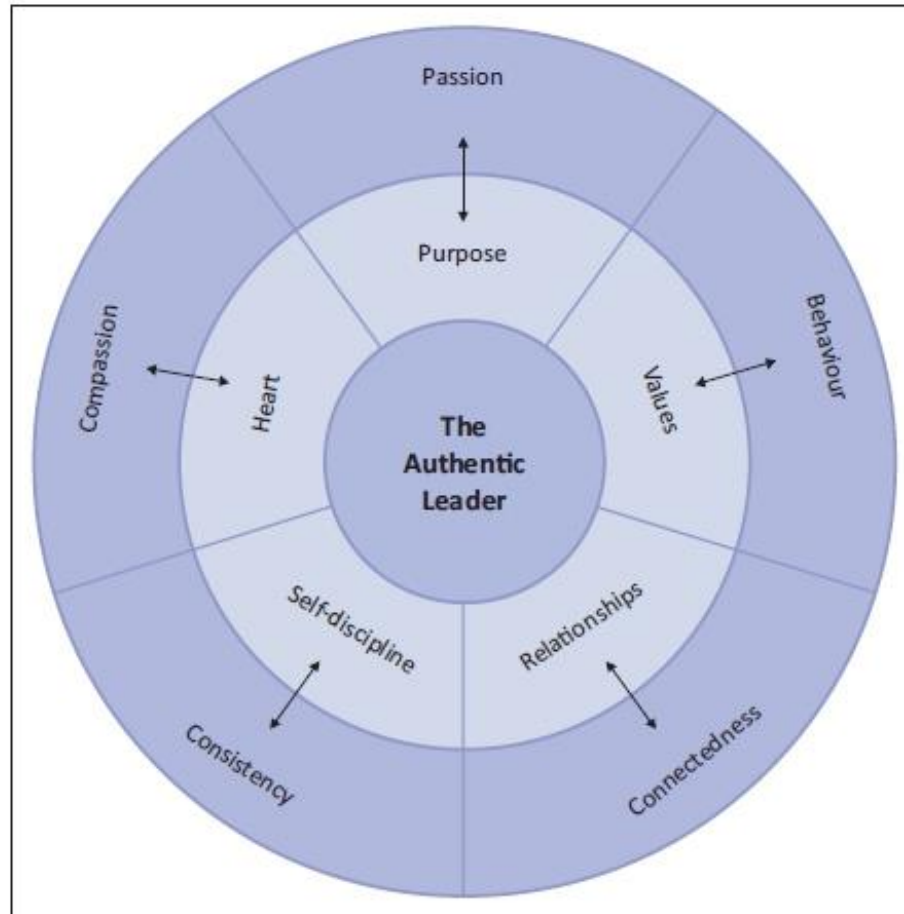


UAEU

Where is your
evidence?



Authentic leadership



Source: George, B., 2003, *Authentic leadership: Rediscovering the secrets to creating lasting value*, Wiley, Hoboken, NJ

FIGURE 2: Authentic action wheel.

Spain

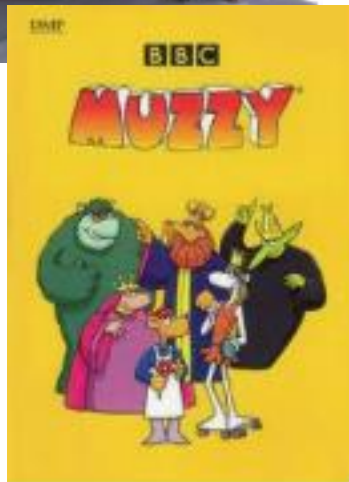


Up you get!



‘Las buenas relaciones generan buenos resultados’

