A dark blue banner with a white and red vertical stripe on the left side. At the top center is the TSS logo. Below it, the title 'From Management to Leadership: Capacity, Purpose, and Character' is written in a white, italicized serif font. Underneath the title, the date and time 'Tuesday 28th June, 11am – 12 noon' and the location 'Room 109' are listed in a white sans-serif font. At the bottom, the speaker's name 'Mr Sam Lobascher (BEd, MEd, GCEDSt [Leadership])' is written in a white sans-serif font. A red circular seal is visible on the left side of the banner.



Leadership or Management?

Alpha Chart #1

On the Alpha Chart, fill in 5
grids with words that you
associate with MANAGEMENT



Alpha Chart #2

On the Alpha Chart, fill in 5
grids with words that you
associate with LEADERSHIP



*Management Is (Still) Not
Leadership. John P. Kotter*

Leadership and management are radically
different and should not be used
synonymously.



Management versus Leadership

Management	Leadership
<ul style="list-style-type: none"> • Planning • Coordination • Administration • Maintenance • Well-known processes 	



Management versus Leadership

Management	Leadership
<ul style="list-style-type: none"> • Planning • Coordination • Administration • Maintenance • Well-known processes 	<ul style="list-style-type: none"> • Inspiration • Motivation • New directions • Vision • Empowerment • Original ideas



LINEOUT

To what extent (%) do you agree with the following statement?

“In my school, management is more important than leadership.”



John P. Kotter

*“Motivation and inspiration energise people, **not by pushing them in the right direction as control mechanisms do**, but by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one’s life, and the ability to live up to one’s ideals. Such feelings touch us deeply and elicit a powerful response.”*



Colin Powell

*“Leadership is the **art** of accomplishing more than the **science** of management says is possible.”*



Are you in agreement?

“As we canonise leadership, celebrating inspiration and vision, we marginalise management as hierarchical and bureaucratic.”



Bush & Middlewood

“For schools to achieve their objectives, leadership and management need to be given equal prominence.”



Are you in agreement?

“In era of prescribed curriculum aims and high-stakes accountability testing, opportunities for leadership in schools are limited.”



Are you in agreement?

