

What makes a leader a *Leader*?

Margaret Peterson, Multilingual Ed, SFUSD





Think, Pair, Map

- Think of someone you admire for his/her leadership.
- Pair with your neighbor and talk about the qualities this person has.
- List their characteristics on the Leader Map.




What makes a leader a *Leader*?

1. In groups, match the definitions to the leadership traits. Write the Chinese character (or equivalent) for this word.
2. Discuss which of these traits is the most important to you personally and why.
3. When the definition is read aloud, please stand and say the characteristic, then post it above the definition.



What does the research
say about *Leadership*?



Transactional vs. Transformational *Leadership*

- Transactional maintains the status-quo
- Transformational is focused on change

(Burns, 1978; Bass 1985; Bass & Avolio 1994)



Transformational *Leadership*

○ Requires 4 skills

1. Individual consideration
2. Intellectual stimulation
3. Inspirational motivation
4. Idealized influence

(Bass & Avolio 1994)



Transformational Leadership

1. Individual consideration (*relationship, connection*)
2. Intellectual stimulation (*intelligence, knowledge*)
3. Inspirational motivation (*enthusiasm, optimism*)
4. Idealized influence (*values, vision*)



Instructional *Leadership*

- Ability to provide resources
- Knowledge of curriculum, instruction and assessment
- Strong communication skills
- Visible presence

(Smith & Andrews, 1989)



Stephen Covey on *Leadership*

1. Be Proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand
6. Cooperate and collaborate
7. Sharpen the saw



Michael Fullan on *Leadership*

○ Five Characteristics of effective leadership for change:

1. Moral purpose
2. Understanding the change process
3. Strong relationships
4. Knowledge sharing
5. Coherence and making connections

Leading in a Culture of Change, 2001



Strengths-based *Leadership*

- Invest in your own and others' strengths
- Surround yourself with the right people with diverse strengths
- Understand the basic needs of people (trust, compassion, stability, and hope)

(Buckingham & Clifton, 2001; Rath and Conchie, 2008)



What are our strengths?



How might our *Leadership* roles
in Chinese language education
transform student outcomes?



Finding Your *Leadership* Style

Based on the work of Jeffrey Glanz, 2002




Who inspired you?

Our personal and professional stories



Leadership is shared responsibility

- School systems are too complex for leadership to be reserved for a select few.
- Leadership is much more than the principal, assistant principal, lead teachers and department heads.



Effective schools need a diverse group of educators, serving in different capacities to contribute to the success of the students and the school as a whole.

