



International Baccalaureate®
Baccalauréat International
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Understanding Leadership

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&

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Session Overview

- What is leadership?
- Are there any such things as leadership capabilities? attributes? traits? intelligences?
- Are leaders born or made?
- Does leadership have an impact on student learning?

Why focus on Leadership?

“...evidence has been uncovered to support our original finding that **school leadership is second only to classroom teaching** as an influence on pupil learning.”

(Day, Sammons, Hopkins, Harris, Leithwood, Gu and Brown 2010)

What Words Do We Associate with Leadership?

Leadership

“is a social process...
...attributed to those who are seen to
influence others in ways that advance
the group or organisation’s progress toward
its goals”

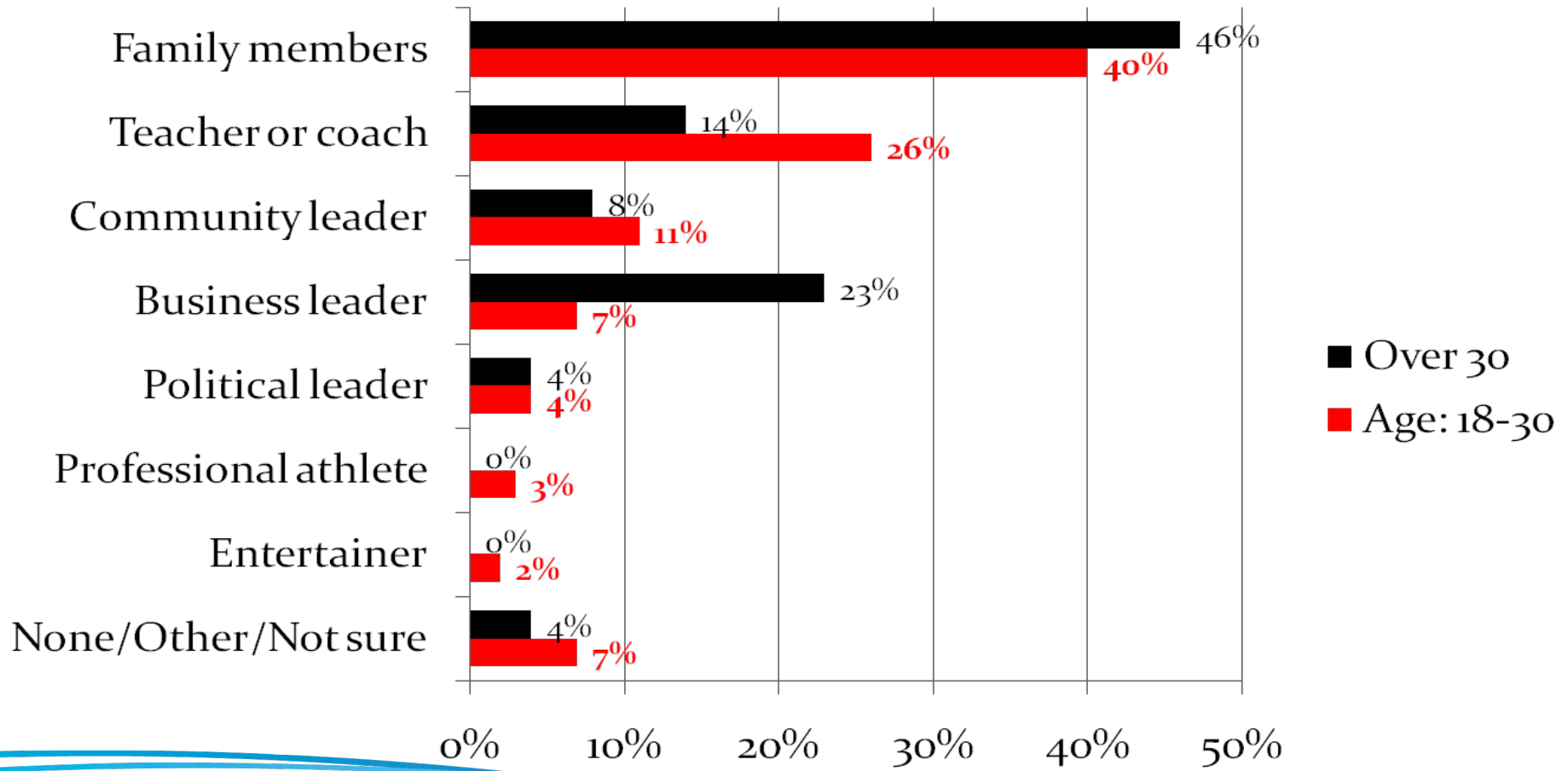
(Katz & Kahn 1996)

"Leaders are those who
influence the capacity
of others to achieve the
goals of the organization."

'Influencer: The New Science of Leading Change' by Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan, Al Switzler (2013)

Who 'influenced' you?

Is this where our leadership 'comes from' ?



(Kouzes, Cooper & Heller, 2012)

Successful Leaders...

- **Define their values and vision to raise expectations, set directions and build trust**
- Re-shape the conditions for teaching and learning
- Restructure parts of the organisation and redesign leadership roles and responsibilities
- Enrich the curriculum
- Enhance teacher quality
- Enhance the quality of teaching and learning
- Build collaboration internally
- Build strong relationships outside the community.

(Day, Sammons, Hopkins, Harris, Leithwood, Gu and Brown 2010)

“In order for leaders to be effective their behaviour needs to align with the leadership expectations of the ‘followers’.”

(Dorfman et al 2012)

IB learner/leadership traits

- What would the learner profile look like for adults?
- leadership intelligences/capabilities...