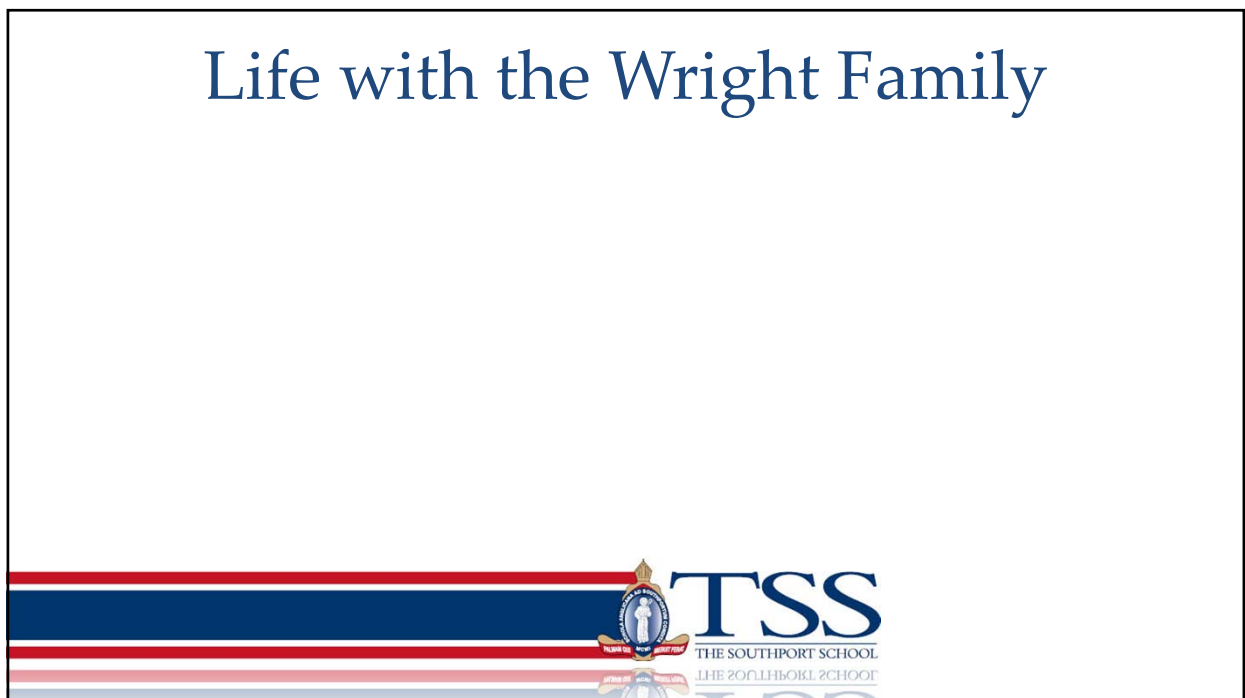
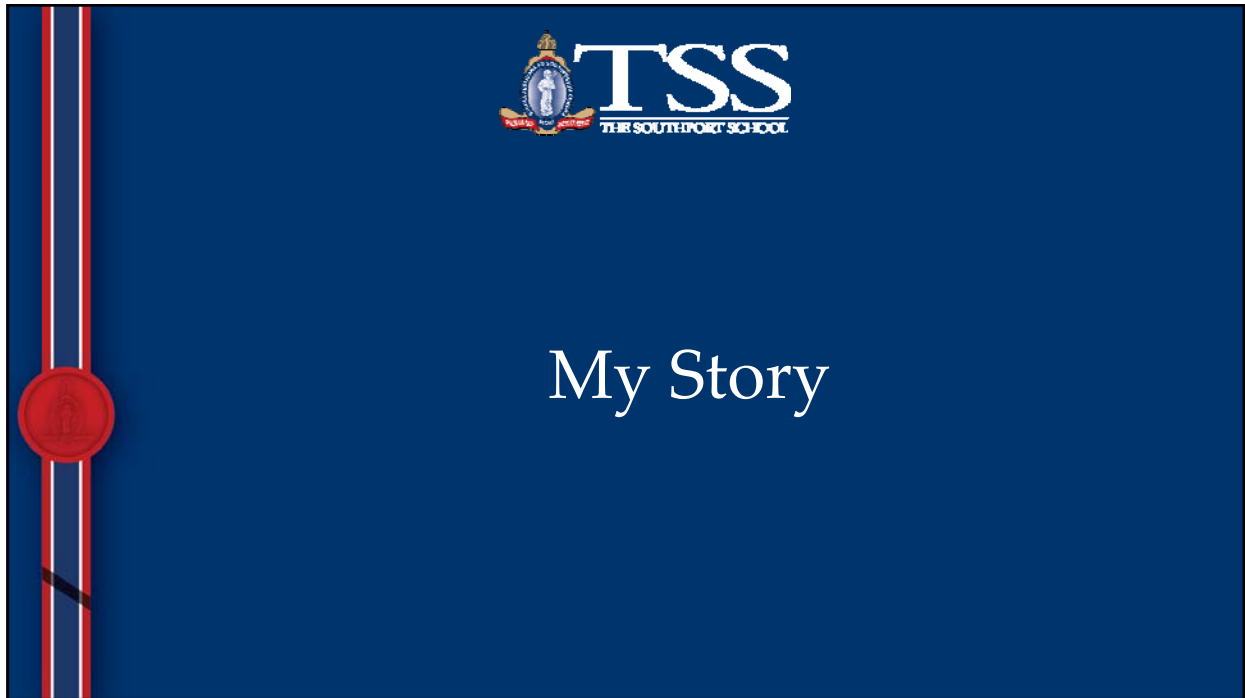
“Educational leadership is largely creating bus schedules with philosophical footnotes.”



Management or Leadership?

While there is a disconnect between the reality of running schools and lofty visions of leadership, an androgynous approach is required.





Scenario 1

You spent the final week of the Spring vacation working on a new unit for Year 8 English. You've compiled a wide array of resources in a shared folder, including current articles, videos and web links. You've also put together a work booklet that breaks the Unit down into daily activities with a clear objective for each lesson, along with a starter activity, orientating activity, development task and plenary. All this is clearly articulated in the Unit Outline.

Three weeks into the unit you walk past a colleague's in-tray and notice the booklets are untouched. Further investigation reveals two of your six team members are clearly not following the unit outline.

What do you do?



Five Whys

Problem: Your client is refusing to pay for the leaflets you printed for them.

Why? The delivery was late, so the leaflets couldn't be used.

Why? The job took longer than we anticipated.

