

# Leading the Edmund Rice School

**October 2023 Session 1**

Please turn on your camera as we have found that it enriches the experience of all participants on the course.

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COURSE OUTLINE			
	Module	Charter Element	Interview Competency
Night 1	Leadership/ Management/Motivation	Inspiring Transformational Leadership	Self Awareness and Self Management
Night 2	Managing the School Year	Promoting Partnership	Management & Administration including Managing the Organisation
Night 3	Leading Learning	Excellence in Teaching and Learning	Strategic Management including school development Promotion of a holistic development culture including Leading Teaching and Learning
Night 4	Promoting a Caring School	Creating a Caring School Community	Interpersonal Relationships including Developing Leadership Capacity
Night 5	Leading School Ethos	Nurturing Faith and Gospel based Values	Leadership in a Faith school

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## Leading Curriculum & Learning

Course Material

**Support material will be provided for each session at [Leading the ER School 2023 - Edmund Rice Schools \(erst.ie\)](http://Leading the ER School 2023 - Edmund Rice Schools (erst.ie))**

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### Tonight's Timetable

 7:00 – Introductions and outline of session 1	 7:10 – Breakout Room to consider 3 questions	 7:20 – Feedback from breakout rooms
 7:30 – Module 1 slides	 8:10 – Break	 8:20 – Charter Element with short breakout room
 8.40 – Competency - Self Awareness & Self Management	 9:00 – Finish	

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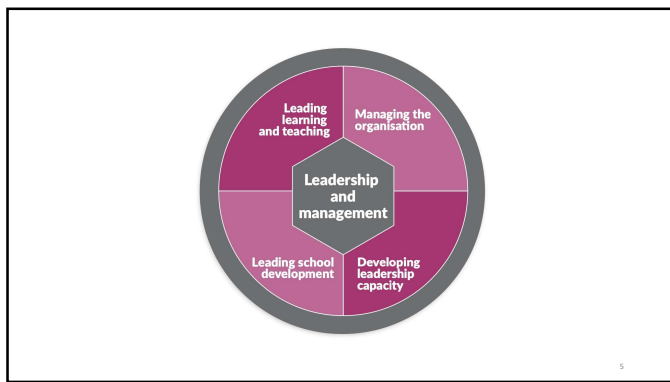
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### School Leadership

In this session we will explore:

- Purpose of Education
- Leadership and Management
- Some Leadership styles
- Distributing leadership
- Qualities and Skills
- Motivating people
- Inspiring Transformational Leadership
- Self Awareness



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Breakout Room

- Why did you become an educator?
- What is the purpose of education?
- What is Leadership?

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### Leadership and Management

- Pushing out the boat
- Wrong Jungle !!
- Management is making sure the school runs smoothly, Leadership is making sure the school runs somewhere. (Southworth)



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### Question

As you develop your style of leadership, in the classroom and around your school, what words would you use to describe it?

(Good idea to start a reflective journal for this course and afterwards)

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### Leadership Styles

- Visionary      strongly positive impact on climate
- Coaching      highly positive impact on climate
- Affiliative      positive impact on climate
- Democratic      positive impact on climate
- Laissez faire      negative impact on climate
- Pacesetter      often highly negative impact on climate
- Commanding      highly negative impact on climate

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### Other Styles of Leadership

- Strategic
- Transactional
- Transformational
- Constructivist
- Distributed
- Servant Leadership

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### The Transformational Leader ...

- Identifies change ... creates a vision ... realises that vision through inspiring people to come on board.
- Uses an approach that causes change in people, organisations and culture
- Causes valuable change in followers with an end goal of changing followers into leaders.
- Inspires people to achieve unexpected and remarkable results.

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### Transformational Leadership - How?

Role Modelling

Creating a sense of identity and pride

Encouraging people to take greater ownership and to push for high standards

Understands people's strengths and weaknesses and align people with suitable roles at which they can achieve.

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### Transactional Leadership

Incentives motivate  
What gets rewarded gets done

### Transformational Leadership

Satisfaction motivates  
What is rewarding gets done

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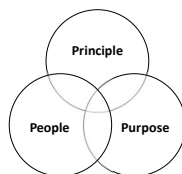
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### Leadership is concerned with



**Principle** the moral basis of the school

**Purpose** the core business of the school

**People** the social relationships in the school

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School Needs Analysis

What qualities do you think are necessary for a new Leader in your school?

