

# Leadership Reflection

## Small Learning Communities

To successfully lead SLC schools, administrative teams need to have a working understanding of how each person approaches leadership. Leading SLC work reframes leadership to facilitating ownership and collaborating in different ways to support student achievement.

The following organizational framework is based on the work of Lee Bolman and Terrence Deal, authors of [Reframing Organizations: Artistry, Choice and Leadership](#).

The goal of the protocol is to uncover each administrators approach to leadership. There is no one style that is ideal but it is important to understand how various styles can work together. Ultimately, this assessment will assist in understanding where your team strengths lie in leading the work of SLCs.

Time needed: 60 minutes

# Leadership Reflection

## Part 1 - Human Resource & Structural

20 Minutes

1. Read the explanation for the human resources and structural organizational lenses.
2. Using the corresponding Venn diagram, place an “X” on the continuum that best represents your leadership. Also, write each team members name where you think they best fit on the continuum.
3. The first person shares where they are on the continuum and why.
4. Based on their experience, do other teammates agree or disagree with the placement of the “X”? Why or Why not?
5. Based on the teams feedback would you change where you originally placed your “X”?
6. Repeat steps 3-5 until everyone has participated.

# Organizational Lens

## Human Resources (Relationships):

Leaders emphasize the importance of people. They perceive their organization in terms of a family and work toward meeting the needs of the individual. They believe that the primary task of management is to create a good fit between individuals and organizations. They promote coaching, participation, motivation, teamwork, and good interpersonal relationships. An effective human resource leader is a facilitator and participative manager who supports and empowers others.

## Structural (Goals & Rules):

Leaders focus on rationality, logic analysis, and deal with facts and data. They perceive their organization as being a factory with specific goals and measurable productivity. They work toward establishing clear structures and well-developed management systems. An effective structural leader thinks clearly, has good analytical skills and can organize systems that are practical and can get things done

# Organizational Lens

## Part 1

**Human Resources**  
Relationships

**Structural**  
Goals & Rules



An effective human resource leader is a facilitator and participative manager who supports and empowers others.

An effective structural leader thinks clearly, has good analytical skills and can organize systems that are practical and can get things done.

# Leadership Reflection

## Part 2 – Political & Symbolic

20 Minutes

1. Read the explanation for the political and symbolic organizational lenses
2. Using the corresponding Venn diagram, place an “X” on the continuum that best represents your leadership. Also, write each team members name where you think they best fit on the continuum.
3. Repeat steps 3-5 from Part 1 until everyone has participated

