



CASS builds and supports members' leadership capacity and provides career-long professional learning opportunities.

LEADERSHIP AND SYSTEM EXCELLENCE

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Leading for Learning Short Course for School and System Leaders





LEADERSHIP AND SYSTEM EXCELLENCE

Leading for Learning Program for Experienced School Leaders

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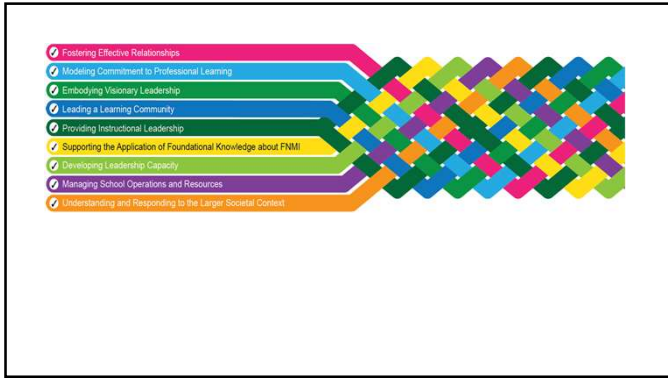
LQS: Embodying Visionary Leadership

A leader collaborates with the school community to create and implement a shared vision for student success, engagement, learning and well-being.

Achievement of this competency is demonstrated by indicators such as:

- a) communicating a philosophy of education that is student-centred and based on sound principles of effective teaching and leadership;
- b) recognizing the school community's values and aspirations and demonstrating an appreciation for diversity;
- c) collaborating with other leaders and superintendents to address challenges and priorities;
- d) supporting school community members, including school councils, in fulfilling their roles and responsibilities;
- e) promoting innovation, enabling positive change, and fostering commitment to continuous improvement; and
- f) accessing, sharing and using a range of data to determine progress towards achieving goals.

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A little about me

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Section I: What is vision? Embodying too?

Section II: Where does Visionary Leadership fit with the other standards?

Section III: Does vision come from the top down or bottom up?

Section IV: How does a vision become a shared vision?

Section V: How much vision should I have?

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Embodying Visionary Leadership

stories, anecdotes and experiences

references and research

conversation and interaction

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Embodying Visionary Leadership

Hierarchy of Competence

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Leadership Stories

Alberta

Accountability
pillar

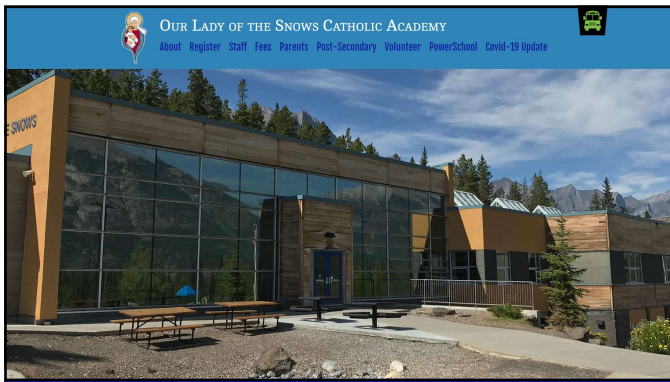
Government of Alberta



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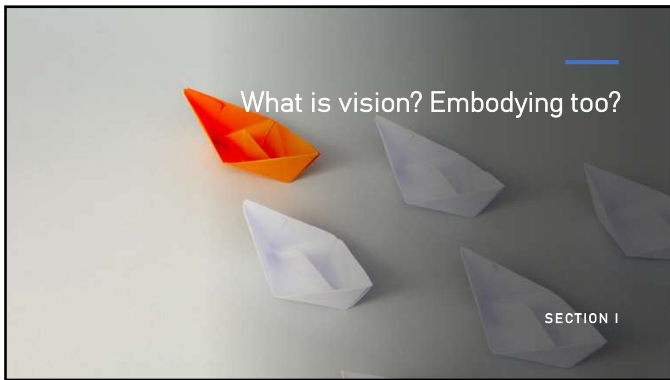
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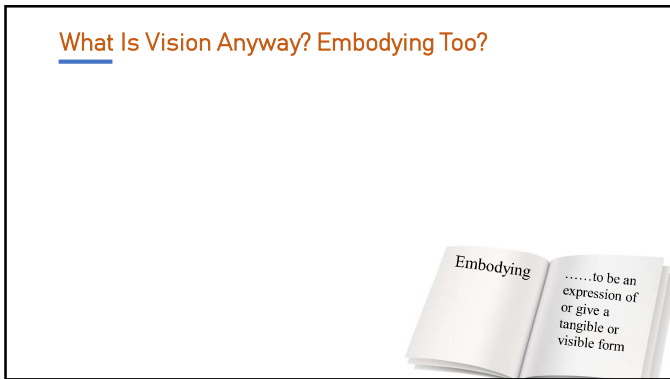
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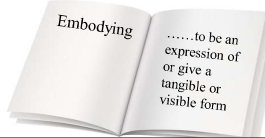
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What are the tangible, visible ways to express Visionary Leadership?



