



# TAVISTOCK TALENT MANAGEMENT PROGRAMME

TALP/N2L

FACE TO FACE SESSION 3

DATE: THURSDAY 27 APRIL 2017

*Welcome*

# Programme Overview

- Understanding Yourself as a Senior Leader
- Understanding Leadership: the sphere of influence of your senior leadership
- Understanding Context: leadership in the working context of the school



**‘Wonderful! Just wonderful...  
so much for instilling them  
with a sense of awe!’**

# This Session

## OVERVIEW OF THE MODULE;

- Identify and evaluate personal ideas about senior leadership;
- Relate these ideas to some current theoretical models of leadership;
- Begin to examine and reflect upon issues related to the competence of self awareness;
- Explore and set personal goals for development;
- Briefly re-visit your project – pair and share.

# Succeeding in School Leadership

- *'In leadership it doesn't matter what you think you are doing: what matters is what others believe you are doing.'*

- *'In order to become a more effective leader, you must be yourself, and in becoming yourself more effectively you need to have self-knowledge and a learning model that supports your personal growth.'*

# Boyatzis: Adult Learning

- *"A key premise of self-directed learning is that you cannot make a person learn they have to want it for themselves."*

*Self Directed Learning*

# What does your role entail?

Apportion the percentage of your time spent:

