Lecture Title: Middle Leadership and distributed leadership

Lecturer: Dr Ian Mifsud

Date: 18th October 2022

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AWARD IN LEADERSHIP STYLES AND MIDDLE LEADERSHIP FOR EDUCATORS

Session Overview

- Ground Rules
- Getting to Know Each other
  - My Baggage and Positioning
  - A Brief Word From Each Participant
- Leadership in Education
- Leadership vs Management?
- Leadership Styles
- Structure & Middle Leadership
- Distributed Leadership

Ground Rules

- Sessions are Recorded

- Cameras On (except breaks)

- Mute/Unmute as Necessary

- Active Listening & Participation

- Avoid Disturbances

- Question & Challenge Ideas, Politely

- Authenticity – Respecting Others' Values and Opinions

IMAGE SOURCE: https://imageio.forbes.com/specials-images/imageserve/889600484/0x0.jpg?format=jpg&width=1200

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Getting to Know Each other – My Baggage & Positioning I

Born in 1975 –
St Catherine's Hospital

Grew up as the only child born to Alex and Tony in Ħamrun

A Christian Democrat Formation with Social Justice Values

Living in Naxxar with Janice, Isaac, Jacob … and Blaze

Getting to Know Each other – My Baggage & Positioning II

De La Salle College

Ġian Frangisk Abela Upper Lyceum

UNIVERSITY OF MALTA
L-Università ta' Malta

UNIVERSITY OF LINCOLN

1980 - 90/91
Compulsory Education

1991 - 92/93
Sixth Form

1993 - 97: B Ed (Hon)
2003 - 05: PGDEAM
2005 - 08: MEd (Ed Lead)

2009 - 20:
PhD

Getting to Know Each other – My Baggage & Positioning III

| 1997 | 2000 | 2003 | 2006 | 2009 | 2012 | 2015 | 2018 | 2022 |

A Passion for Art from
Childhood …

A Teacher of Art …

A Growing Passion in People
A Growing Passion in Influence

An Aspiring
Educational
Leader

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Getting to Know Each other – A Brief Word From Each Participant

Role

Experiences

NOW, ITS YOUR TURN

… Guiding Values

…?

IMAGE SOURCE: https://img.freepik.com/premium-photo/text-now-its-your-turn-appearing-torn-brown-paper_132358-1605.jpg?w=2000
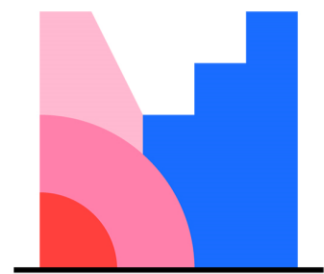
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Leadership in Education   I

- What comes to mind when we speak of Leadership?

- Using your mobile phone's browser, log onto **menti.com** enter the code **3975 2162** and follow instructions given.

Leadership in Education II

- Different definitions of leadership proposed by Tony Bush (2006):

- *Leadership as Influence*
  - *'… a social influence process whereby intentional influence is exerted by one person [or group] over other people [or groups] to …'* (Yukl, 2002)
  - *… purposeful … intended to lead to specific outcomes …* (Cuban, 1998)
  - *… an organisational quality flowing through the differing interworks of the organisation* (Ogawa and Bossert, 1995)

Leadership
**Means Action
Not Position**

SOURCE:
Bush T. (2006) Theories of Educational
Leadership and Management 3rd Edition

IMAGE SOURCE: https://blog.presentationload.com/wp-content/uploads/2020/06/Leadership.jpg

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Leadership in Education   III

- Different definitions of leadership proposed by Tony Bush (2006):

- *Leadership and values*

  - *... constructs of leadership focus on the need for leadership to be grounded in firm personal and professional values ...*

  - *... the primary role of any leader [is] the unification of people around key values.* (Wasserberg, 2020)

  - *... good leaders are informed by and communicate clear set of personal and educational values which represent their moral purpose for the school.* (Harris and Hadfield, 2001)

Leadership Means Action Not Position

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Leadership in Education   IV

- Different definitions of leadership proposed by Tony Bush (2006):

- *Leadership and vision*

  - *Vision is increasingly regarded as an essential component of effective leadership.*

  - *... heads are motivated to work hard 'because their leadership is the pursuit of their individual visions'* (Southworth, 1993)

  - *... but ... 'Vision can blind leaders in a number of ways ...'* (Fullan, 1992b)

Leadership
Means Action
Not Position

SOURCE:
Bush T. (2006) Theories of Educational
Leadership and Management 3rd Edition

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Leadership vs Management?   I

- Distinguish between Leadership and Management.