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What Is Vision Anyway?

Too often, however, visions remain idealized statements, which only remotely resemble what's going on.

- Thomas J Sergiovanni



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What Is Vision Anyway?

.....vision statements are often lots of show and not much tell...

- Thomas J Sergiovanni



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What Is Vision Anyway?

To assist leaders in developing an appropriate vision, Nanus (1992) maintains that the "right vision" has five characteristics:

- attracts commitment and energizes people,
- creates meaning in workers' lives,
- establishes a standard of excellence,
- bridges the present to the future, and
- transcends the status quo.



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What Is Vision Anyway?

Vision is an aspiration. Vision is a compass. Vision is a direction. A vision challenges us with questions like:

- What problem am I repeatedly seeing and hearing?
- Why is solving this problem important?
- Who do I need to inspire to change?
- What direction is needed to be taken?



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Leadership Stories

What problem am I repeatedly seeing and hearing?

Why is solving this problem important?

Who do I need to inspire to change?

What direction is needed to be taken?



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Leadership Stories

What problem are **you** repeatedly seeing and hearing?

Why is solving this problem important?

Who do **you** need to inspire to change?

What direction do **you** need to take?

When we return, each group will share one observation from your group's conversation.



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Where does Visionary Leadership fit with the other standards?




SECTION II

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Leadership Quality Standard

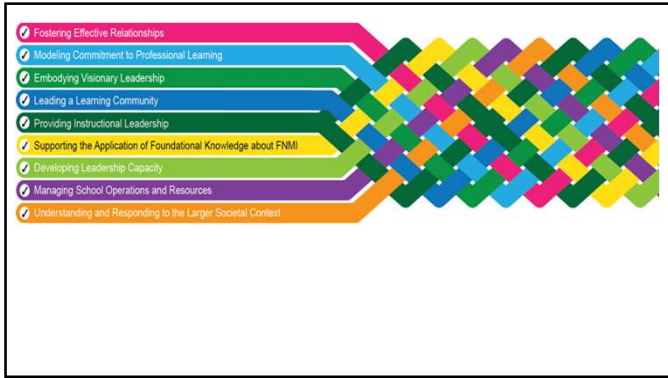
Alberta Education



Quality leadership occurs when the leader's ongoing analysis of the context, and **decisions about what leadership knowledge and abilities to apply**, result in quality teaching and optimum learning for all school students.

Alberta

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Leadership Stories

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Leadership Stories

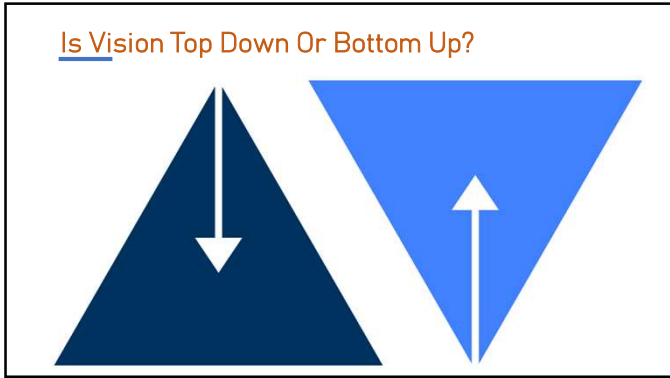
What competencies will you focus on to action your vision?

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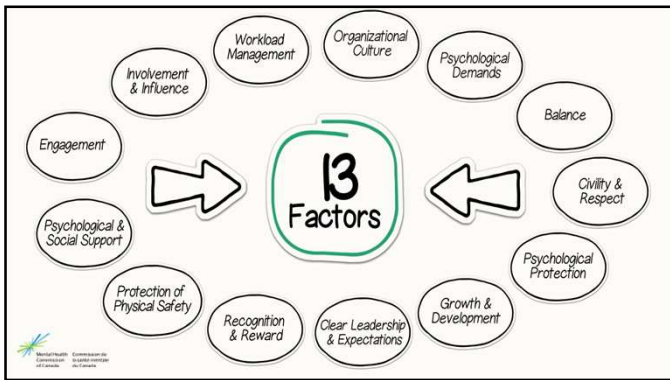
Does Vision Come From The Top Down or Bottom Up?

