What is Transformational Leadership?

**TRANSFORMATION**
- The act or process of transforming
- Change in form, appearance, nature or character
- Metamorphosis
- Radical Change
- Renewal
- Revolution

**LEADERSHIP**
- The position or function of a leader.
- The ability to guide and serve others.
- The act or instance of leading.
- The leaders of a group.

Axis of Leadership

**Q1**
- + Culture
- + Structure

**Q2**
- - Culture
- + Structure

**Q3**
- - Culture
- - Structure

**Q4**
- + Culture
- - Structure

Student improvement can’t occur without teacher improvement, and teacher improvement can’t occur without teacher leadership.
**X Axis of Culture**

- Culture

**Y Axis of Structure**

+ Structure

- Structure

---

**Situational Leadership**

The leader adapts his leadership behavior to followers’ “maturity,” based on their willingness and ability to perform a specific task.

Q1
WILLING
ABLE
Q2
unwilling
ABLE
Q3
unwilling
unable
Q4
WILLING
ABLE

Q3
unwilling
unable

HIGH TASK
Q3
unwilling
unable

Response to Change = Victim
“Telling” Style
High Task
• Explicit directions for followers’ actions
low relationships
• low concern for relationships

Q2
unwilling
ABLE
Q4
WILLING
unable

Response to Change = Critical
“Selling” Style
low task
• not much direction or guidance needed from leader.
low relationships
• Persuasion to engage is the goal.

HIGH TASK
Q4
WILLING
unable

Response to Change
Go with the Flow
“Participating” Style
High Task
• Provide much direction or guidance
High Relationships
• Interact with followers in a friendly manner

HIGH RELATIONSHIP
Q4
WILLING
unable

low relationship

Response to Change = Victim
“Telling” Style
High Task
• Explicit directions for followers’ actions
low relationships
• low concern for relationships

2017 Transformational Leadership - January 31, 2017
Response to Change – Embrace and Advocate

“Delegating” Style

low task
• leaves task for followers to execute with little interference

High Relationships
• Trusts followers to execute the task on their own.

Situational Awareness

• Accurately predicting what can go wrong from day to day.
• Identifying informal groups and relationships among staff.
• Issues in school that haven’t surfaced, but could create discord.
• Proactive leaders head off problems before they stifle growth.

Source: School Leadership that Works: From Research to Results by Marzano, Waters, McNulty, 2005

The Hierarchy of Instructional Excellence

<table>
<thead>
<tr>
<th>Failure TO Learn Mindset</th>
<th>Failure FOR Learning Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>He didn’t learn the material.</td>
<td>What can I do differently FOR him to help him learn the material next time?</td>
</tr>
<tr>
<td>He did not pass.</td>
<td>How much progress did he make from the last test or assignment?</td>
</tr>
<tr>
<td>He is always behind.</td>
<td>What can I do differently to catch him up?</td>
</tr>
<tr>
<td>He can’t keep up with the class.</td>
<td>What preteaching and extra time can I give him to help him stay caught up?</td>
</tr>
<tr>
<td>He doesn’t have the work ethic for my class.</td>
<td>What can I do differently to teach him how to stay organized and engaged?</td>
</tr>
<tr>
<td>He can’t do anything.</td>
<td>What strengths does he possess?</td>
</tr>
<tr>
<td>He can’t behave.</td>
<td>When does he consistently act appropriately and how can I leverage that behavior in a constructive manner?</td>
</tr>
<tr>
<td>He won’t try for me.</td>
<td>What can I do to reestablish a meaningful relationship for learning with him?</td>
</tr>
<tr>
<td>He won’t stay focused.</td>
<td>What is his preferred learning style and am I teaching to that style?</td>
</tr>
</tbody>
</table>
Rigor and Mastery

Hierarchy of Instructional Excellence

Creative Strategies For Individual Students

Hierarchy of Instructional Excellence

...the greatest effects on student LEARNing occur when the TEACHers become LEARNers of their own TEACHing and...

...when students become their own TEACHers.

John Hattie

- Visible Learning (2009, p. 22)
Student Growth in Learning cannot occur without Teacher Growth in guaranteeing learning for ALL KIDS.

@johnwink90
#LeadExcel