

# Teacher Empowerment and Leadership Continuum

Most of the time (75%) decisions are made within this leadership model:

1

## Directive

Administrator decides and then tells staff. People are told about a decision or directed to do something and they are expected to comply. Administrator makes the decision and is entirely accountable for it.

2

## Transactional

Administrator gains input before deciding. People are consulted and able to give input into a decision that is ultimately made by an administrator. Administrator makes the decision and is entirely accountable for it.

3

## Shared

Staff decide and recommend. People make a collective decision, but must consult a supervisor before acting. Accountability is shared.

4

## Transformational

Staff decide and act. People make a collective decision and take action without getting anyone's approval. Staff is accountable. If there is an administrator, he/she creates conditions for healthy teams of teachers AND students to make good decisions.

## Conditions and Behaviors for Effective Decision Making

Rank your school with this scale:

1

*Not in place*

2

*Sometimes by some people*

3

*Often observed*

4

*Consistently observed*

### Conditions

- High level of trust among staff
- Productive ways of dealing with conflict are practiced
- Leadership skills to facilitate effective conversation is developed
- Agreement on the mission and vision exists
- Team members respectfully challenge each other and share their true thoughts

### Behaviors

- Listen to each other and seek to understand
- Find value in someone else's ideas
- Ask for and accept feedback
- Open to different ideas
- Focus on facts, not feelings during a disagreement
- Aware of our own and other's emotions and manage them
- Compassionate and kind to each other