



Understanding Teacher Leadership 3: Traits and Roles of Effective Teacher-Leaders

Category: Teacher Leadership

Workshop Overview

Following is a general overview of this workshop, including desired participant outcomes, an explanation of the workshop’s alignment with Learning Forward Standards for Professional Learning, and resources that are included in print and electronic form.

Category: Teacher Leadership

Duration: Full workshop – 3 hours

Desired Outcomes:

Participants will...

- Understand key organizational functions that can be carried out by people other than the principal.
- Recognize how both formal and informal teacher-leaders exert influence.
- Examine the emotional fibers that improve leader practice and group interactions.

Learning Forward Standards for Professional Learning:

- **Learning Communities:** Occurs within learning communities committed to continuous improvement, collective responsibility, and goal alignment.
- **Leadership:** Requires skillful leaders who develop capacity, advocate, and create support systems for professional learning.
- **Resources:** Requires prioritizing, monitoring, and coordinating resources for educator learning.
- **Data:** Uses a variety of sources and types of student, educator, and system data to plan, assess, and evaluate professional learning.
- **Learning Designs:** Integrates theories, research, and models of human learning to achieve its intended outcomes.
- **Implementation:** Applies research on change and sustains support for implementation of professional learning for long term change.
- **Outcomes:** Aligns its outcomes with educator performance and student curriculum standards.

Resources in This Binder:

- Handouts
 - Note-Taking Guide: How to Thrive as a Teacher-Leader
 - Activity Sheet 1: Hallmarks of Effective Leadership
 - Activity Sheet 2: The Power of One, the Impact of Many
 - Activity Sheet 3: Case Study: Standing in the Right Place
 - Workshop Agenda
 - Attendee Notes
 - 3-2-1 Evaluation Form
 - Certificate of Completion
- “Think About It” Exercise
- Ready, Set, Go Planning Activity



Topic Outline

Understanding the general flow of topics to be covered is an important part of giving a strong presentation. This allows the presenter(s) to lead effective group discussions and speak extemporaneously. Following are the main topics covered in this PowerPoint presentation. As you prepare to give the workshop, you may want to refer to this page often.



Main Topics:

1. Hallmarks of Effective Teacher Leadership
2. Beyond One Dimension
3. Winning the Relationship Challenge
4. Managing the Emotional Climate

Subtopics:

1. Hallmarks of Effective Teacher Leadership

- a. Importance of Teacher Leadership
- b. Three Hallmarks of Effective Leadership
- c. Setting Direction
- d. Developing People
- e. Making the Organization Work

2. Beyond One Dimension

- a. What Leadership Is and Isn't
- b. Management vs. Leadership
- c. Weaving Faculty Together
- d. Distributed Leadership

3. Winning the Relationship Challenge

- a. The Ladder of Influence
- b. Share the Wheel with the Principal
- c. Build a Base with Peers
- d. When Things Go Sideways

4. Managing the Emotional Climate

- a. Strategies for Managing Emotion
- b. The Power of Emotional Intelligence
- c. Blueprint for Improvement

Presentation Outline



This outline is designed for you to see the PowerPoint presentation at a glance. Note that slide numbers and the approximate amount of time needed per slide are shown in the right two columns. **The times in bold print show the approximate total time needed for that topic, which includes the approximate times for the activities, shown in parentheses.** You might consider keeping this page within reach during the presentation.