# Organizational Lens-Part 1

## Political (Power & Conflict):

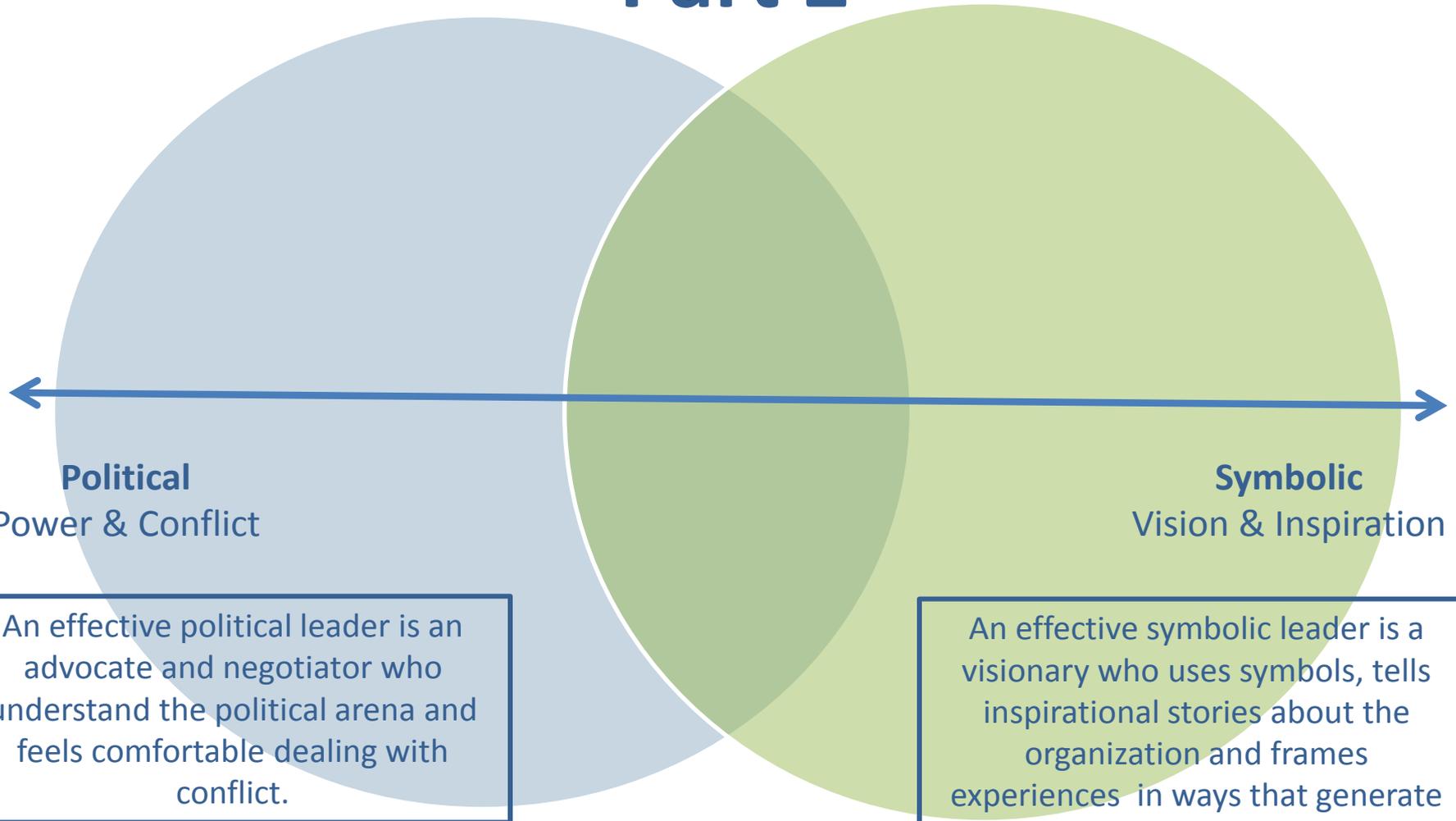
Leaders perceive the work environment as a jungle characterized by conflict and a lack of resources. Their central task is to gather and mobilize needed resources and to fight for the organization's objectives and goals. They build power bases consisting of allies, networks, and coalitions. An effective political leader is an advocate and negotiator who understands the political arena and feels comfortable dealing with conflict.

## Symbolic (Vision & Inspiration):

Leaders believe that their paramount task is to provide vision and inspiration. They employ personal charisma and a dramatic flair to get their subordinates excited and committed to the organization's mission. An effective symbolic leader is a visionary who uses symbols, tells inspirational stories about the organization and frames experiences in ways that generate hope and provide meaning.

# Organizational Lens

## Part 2



# Leadership Reflection

## Part 3 – Completing the Picture

20 Minutes

1. Use both sets of Venn diagrams to plot an on the Venn diagram with all four lenses. Also, write each team members name where you think they best fit on the diagram.
2. Discuss as before your placements and why.
3. After the discussion, writes your name where you now feel your leadership style falls on a clean, common diagram. Repeat for all team members.
4. As you look at the placement of the entire team, what do you notice? What are the strengths? Are there any challenges?
5. How can you use this information to strengthen your leadership?
6. As you move forward to lead the Small Learning Communities work, what is a target area that needs to be further developed?

# Organizational Lens

## Part 3