Glanz, 2002



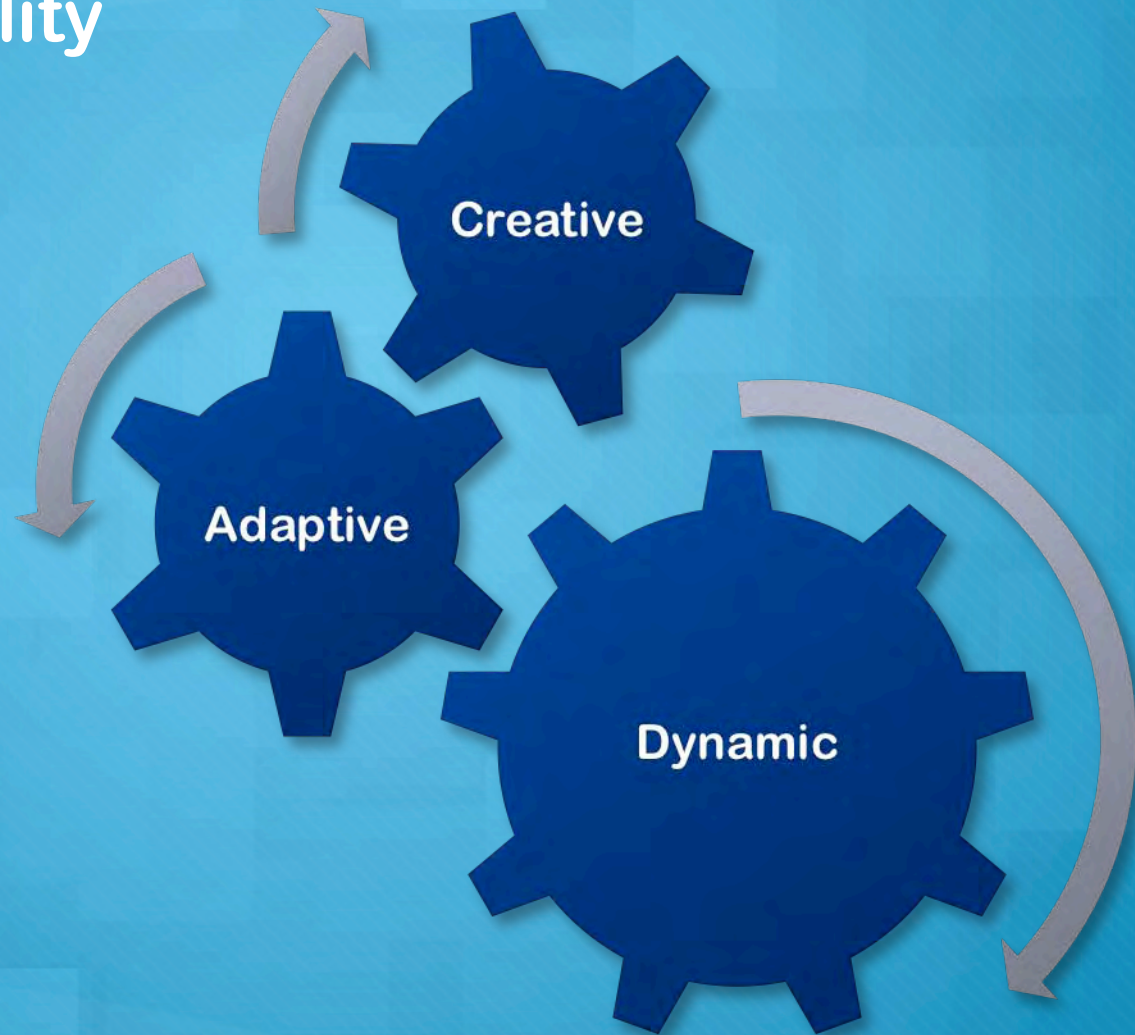
What Type of *Leader* are YOU?



We are all *Leaders* in different ways

1. Take the survey “Assessing Your Natural Leadership Qualities”
2. Tabulate your results to determine your strengths
3. Pick up the section describing your Leadership Style and read about your innate abilities

Primary Quality Types





Secondary Quality Types

Aggressive

Assertive

Supportive

Primary + Secondary = Leadership Quality Type

Natural *Leadership* Qualities

Dynamic
Aggressive

Adaptive
Aggressive

Dynamic
Assertive

Adaptive
Assertive

Creative
Assertive

Dynamic
Supportive

Adaptive
Supportive



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*Dynamic Aggressives have
enormous impact on others*



*Dynamic Assertives are
the creators of social change*



*Dynamic Supportives are
nurturing helpers and
sincere friends*

A decorative header at the top of the page features a bright yellow sun partially obscured by stylized blue and white clouds. The background is a solid blue color with a subtle grid pattern.