- Using your mobile phone's browser, log onto **menti.com** enter the code **3975 2162** and follow instructions given.

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Leadership vs Management? II

- *… concept of leadership overlaps with … management and administration.*

- *… school leaders experience difficulty in deciding the balance between higher order tasks designed to improve staff, student and school performance (leadership), routine maintenance of present operations (management) and lower order duties (administration).* (Dimmock, 1999)

SOURCE:
Bush T. (2006) Theories of Educational Leadership and Management 3rd Edition

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Leadership vs Management?   III

- *… [Cuban (1998)] … links leadership with change while management is seen as a maintenance activity. He also stresses the importance of both dimensions of organisational activity.*

- *… management, … linked to systems and 'paper', and leadership, … is perceived to be about the development of people.* (Day, Harris and Hadfield, 2001)

- Leadership linked to *values or purpose* while management relates to implementation or technical issues. (Bush, 1998)

SOURCE:
Bush T. (2006) Theories of Educational Leadership and Management 3rd Edition

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Leadership vs Management?   IV

- *[Fidler (1997)] argues against a firm distinction between leadership and management, claiming that they have an '**intimate connection**' and 'a great deal of overlap, particularly in respect of motivating people and giving a sense of purpose to organisation'.*

- *'Erecting this kind of dichotomy between something pure called 'leadership' and something 'dirty' called 'management', or between values and purposes on the one hand and methods and skills on the other, would be disastrous.' (Glatter, 1997)*

SOURCE:
Bush T. (2006) Theories of Educational Leadership and Management 3rd Edition

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Coffee Break ... we reconvene at ...

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[INSERT STUDY PROGRAMME NAME]

Leadership Styles   I

- Are Leaders Born or Made?

- **Traits Theories:** *attempt to determine a list of distinctive characteristics accounting for leadership effectiveness. … However, … no universal list of traits …* Furthermore, are *traits like assertiveness and self-confidence … developed before or after [becoming] a leader.*

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

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Leadership Styles   I

- Qualities of effective leadership.

- Using your mobile phone's browser, log onto **menti.com** enter the code **5216 1558** and follow instructions given.

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Leadership Styles   III

- Are Leaders Born or Made?

- Amongst most important leadership traits from studies that pursued are: *integrity, industriousness, and ability to get along with people.*

- **Behavioural Leadership Theories**: *quest to find the best leadership style in all situations ... an insight into the relationship between leaders and their followers. The whole essence of leadership is making sure the people are truly following you.*
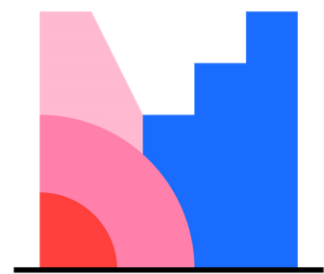

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

IMAGE SOURCE: https://i.ytimg.com/vi/lXjI2kuNkhE/maxresdefault.jpg

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Leadership Styles   IV

- *... the combination of traits, skills, and behaviours managers use to interact with employees.*

- Studies in the 1930s proposed 3 *basic leadership styles: (1) Autocratic ... (2) Democratic ... (3) Laissez-faire.*