SECTION III

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Is Vision Top Down Or Bottom Up?

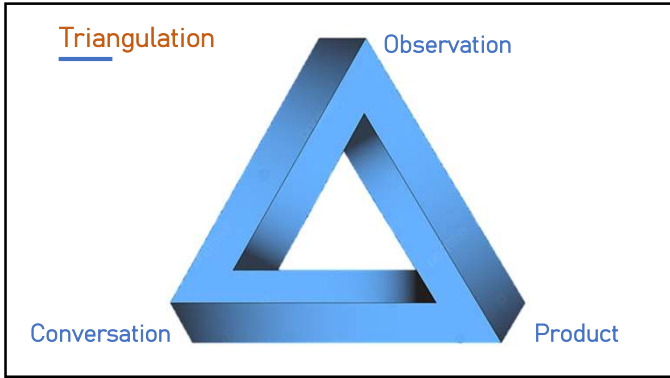
Effective leaders think deeply about issues, problems, and solution, often well before other members of the school

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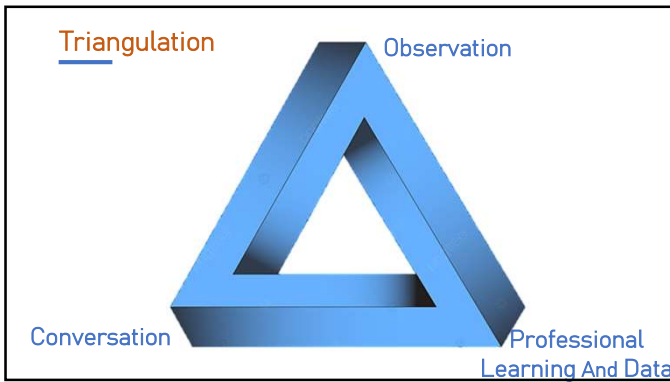
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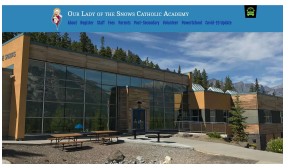
Is Vision Top Down Or Bottom Up?

Effective leaders think deeply about issues, problems, and solution, often well before other members of the school

and they collaborate with all staff members to create a vision based on the ongoing analysis of the context of the school and the needs of their students and staff.

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Leadership Stories

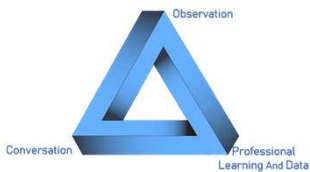


Where did my vision come from?

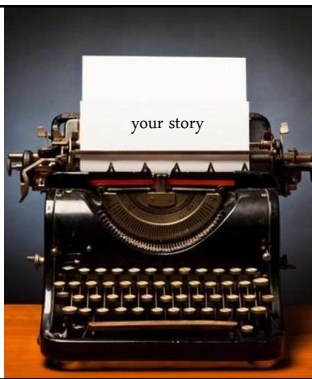


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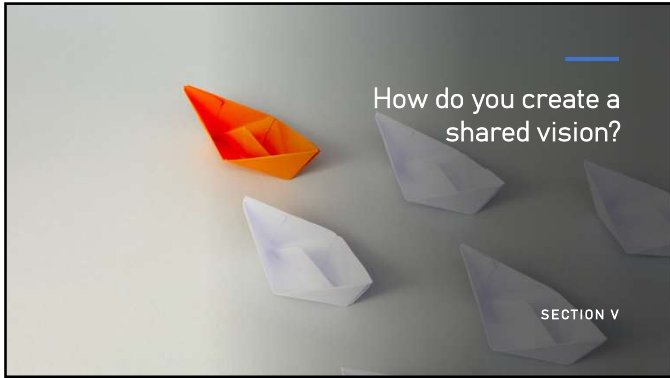
Leadership Stories



Where is your vision coming from?



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How Do You Create A Shared Vision?

- 'Start With Why'
- Foster Trust
- Communicate & Celebrate
- Professional Development

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How do you create a shared vision?

Before individuals are willing to dedicate their efforts to a vision, the visionary must prove that vision to be compelling.
- Carol Ann Tomlinson

Start With 'Why'

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How do you create a shared vision?

Before individuals are willing to dedicate their efforts to a vision, the visionary must prove himself or herself trustworthy.
Being present and accessible builds trust.

- Carol Ann Tomlinson

Foster Trust

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How do you create a shared vision?



Foster Trust

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How do you create a shared vision?

MOST PEOPLE

DO NOT LISTEN WITH THE INTENT TO UNDERSTAND: THEY LISTEN WITH THE INTENT TO REPLY.