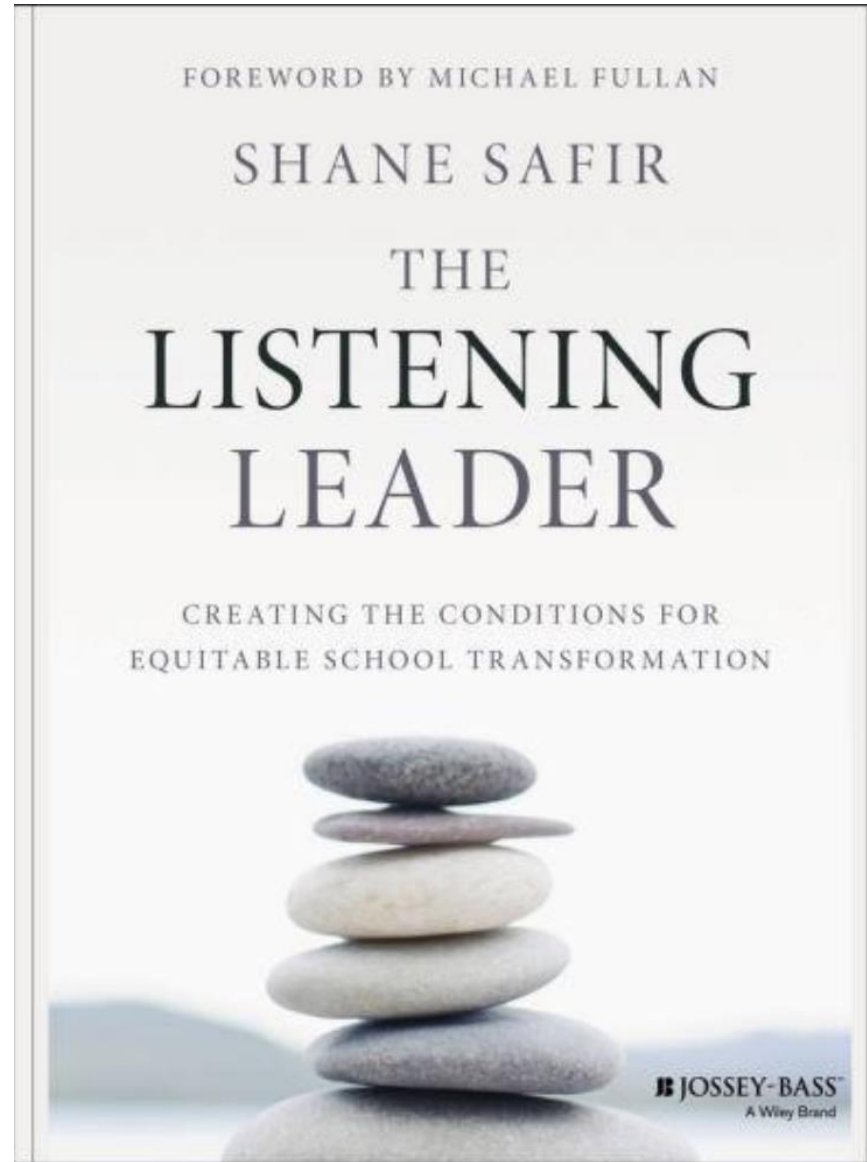
‘Our staff are our number one asset and we dedicate thought, time and resources to caring for them. We offer a comprehensive Professional Development Programme...’



Servant Leadership

- Display authenticity (know self; be self)
- Value others
- Develop people
- Provide leadership (vision and initiative)
- Share leadership
- Build community

‘Culture eats strategy for breakfast’



UK



'I learnt that courage was not the absence of fear, but the triumph over it.' Mandela



So I shouldn't be here?

You presented it from a management perspective.