- More Contemporary researches suggest more variations:
  - Charismatic Leadership
  - Transformational Leadership
  - Transactional Leadership
  - Symbolic (aka Moral) Leadership
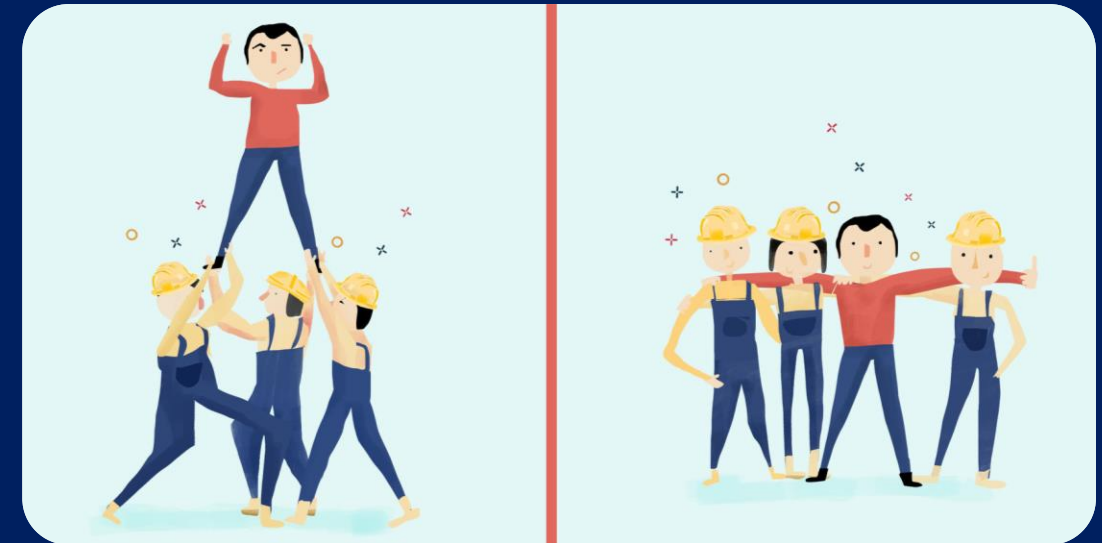
SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

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Leadership Styles   V

- **Charismatic Leadership**

  ... is based on a leadership style that inspires loyalty, enthusiasm, and high levels of performance.

  Charismatic leaders have an idealised goal or vision, have a strong personal commitment to that goal, communicate the goal to others

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

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Leadership Styles   VI

- **Transformational Leadership**

  ... is based on a leadership style that brings about continuous learning, innovation, and change.

  Transformational leaders create significant changes as they build relationships that include follower input into the change process.

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

IMAGE SOURCE: https://m.media-amazon.com/images/I/711k4zXcRiL.jpg

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Leadership Styles   VII

- **Transactional Leadership**

  … is based on exchange.

  The exchange is based on the principle of "you do this work for me and I'll give this reward to you."

  While transformational leaders tend to be top-level managers, transactional leadership focuses more on middle and first-line management.

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

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Leadership Styles   VIII

- **Symbolic Leadership**

  ... is based on establishing and maintaining a strong organisational culture.

  Employees learn the culture (shared values, beliefs, and assumptions of how they should behave in the organisation) through leadership.

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

IMAGE SOURCE: https://www.techpowerup.com/img/EGOUPLjCjATp9JVW.jpg

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Leadership Styles   IX

- **Situational Leadership Theories**

  ... attempt to determine the appropriate style for various situations.

- Amongst models proposed are *Contingency Leadership Model* (matching style with task- or relationship- oriented situation) and the *Leadership Continuum Model* (from autocratic to participative).

SOURCE:
Lussier, R. N. (2003) Management Fundamentals: Concepts, Applications, Skill Development, 2nd Edition. Canada: Thomson Learning.

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Structure & Middle Leadership   I

- **Formal vs informal** leadership roles.

- There is a growing belief that single-person leadership, such as that of the Head of School, is insufficient when it comes to leading learning and teaching in a complex organisation like a school.
(https://www.cslireland.ie/images/impll/middle-a3.pdf)

- Middle leadership in the local educational context …

SOURCE:
Bush T. (2006) Theories of Educational Leadership and Management 3rd Edition

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Structure & Middle Leadership   II

- Examples of Middle Leadership in the local context.

- Using your mobile phone's browser, log onto **menti.com** enter the code **5216 1558** and follow instructions given.

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Structure & Middle Leadership   III

- Middle leadership often describes a leadership position in a school that involves **additional responsibilities outside of the classroom**. Areas of responsibility may include pastoral leadership, curriculum leadership, leadership of additional student supports, leadership of a team who are delivering a particular programme, or the leadership of a specific school improvement priority.