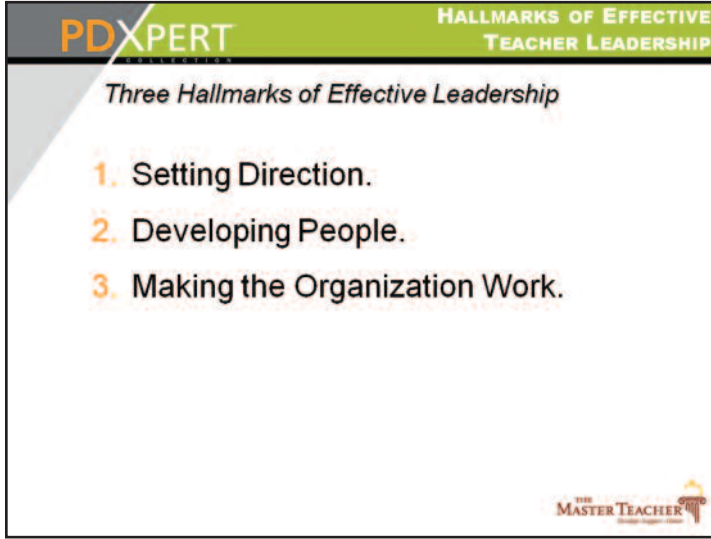
Section of Presentation	Slide #	Timing (mins)
Getting Started		
Introduce self, co-teacher, participants	1-2	
Explain materials issued to participants		
Cover Objectives (from Workshop Overview)	3	20
Activity – Worry Wall	4	(15)
Topic 1 – Hallmarks of Effective Teacher Leadership		
	5-14	35
Activity – Measure It	14	(20)
Topic 2 – Beyond One Dimension		
	15-26	50
Activity – Quick Write	23	(5)
Activity – The Power of One, the Impact of Many	26	(10)
Break		
Topic 3 – Winning the Relationship Challenge		
	27-33	30
Activity – Roving Conversations	33	(15)
Topic 4 – Managing the Emotional Climate		
	34-39	40
Activity – Case Study	39	(20)
Closing Thoughts		
	40	5
Total of 3 hours (not including break)		

Helpful tip!

This workshop can be broken up into shorter sessions so that you can adapt the presentation according to your time constraints.



Slide 8



There are three hallmarks of effective leadership. Let's take a look at them:

- 1. **Setting direction** requires charting a clear course that gives people a sense of purpose everyone understands.
- 2. **Developing people** requires providing support, guidance, and recognition to ensure others succeed.
- 3. **Making the organization work** requires putting conditions and systems in place that enhance, not hinder, teaching and learning.

Slide 14

PDXPERT HALLMARKS OF EFFECTIVE
TEACHER LEADERSHIP

- Write down evidence that would show whether a teacher is practicing the three hallmarks of school leadership.
- What would the principal see or hear to measure the influence and/or effectiveness of a teacher leader?

ACTIVITY: Measure It

THE MASTER TEACHER

Activity: Measure It

Allow 20 minutes for this activity (12-15 minutes for brainstorming and the remaining time to share ideas and return to the Worry Wall).

Instructions:

Have participants divide into 4 to 5 groups, depending on the number present. Have them brainstorm about the points indicated on this slide and make notes on **Activity Sheet 1: Hallmarks of Effective Leadership**.

Share Out: Have a reporter from each table read or summarize their list of evidence from one of the three hallmarks.

Revisit the Worry Wall: *Are there any sentence strips (worries) you are comfortable moving to the “No Worries” area?* Allow time to move sentence strips as participants feel necessary.

Note: This activity can be modified by assigning one hallmark per group and then combining ideas.

Future Use: Facilitators may want to have evidence lists typed up after the session to use with the leadership team during the Ready, Set, Go Planning Activity.

“Think About It” Exercise

Have staff complete this exercise to begin implementing what they learned during the workshop. Distribute this document to staff by attaching the file to the Next Day Follow-Up Email, or make copies for the staff.



Distributed Leadership Staff Survey

Circle the degree to which you agree with each statement. Five is the highest degree of agreement; one represents the lowest degree. Individual teacher responses will remain anonymous, so please be candid. This information will help us formulate school improvement goals around common needs.

Building and Maintaining Successful Teams

- There's a balance between the number of teachers and the number of leaders in our school.
1 2 3 4 5
- Every teacher is expected to contribute and collaborate.
1 2 3 4 5

Influencing School Culture

- We regularly study routines, schedules, and systems to make sure they complement learning rather than impede it.
1 2 3 4 5
- We pay attention to our interactions and situations as they unfold.
1 2 3 4 5

Equipping Other Leaders

- The functions of both management and leadership are universally understood.
1 2 3 4 5
- The principal serves as a leader of leaders.
1 2 3 4 5

Impacting Student Achievement

- Staff members regularly reflect on teaching and learning to improve their practice.
1 2 3 4 5
- Student achievement is improving in our school.
1 2 3 4 5

Use the back of your survey if you'd like to add additional comments.

Please return this survey to your department chair/grade-level lead/leadership team chair by: _____