IB Learner Profile:

- Inquirers
- Knowledgeable
- Thinkers
- Communicators
- Principled
- Open-minded
- Caring
- Risk-takers/Courageous
- Balanced
- Reflective

IB Leadership Capabilities (intelligences)

 STRATEGY	Strategic intelligence
 CULTURE	Cultural intelligence
 LEARNING	Pedagogical intelligence
 ENTERPRISE	Entrepreneurial intelligence
 REFLECTION	Reflective intelligence
 RELATIONSHIP	Relational intelligence
 INSIGHT	Heuristic intelligence

Strategic Intelligence

- IB leaders are forward thinking; they see the bigger picture; they recognize emerging trends and translate strategy into action while aligning people and organizations behind a set of shared values and vision.

Cultural Intelligence

- IB leaders continually interact with people, institutions, and ideas from different cultural traditions to their own.
- They harness the human potential within the diverse school communities and create a shared culture that not only respects and celebrates cultural diversity but also sees it as essential for intercultural learning.

Pedagogical Intelligence

- IB leaders develop a school culture that fosters and values professional learning.
- They recognise that they need to build individual and institutional knowledge and understanding so that schools continue to grow as places where knowledge and meaning is discovered and constructed.

Entrepreneurial Intelligence

- IB leaders expect change and respond in creative, analytical and practical ways.
- They demonstrate the ability to innovate, develop, communicate, promote, and evaluate new ideas and practices, take intellectual risks and support others in these endeavours.

Relational Intelligence

- IB leaders exert influence on individuals, groups, and systems to achieve a goal or set of goals.
- They understand stakeholders and support them to achieve their optimum.
- They support others to work together to achieve better outcomes for students.

Reflective Intelligence

- IB leaders are able to use and manipulate their own mental skills and thinking strategies when engaging with the different experiences they face.
- The emphasis the IB programmes place on critical thinking, multiple perspectives and constructivist views of knowledge creation requires leaders to be comfortable in creating an organizational culture that places critical reflection at its core.

Heuristic Intelligence (insight)

- IB leaders develop their own mental shortcuts or make logical leaps of the mind to form an inference of what is the best explanation and solution.
- They have the capacity to self-reflect and are adaptable to new settings.
- Underpinning heuristic intelligence is the need to make quick decisions and rapid judgments with the big picture in mind.

Universal leadership attributes?

Are there such things?

Resilience...?

- ‘Resilient leaders ... bounce forward. With speed and elegance, resilient leaders take action that responds to new and ever-changing realities, even as they maintain the essential operations of the organizations they lead’.

- Reeves and Allison, 2009, 2010

IB Leadership Development Mission

Vision statement

IB leaders are adaptive, globally and locally engaged and inspire commitment to create a better world through education by leadership grounded in professional inquiry.

So... leadership in different cultures?

Research into effective leadership traits was conducted by Dorfman et al, (2012) GLOBE: A Twenty year journey into the intriguing world of leadership and culture, Journal of World Business, 47, 504-518

- in 62 different cultural groups,
- in more than 900 companies
- using more than 17,000 respondents,
- over more than 20 years
- by 100s of researchers,

What did they study?

- an outstanding leader (who) is a person in an organization or industry who is *"exceptionally skilled at motivating, influencing, or enabling you, others, or groups to contribute to the success of the organization or task."*
- 112 Leader attribute and behaviour items were explored
- which lead to 21 primary dimensions of leadership
- which were then grouped into 6 global leadership dimensions

21 primary leadership dimensions /7

Integrity (6.07)

Inspirational (6.07)

Visionary (6.02)

Performance-oriented (6.02)

Team-integrator (5.88)

Decisive (5.80)

Administratively competent (5.76)

Diplomatic (5.49)

Collaborative team orientation (5.46)

Self-sacrificial (5.0)

21 characteristics cont...

Modesty (4.98)

Humane (4.78)

Status conscious (4.34)

Conflict inducer (3.97)

Procedural (3.87)

Autonomous (3.85)

Face saver (2.92)

Non-participative (2.66)

Autocratic (2.65)

Self-centered (2.17)

Malevolent (1.80).

6 leadership styles

1. The *charismatic/value based style* (4.5 – 6.5)
2. The *team-oriented style* (4.7 – 6.2)
3. The *participative style* (4.5 – 6.1)
4. The *humane style* (3.8 – 5.6)
5. The *self-protective* (2.5 – 4.6)
6. The *autonomous style* (2.3 – 4.7)

IB Leadership Workshop Series

<http://www.ibo.org/professional-development/ib-leadership-series/>

6 Workshops :

- Understanding Leadership
- Leading with a clear vision and strategy
- Leading through an understanding of culture and context
- Leading for effective teaching and learning
- Leading an effective professional learning community
- Cultivating learning-focused IB world schools



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Useful Articles



Useful Articles further reading

- Developing Leadership in IB Schools: A discussion paper
- *10 strong claims about successful school leadership.* Day, C., Sammons, P., Hopkins, D., Harris, A., Leithwood, K., Gu and Brown (2010) National College for Leadership of Schools and Children's Services: UK
- "GLOBE: A twenty year journey into the intriguing world of culture and leadership" Dorfman, P., Javidan, M., Hanges, P., Ali Dastmalchian, A. and House, R. (2012) in Journal of World Business, No 47, pp 504-518.
- *Leader Effectiveness and Culture: The GLOBE Study* , Centre for Creative Leadership
- *Leading Collective Capacity in Culturally Diverse Schools* Walker, A. & Riordan, G. (2010),, School Leadership & Management: Formerly School Organisation, 30:1, 51-63,
- *East is East: West is West ;* Walker, G.. IB - Position Paper

Imagine Leadership

<http://www.youtube.com/watch?v=TuuTlQoFzEU>

By XPLANE & Nitin Nohria