SOURCE: https://www.cslireland.ie/images/impll/middle-a3.pdf

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Distributed Leadership   I

- If we think about leadership as being confined to only those in positions of authority then we are wilfully ignoring the leadership talent and capability of many others. If leadership is fundamentally about influence, then within any school there are many sources of influence, both formal and informal.
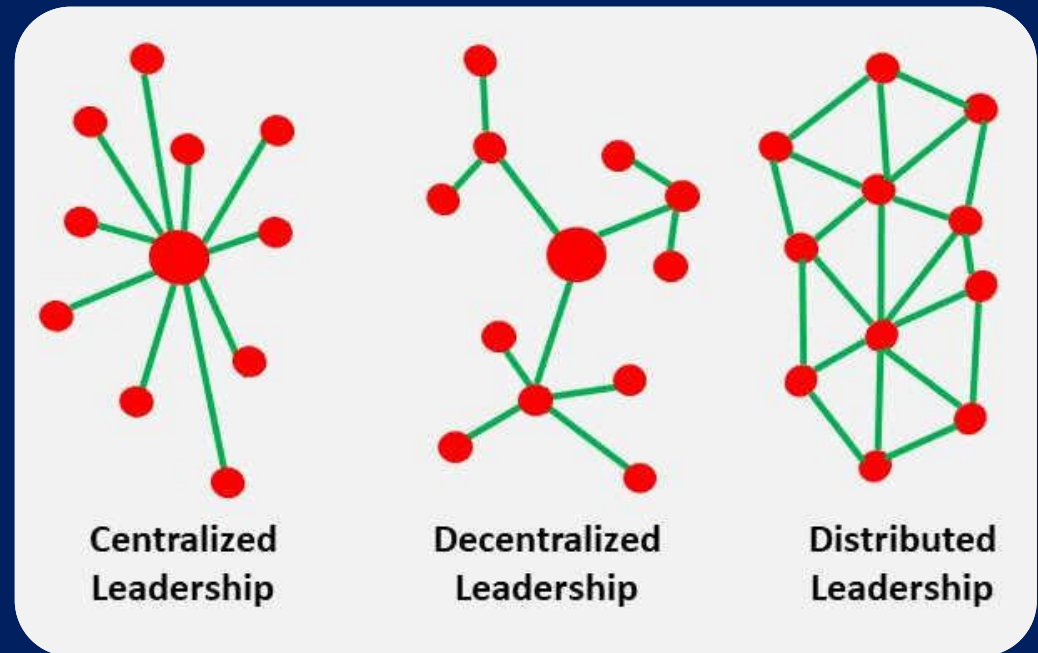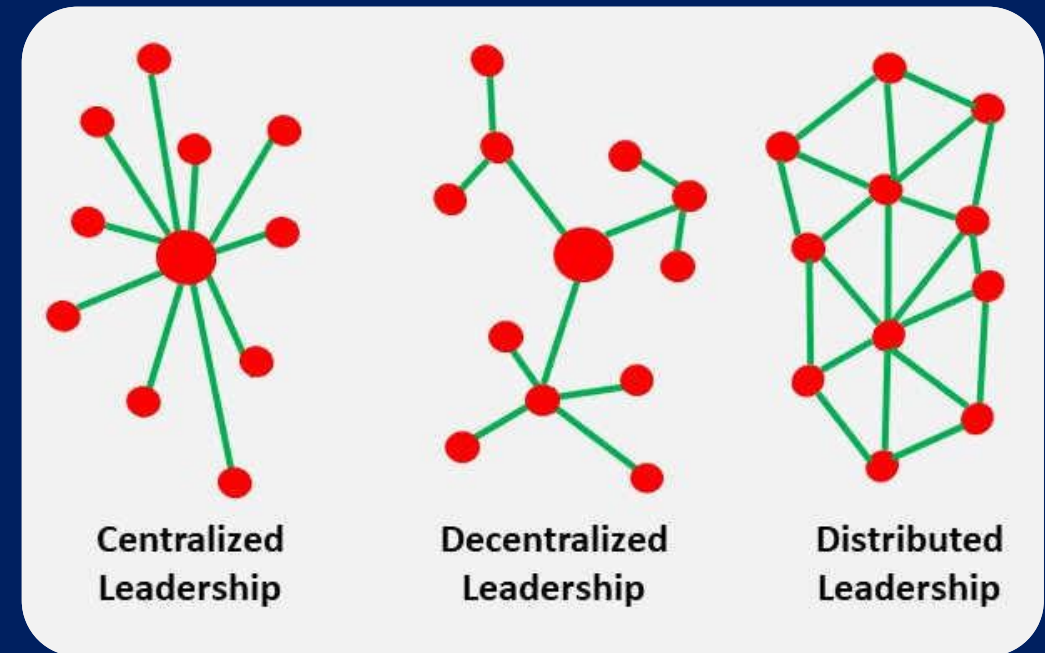