- Leading
- Managing
- Administering

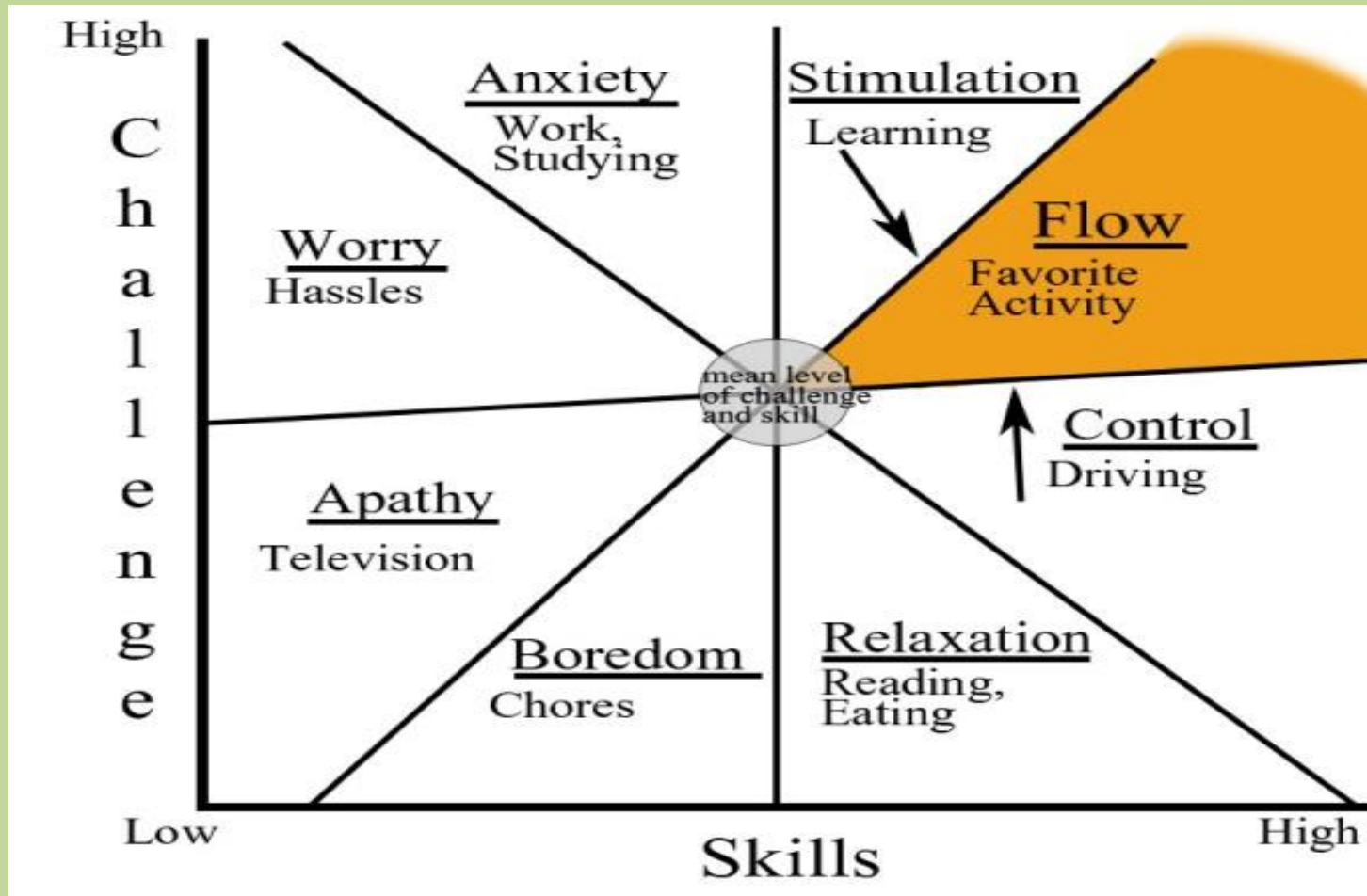


# Finding Flow

'Totally focussed, totally happy and fully engaged in what you are doing'



# Demands of the Task and Skill Level





# Surfing, Sinking, Swimming

- Surfing – Alive Mode
- Swimming – Coping Mode
- Sinking – Survival Mode



Mode	Coming alive	Surviving	Coping
Feeling	Surfing	Sinking	Swimming
Characteristics	<p>Well connected Able to think clearly Tolerates complexity and uncertainty Tolerates disillusionment and reality as it is Able to use whole self, feeling as well as thinking</p>	<p>Disconnected Unable to think clearly Simplify complexity</p> <p>Blaming and scapegoating</p> <p>Sees self as victim Trapped in the future Over-dependent on bosses for survival</p> <p>Getting lost in detail and losing the