- STEPHEN R. COVEY -

- ZILBERMAN B' COLEA -



Foster Trust: Listen

114

How do you create a shared vision?

The only visions that take hold are shared visions, and you will create them only when you listen very, very closely to others

- To Lead, Create a Shared Vision
James M. Kouzes and Barry Posner

Foster Trust: Listen

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How do you create a shared vision?

How are you modelling your vision?
What do I do daily and weekly to model the vision?

Students Parents Teachers Support Staff

WE ARE WHAT WE REPEATEDLY DO.
EXCELLENCE
IS NOT AN ACT, BUT A HABIT.

Foster Trust: Model Your Vision

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How do you create a shared vision?

"You would benefit by helping us, as a team, to understand how you got to your vision. We want to walk with you while you create the goals and vision so we all get to the end vision together."

- To Lead, Create a Shared Vision
James M. Kouzes and Barry Posner

Communicate And Celebrate

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How do you create a shared vision?

The principal helped develop shared commitments by being available daily, by asking questions that kept the focus on the values he hoped teachers would share, acknowledging things teachers did that strengthened the school.

- Carol Ann Tomlinson

Communicate And Celebrate

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How do you create a shared vision?



Communicate And Celebrate

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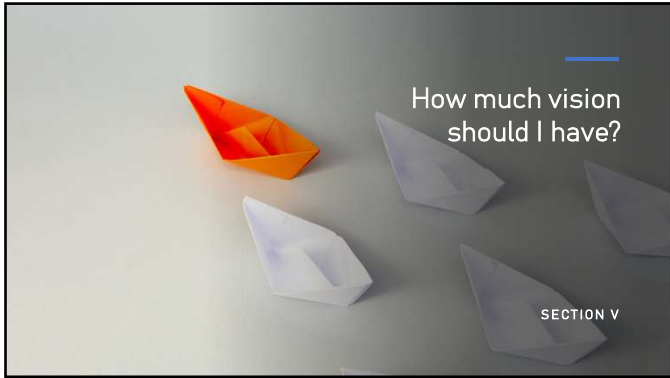
How do you create a shared vision?

Before individuals are able to contribute significantly to the vision, someone must help them develop the knowledge, attitudes, insights, and skills they need to make a real contribution.

- Sergiovanni

Professional Development

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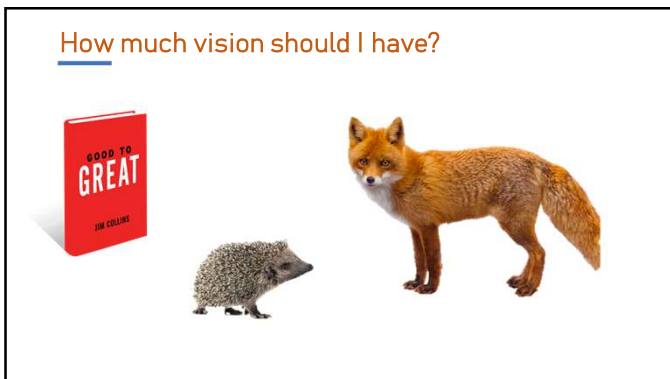
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How much vision should I have?

The Law of Initiative Fatigue states that when the number of initiatives increases while time, resources, and emotional energy are constant, then each new initiative - no matter how well conceived or well intentioned - will receive fewer minutes, dollars, and ounces of emotional energy than its predecessors.

- Douglas B Reeves

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How much vision should I have?

Considerations

- Is your vision based on internal needs?

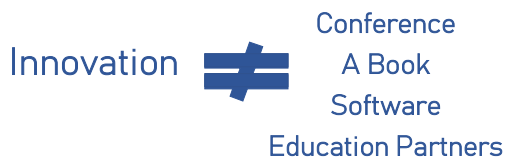
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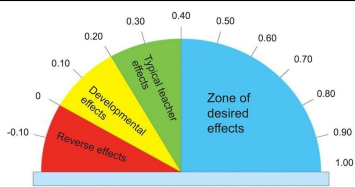
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How much vision should I have?

Considerations

- Is your vision based on internal needs?
- Will your vision have a strong impact on teaching and learning?

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How much vision should I have?

Considerations

- Is your vision based on internal needs?
- Will your vision have a strong impact on teaching and learning?
- Do you have time and resources to action your vision?

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Leadership Stories

- Is your vision based on internal needs?
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Leadership Stories



What will you strive to be more consciously competent with for the LQS: Embodying Visionary Leadership?



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CASS builds and supports members' leadership capacity and provides career long professional learning opportunities.

LEADERSHIP AND SYSTEM EXCELLENCE

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