Centralized Leadership

Decentralized Leadership

Distributed Leadership

SOURCE: https://www.teachermagazine.com/au_en/articles/distributed-leadership

www.21Academy.education

Distributed Leadership   II

- Distributed leadership is **primarily concerned with the practice of leadership rather than specific leadership roles or responsibilities.** It equates with shared, collective and extended leadership practice that builds the capacity for change and improvement.


Centralized Leadership   Decentralized Leadership   Distributed Leadership

SOURCE: https://www.teachermagazine.com/au_en/articles/distributed-leadership

www.21Academy.education

Distributed Leadership   III

- Distributed leadership *shares many features with collegiality.*
- *Collegial models include all those theories which emphasise that* **power and decision-making should be shared** *among some or all members of the organisation.*
- *These approaches* **range from a 'restricted' collegiality** *where the leader shares power with a limited number of senior colleagues* **to a 'pure' collegiality** *where all members have an equal voice in determining policy.*
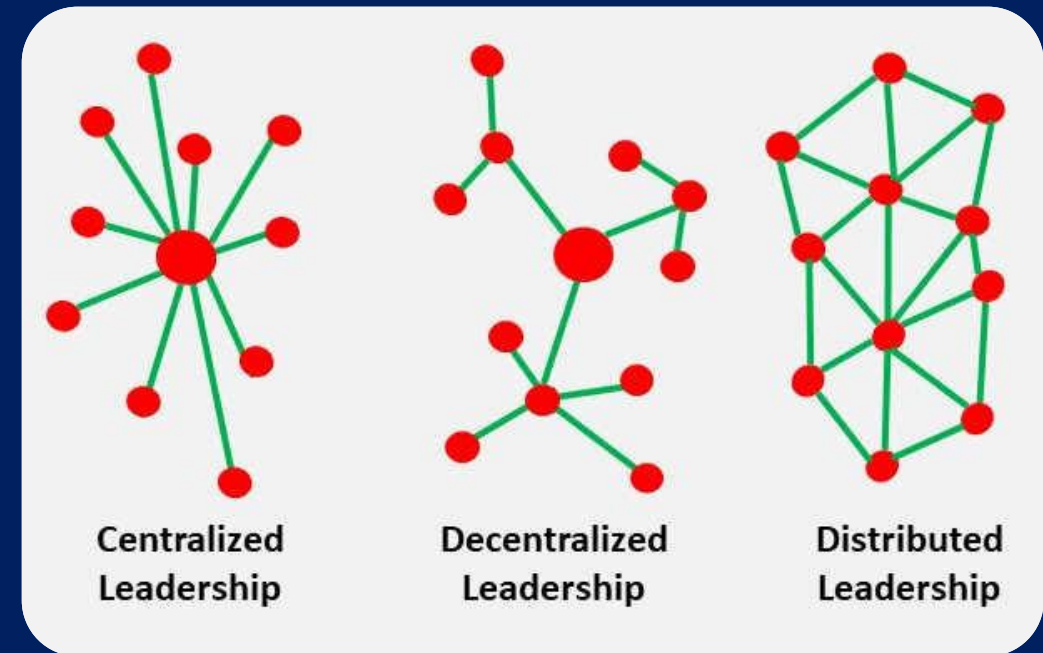

Centralized Leadership   Decentralized Leadership   Distributed Leadership

SOURCE:
Bush T. (2006) Theories of Educational Leadership and Management 3rd Edition

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Distributed Leadership   IV

- *Distributed leadership means mobilising leadership expertise at all levels in the school in order to **generate more opportunities for change and to build the capacity for improvement**. The emphasis is upon interdependent interaction and practice rather than individual and independent actions associated with those with formal leadership roles or responsibilities.*