script</p>	<p>Some connections Defensive up to a point Moaning while coping</p> <p>Takes some responsibility and initiative Busy, busy but still able to think Struggles with finding the courage to stand up to the boss and the group</p>
	Able to ask for and receive help	Can't ask for help but will send signals like spilling the coffee over someone; dependent on others to offer help	Complaining is the cry for help
Focus	Short and long term	Very short term	Short term

# Collective Purpose

- What might the implications be, in your setting, of failing to either recognise and/or act on the signs and symptoms of swimming/sinking in yourself and others?
- Pair and share ideas – 5 mins

# Moral Leadership

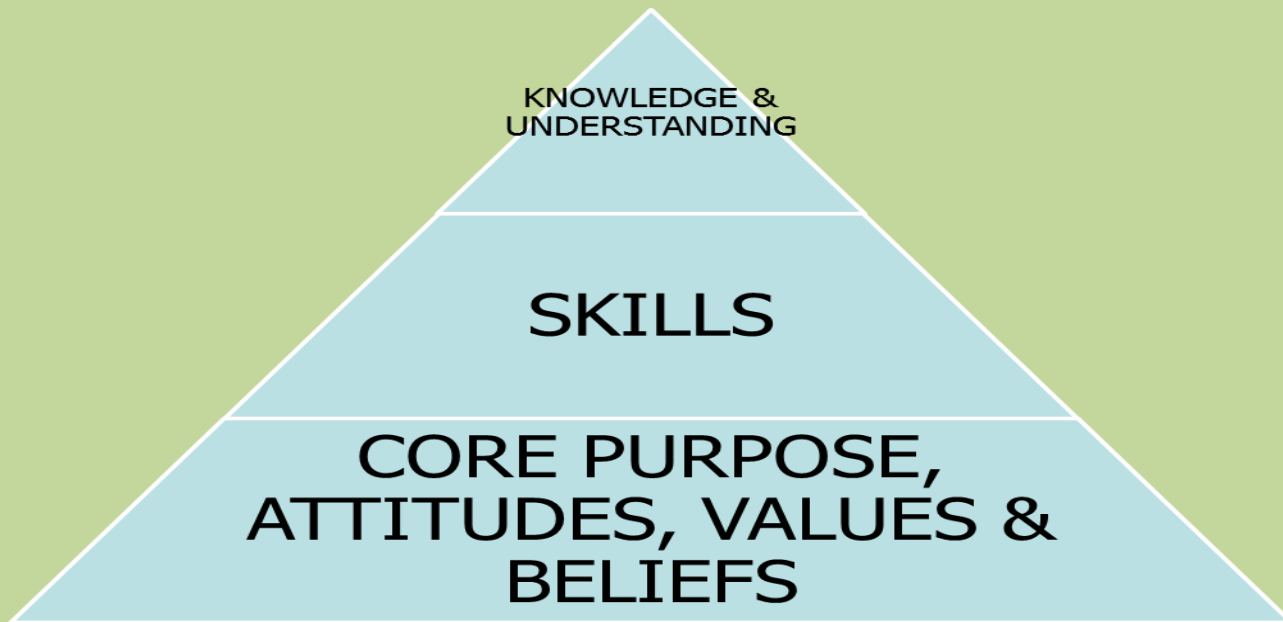
**SKIM/SCAN READ the think-piece from John West – Burnham;**