*Adaptive Aggressives have
hidden power and are
resourceful*



*Adaptive Assertives are
practical leaders and
organizers*



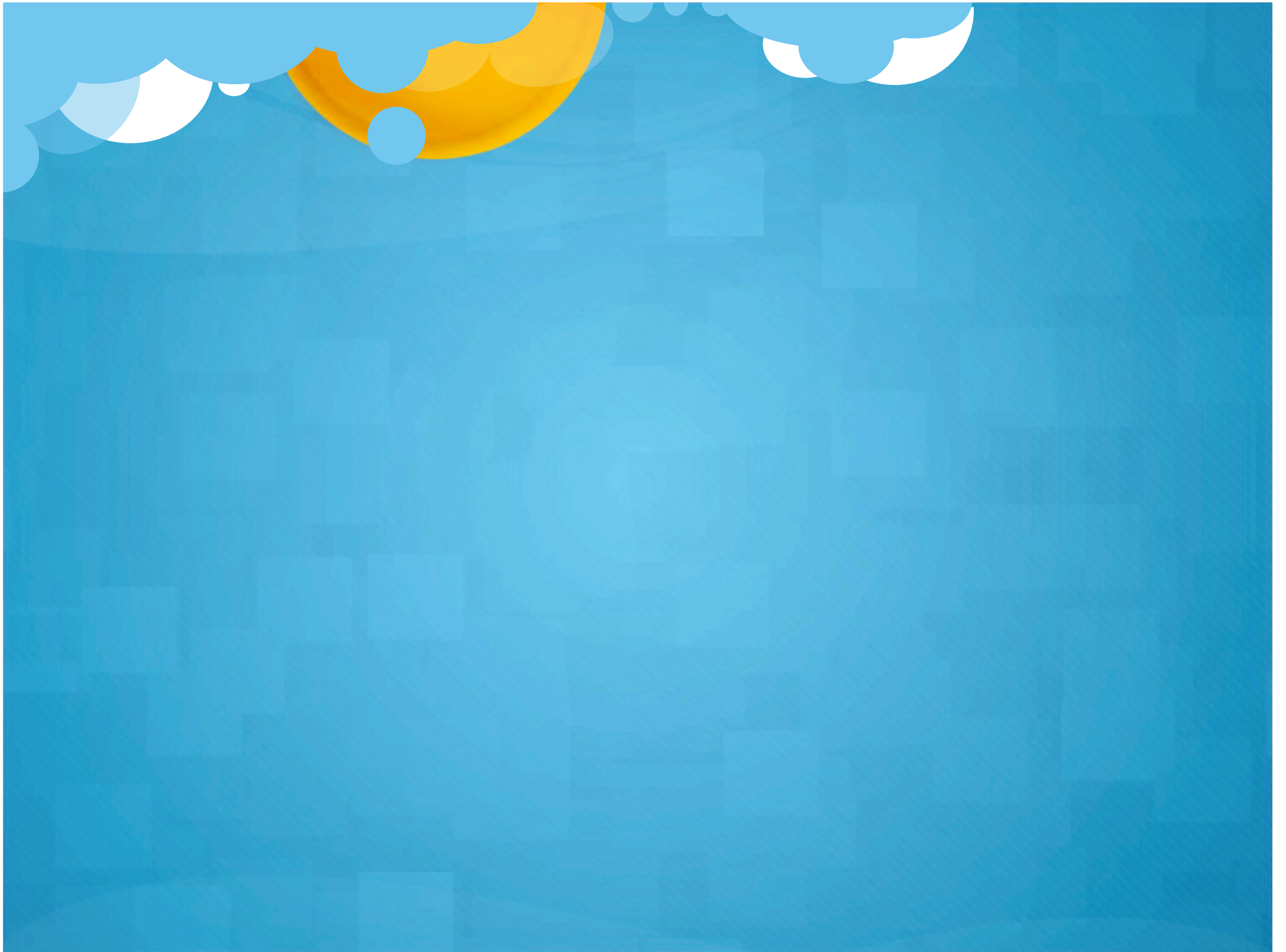
*Adaptive Supportives are
trustworthy and good citizens*

A decorative header at the top of the slide features a bright yellow sun partially obscured by stylized, layered blue and white clouds. The background of the entire slide is a solid, vibrant blue.

*Creative Assertives are
right-brained problem solvers*

A stylized illustration of a bright yellow sun with a blue circle in the center, partially obscured by blue and white clouds. The background is a solid blue color with a faint grid pattern.

How might our *Leadership* roles
in Chinese language education
transform student outcomes?





Our *Leadership* Role

*To provide guidance and support
to our schools and communities
in creating excellent Chinese language
programs for World Language students*



**You are a very special person,
become what you are.**

Archbishop Desmond Tutu