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

7 Habits of Highly Effective People, 1989
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

- Creative
- Adaptive
- Dynamic
Secondary Quality Types

- Aggressive
- Assertive
- Supportive

Primary + Secondary = Leadership Quality Type
Natural Leadership Qualities

- Dynamic Aggressive
- Adaptive Aggressive
- Dynamic Assertive
- Adaptive Assertive
- Dynamic Supportive
- Adaptive Supportive
- Creative Assertive
Dynamic Aggressives have enormous impact on others
Dynamic Assertives are the creators of social change
Dynamic Supportives are nurturing helpers and sincere friends
Adaptive Aggresives have hidden power and are resourceful
Adaptive Assertives are practical leaders and organizers.
Adaptive Supportives are trustworthy and good citizens
Creative Assertives are right-brained problem solvers
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