EMOTIONAL & SOCIAL INTELLIGENCE LEADERSHIP COMPETENCIES

**SELF
AWARENESS**

**SELF
MANAGEMENT**

**SOCIAL
AWARENESS**

**RELATIONSHIP
MANAGEMENT**

**EMOTIONAL
SELF
AWARENESS**

**EMOTIONAL
SELF
CONTROL**

ADAPTABILITY

EMPATHY

INFLUENCE

**COACH
and
MENTOR**

**ACHIEVEMENT
ORIENTATION**

**POSITIVE
OUTLOOK**

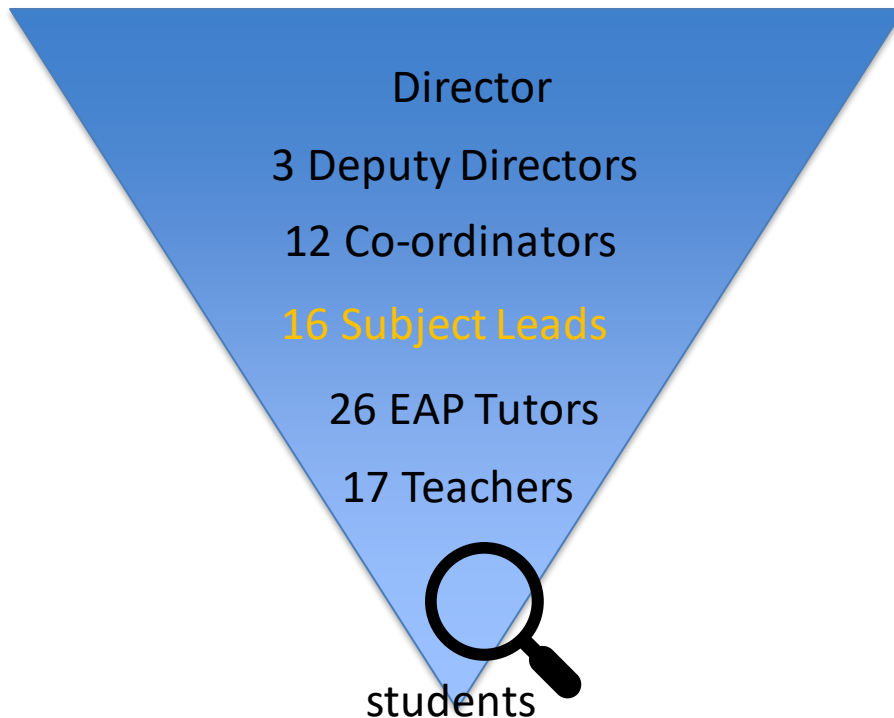
**ORGANI-
ZATIONAL
AWARENESS**

**CONFLICT
MANAGEMENT**

TEAMWORK

**INSPIRATIONAL
LEADERSHIP**

Distributed Leadership



Challenges:

Managing from the middle

Role doesn't mean control; title doesn't bring leadership

Clear roles but collaborative culture for interdependence

Team = resilience, adaptability, patience + respect, trust, care

Domains of the Cynefin framework

Complex

Unknown unknowns

Cause effect coherent in retrospect

Informal interdependent sensemaking

Probe – sense - respond

Emergent Practice (social networks)

Risk = imposing order vs observing
(desirable) patterns

Complicated

Known unknowns

Cause effect link needs expert analysis

Professional logical sensemaking

Sense – **Analyse** - respond

Good Practice (CoPs)

Risk = clash of egos / analysis paralysis

disorder

Chaotic

Crisis management

No cause effect relationship perceivable

Uncharted innovative sense making

Act – sense - respond

Novel practice (disruptive space)

Risk = inability to move to complex

Simple/Obvious

Known knowns

Cause effect clear and predictable

Bureaucratic structured sensemaking

Sense – **Categorise** - respond

Best Practice (= past practice)

Risk = oversimplification, complacency,
stagnation

https://www.systemswisdom.com/sites/default/files/Snowdon-and-Boone-A-Leader's-Framework-for-Decision-Making_0.pdf

Growing Toolkit

- LinkedIn for learning leadership **with** a wider community – little and often
 - Simon Sinek – positivity – why?
 - Margie Warrell (LinkedIn Top Voice) – courage
 - Daniel Goleman – [emotional and social intelligence](#)
 - Center for Creative Leadership - visuals
 - Leadership First - quotes
 - www.TheMainIdea.net s.o.s/summaries of edu books



Never stop learning

e.g of CCL visual



Reading List

- Evans, L. (2008) Professionalism, professionalism and the development of education professionals, *British Journal of Educational Studies*, 56:1, 20-38, DOI: [10.1111/j.1467-8527.2007.00392.x](https://doi.org/10.1111/j.1467-8527.2007.00392.x)
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- Greenleaf, R.K. (1977). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press, New York.
- Rock, D. (2008). SCARFA Brain-based Model for Collaborating with and influencing others. [*Neuroleadership Journal*](#) Issue 1
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- Safir, S. (2017). *The Listening Leader: Creating the Conditions for Equitable School Transformation*. Jossey-Bass
- Snowden, D.J. & M.E. Boone. (2007). *A Leader's Framework for Decision Making* Harvard Business Review <https://hbr.org/2007/11/a-leaders-framework-for-decision-making>