What challenges will a new Leader face?

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Leadership Skills

Visionary

Capacity for long term planning

Communication and Collaboration

Motivating and Enthusing

Delegating and empowering

An appreciation of the School Context and Tradition

Presentation and Facilitation Skills

Mentoring

Evaluation

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Leadership – Personal Qualities

Moral compass

Honesty and Trust

Self-confidence

Emotional Intelligence

Creativity

A Capacity to Change

Tolerance of stress

High energy

Persistence / Perseverance

Courage

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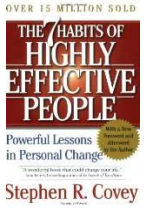
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- Value the important over the urgent.
- Focus on what matters most ...
- Seek first to understand those you lead. ...
- Sharpen the saw. ...
- Begin with the end in mind. ...
- Remember 'Someday' is not a date on the calendar. ...
- Be proactive.

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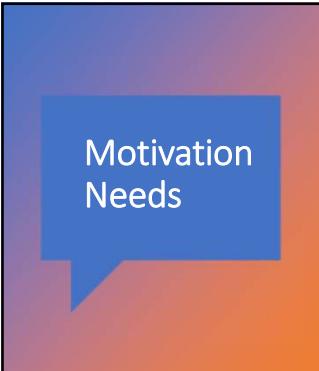
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- To be supported
- To be heard
- To be noticed
- To be encouraged
- To be trusted
- To be appreciated
- To be informed
- To be challenged

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Distributed Leadership

- What is it?

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### Distributed Leadership

"Successful leadership is very much a process of activating potential and of providing the space and conditions in which it can be creatively expressed.

A key aim for leaders is the cultivation of the actualising tendency in themselves and in each and every member of staff. This emphasises the process of releasing and empowering rather than of controlling and supervising."

Whitaker, 2000

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### Distributing Leadership

*Leadership based on ideas ...for which all are responsible... creating a community of leaders.*

*Shared leadership is not about giving people positions and titles. Its about leadership becoming part of school culture*

*Leadership based on stewardship and service not on authority and personality*

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**'Some people think you are strong when you hold on. Others think it is when you let go'.**

Sylvia Robinson



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**A. Promoting Staff Leadership. How?**

**B. Promoting Student Leadership. How ?**

**C. Promoting Parent Leadership. How?**

**(Each group considers one of these)**

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Competency:

**Self-Awareness  
&  
Self-Management**

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**Johari Window**

	<b>Known to Others</b>	
	Low	High
High	Hidden Self	Open
Low	Unknown Self	Blind
<b>Known to Self</b>		

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**Self Awareness**

Self Awareness means knowing your values, habits, needs, personality, emotions, strengths and weakness. Knowing your trigger points.

Having a sense of who you are and the person you want to become.

The ability to accurately perform self-assessments and to keep one's disruptive emotions in check

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**Self-Management helps you to**

- MOTIVATE YOURSELF
- MANAGE STRESSFUL SITUATIONS
- MAKE INTUITIVE DECISIONS
- LEAD AND MOTIVATE OTHERS

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**Self-Awareness and Self-Management Skills**

Give a substantial example of an incident in which you learned something new about yourself

Remember to concentrate on your own self awareness, not on the self awareness of others

Have you a 'critical friend' with whom you discuss such matters?

Sustainability: this is a lifelong process, courses available etc

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**Self-awareness and Self-management Skills:**

The Principal demonstrates an awareness of his/her strengths and areas for improvement and has the capacity to manage them appropriately. The Principal receives and gives feedback; he/she models and promotes a culture of self-reflection. He/she attends to his/her own wellbeing as well as assisting others to attend to their own wellbeing. The Principal demonstrates the capacity to manage his/her own difficult emotions and is self-aware enough to know when to seek support particularly when dealing with challenging situations. He/she is able to motivate himself/herself and attend to developing his/her self-awareness and self-management skills.

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Included within this competency is the expectation that the successful candidate would:

- Have a clear knowledge of his/her personal strengths and challenges and the ability to understand their impact on others
- Attend successfully to his/her own wellbeing, as well as that of others.
- Demonstrate resilience in responding proportionately and constructively to pressing responsibilities and demands.
- Recognise the importance, and display a willingness, to regularly critique his/her professional practice with the leadership team and develop his/her understanding of effective and sustainable leadership
- Demonstrate a caring outlook and express concern in a positive and healthy way.

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