- *… it is **'leadership by expertise'** rather than leadership by role or years of experience. Genuine distributed leadership **requires high levels of trust, transparency and mutual respect***.
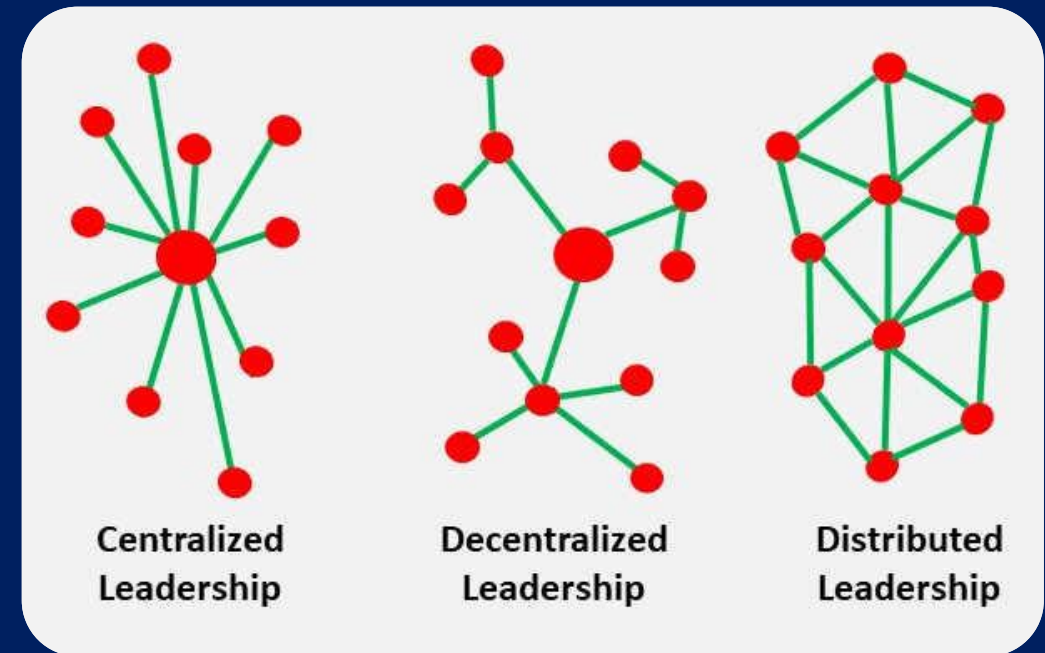
Centralized Leadership

Decentralized Leadership

Distributed Leadership

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Distributed Leadership   V

- *... to be most effective, distributed leadership has to be carefully planned and deliberately orchestrated. It won't just happen and if it does, there is no guarantee that it will have any positive impact.* **Letting a thousand flowers bloom is not distributed leadership.**

- *... those in formal leadership roles ... have a key role to play in creating the conditions for distributed leadership to occur.* **They have to create the opportunities for others to lead.**

SOURCE: https://www.teachermagazine.com/au_en/articles/distributed-leadership

www.21Academy.education

Distributed Leadership   VI

- When distributed leadership works well, individuals are **accountable and responsible for their leadership actions**; new leadership roles created, collaborative teamwork is the modus operandi and inter-dependent working is a cultural norm. **Distributed leadership is about collective influence** - it is not just some accidental by-product of high performing organisations but, ... **a contributor to school success and improved performance**.

  (Hargreaves & Harris, 2010; Hargreaves, Boyle & Harris, 2014)

SOURCE: https://www.teachermagazine.com/au_en/articles/distributed-leadership

www.21Academy.education

Distributed Leadership   VII

- **Delegation is about getting others to complete your work for you**.

- Distributed leadership is about **empowering leaders in schools**.

- Distributed leadership implies:
  - **Autonomy**
  - **Accountability**
  - **Capacity**

SOURCE:
https://www.teachermagazine.com/au_en/articles/distributed-leadership

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End of Lecture 1 – Any Questions? Thank you

AWARD IN LEADERSHIP STYLES AND MIDDLE LEADERSHIP FOR EDUCATORS