**Questions to consider:**

- How do you feel your values shape your role and actions?
- What, would you say, characterises the ethical purposes of the teaching profession?
- What are the positives and negatives of engaging in debate about fundamental issues? What are the consequences of this in terms of staying true to your values?
- What work have you done to secure a moral consensus within your community that will facilitate social cohesion and how have you measured the impact of it?
- How do you model the community's expectations of you as a leader?
- What is the connection between VALUES and MORAL PURPOSE?

# Core Values

- The Professional Pyramid
- The idea that organisational structures have to be secured onto solid non-negotiable foundations



# Bringing the theory and the practice together...

“Moral purpose and sustained performance of organisations are mutually dependent”

Fullan

# Right

I don't know if it's  
right or wrong

Depends  
on the situation

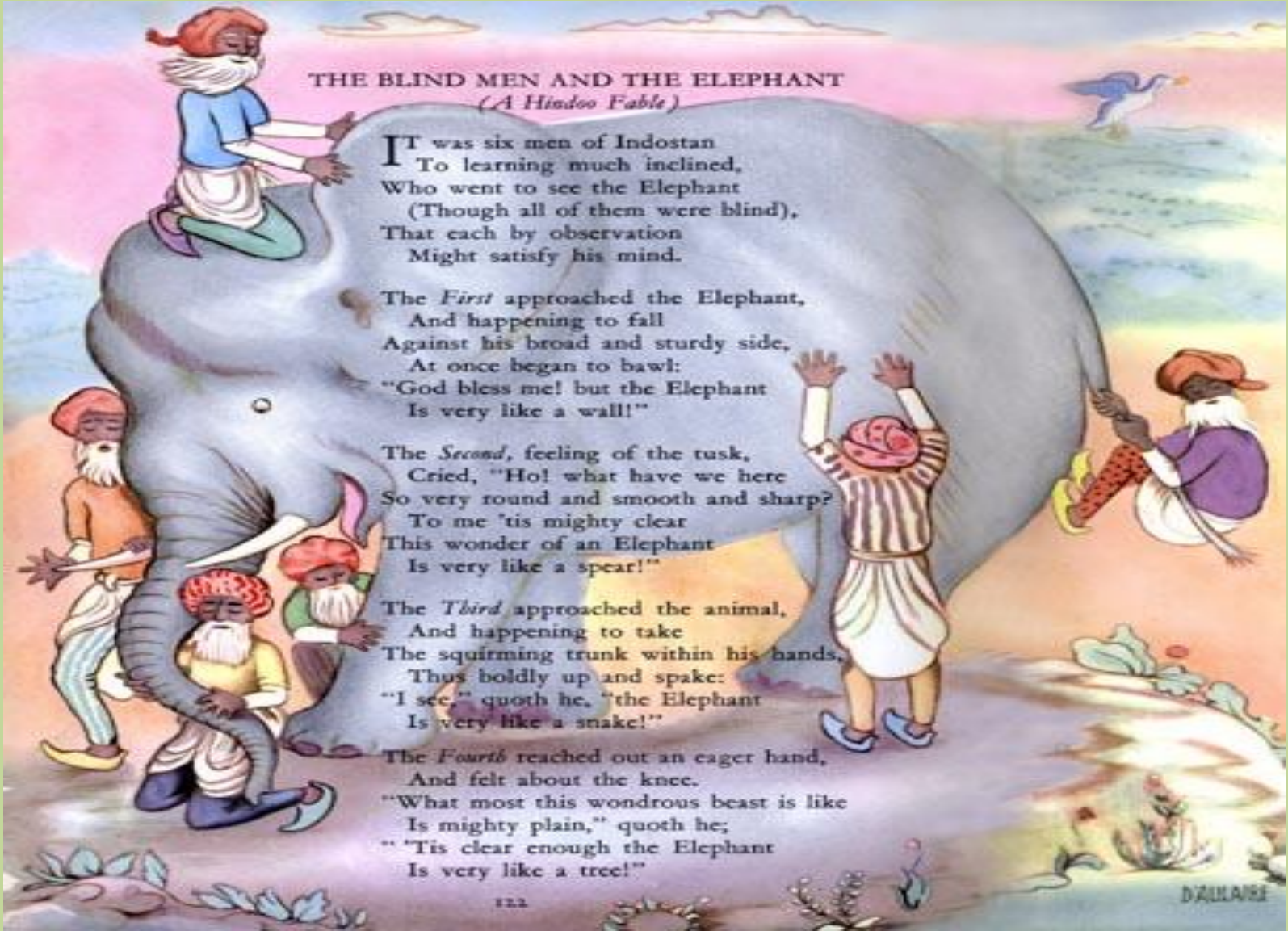


It's an individual  
choice, so what's  
the big deal

As long as I  
don't get caught

# Wrong





THE BLIND MEN AND THE ELEPHANT  
(A Hindoo Fable)

**I**T was six men of Indostan  
To learning much inclined,  
Who went to see the Elephant  
(Though all of them were blind),  
That each by observation  
Might satisfy his mind.

The *First* approached the Elephant,  
And happening to fall  
Against his broad and sturdy side,  
At once began to bawl:  
"God bless me! but the Elephant  
Is very like a wall!"

The *Second*, feeling of the tusk,  
Cried, "Ho! what have we here  
So very round and smooth and sharp?  
To me 'tis mighty clear  
This wonder of an Elephant  
Is very like a spear!"

The *Third* approached the animal,  
And happening to take  
The squirming trunk within his hands,  
Thus boldly up and spake:  
"I see," quoth he, "the Elephant  
Is very like a snake!"

The *Fourth* reached out an eager hand,  
And felt about the knee,  
"What most this wondrous beast is like  
Is mighty plain," quoth he;  
"'Tis clear enough the Elephant  
Is very like a tree!"



# THE KEY TRAITS OF AN EFFECTIVE LEADER

- H
- H
- H
- H
- H

# Key aspects of moral purpose

- A sense of purpose that is explicitly about making a difference;
- Uses strategies that mobilise people to tackle tough problems;
- Allows for pluralistic solutions, as opposed to “either”/“or”;
- The purpose is held accountable by means of measured and debatable indicators of success (KPIs)
- It awakens people’s intrinsic commitment and motivations i.e. it mobilises their sense of moral purpose
- It connects people to their moral compass

# Resonant and authentic leadership

“Passionate leaders articulate the vision. Passionate leadership is about **a deep rooted belief in better opportunities and alternative outcomes. The ability to conceptualise** these new futures and communicate them in a clear concise way is vital”

•(Davies & Brighthouse; 2008).

# Heroes & villains....

“Really effective leaders need to be hero makers rather than heroes because they are the people who make things happen in schools”

John West-Burnham

# Moral Purpose

‘Moral purpose and sustained performance of organisations are mutually dependent.’

# Key Points about Moral Purpose

- A sense of purpose that is explicitly about making a difference
- Uses strategies that mobilise people to tackle tough problems (Pluralistic solutions not just either /or)
- The purpose is held accountable by measured and debateable indicators of success
- Awakens peoples intrinsic commitment (mobilises their sense of moral purpose)

# DATE OF THE NEXT SESSION

22 JUNE 2017