Why? We ran out of printer ink.

Why? The ink was all used up on a big, last-minute order.

Why? We didn't have enough in stock, and we couldn't order it in quickly enough.

Counter-measure: We need to find a supplier who can deliver ink at very short notice.



Scenario 1: Five Whys

Problem:

Why?

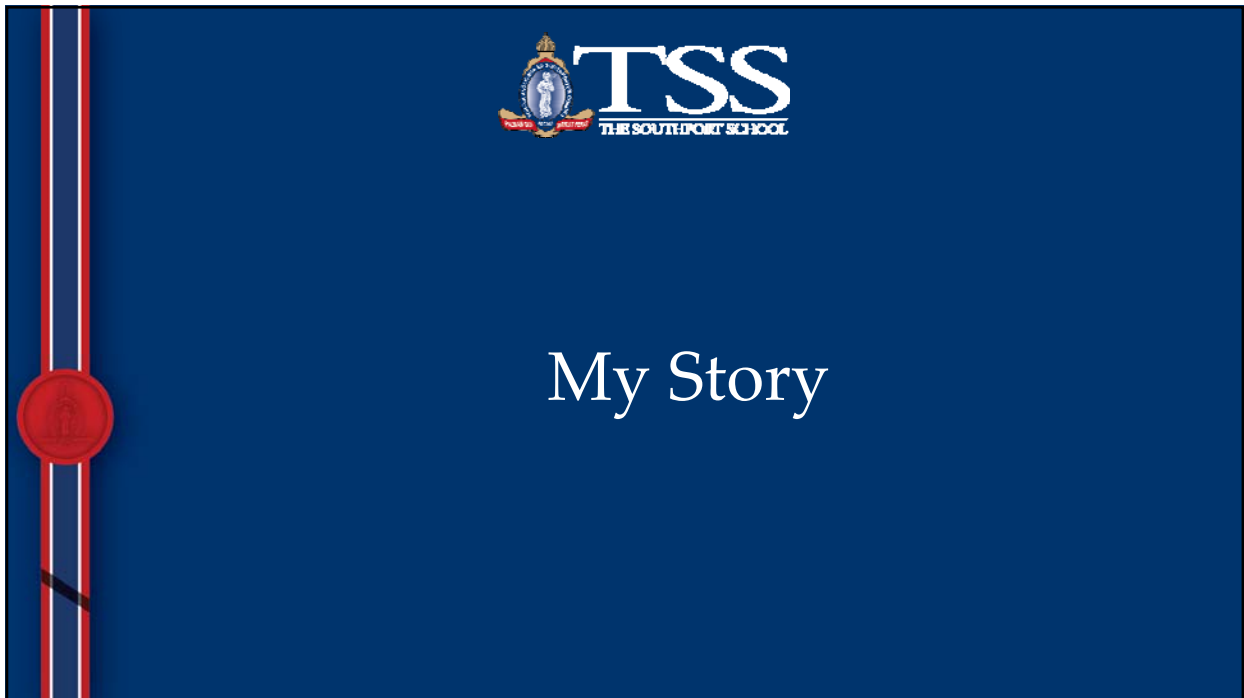
Why?

Why?

Why?

Why?

Counter-measure:



Which word does not belong?

Horse
Clock
Anvil
Nose



Which word does not contain an 'O'?

Horse
Clock
Anvil
Nose



Splitting Exercise #1

A Week in Rome...

How do you prepare?

Do you plan each day in advance or see where each day takes you?



Splitting Exercise #2

The Grocery Store

Do you respond rationally or emotionally?



Scenario 2

You have a new member on your team with over twenty years teaching experience. She is undeniably passionate, but can come across as quite abrupt, flippant and defensive.

A week after Term 1 parent-teacher interviews you receive an email for a parent complaining about your new team member. The email states she was abrupt, flippant and defensive, leading the parent to question the teacher's professionalism. The parent in question is the Head of Department at a near-by school, and it is unusual for them to contact you.

What do you do?



Scenario 2: Five Whys

Problem:

Why?

Why?

Why?

Why?

Why?

Counter-measure:





Plenary Five Things I've Learnt

#1

Management without
leadership leads to
resentment.



#2

Leadership without
management results in
chaos.



#3

Transformational
leadership can blind
leaders and followers with
its vision.



#4

Leadership and
management are
sometimes superfluous.



#5

High-performing teams are
professional learning
communities.

