Teacher Empowerment and Leadership Continuum

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

<table>
<thead>
<tr>
<th></th>
<th>Directive</th>
<th>Transactional</th>
<th>Shared</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administrator decides and 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.</td>
<td>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.</td>
<td>Staff decide and recommend. People make a collective decision, but must consult a supervisor before acting. Accountability is shared.</td>
<td>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.</td>
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### Conditions and Behaviors for Effective Decision Making

#### 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

#### Rank your school with this scale:

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td></td>
<td>Not in place</td>
<td>Sometimes by some people</td>
<td>Often observed</td>
<td>Consistently observed</td>
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</tbody>
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February 2019