



**Early Childhood
Conference 2018**

Building Organisational Capacity through Teacher Leadership

Presenter: Dr Sum Chee Wah

Session C9 on Sat, 6 Oct 2018
1100-1230h
Room 324



**NURTURING
YOUNG MINDS:
BUILDING STRONG
FOUNDATIONS**



Synopsis of Session

Join this workshop to learn and discuss the key concepts of teacher leadership. In the past, leadership has been associated with positions but more recently, the shift has been for individuals who are not holding leadership positions to contribute towards leadership too. In fact, teacher leadership is a key assumption in the Early Childhood Skills Future Framework. Practitioners, regardless of where you are on the hierarchy, can have a role to play in providing leadership for your respective centres.



Objectives

At the end of the session, participants should be

- **Able to understand what teacher leadership is**
- **Aware of the affordances and challenges in the environment**
- **Motivated to exercise teacher leadership/facilitate teacher leadership**



Itinerary

- What is leadership?
- What is teacher leadership?
- How can teacher leadership build organizational capacity?
- What can I do to provide leadership as a teacher
- What can centre leaders do to support teacher leadership



What is Leadership?

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Definition of Leadership

Leadership is a process of influence leading to the achievement of desired purposes. Successful leaders develop a **vision for their schools based on their personal and professional values. They articulate this vision at every opportunity and **influence their staff and other stakeholders to share the vision. The philosophy, structures and activities of the school are geared towards the achievement of this shared vision.****

Bush and Glover, 2002:8



Definition of Leadership

“provide vision and communicate it; develop a team culture; set goals and objectives; monitor and communicate achievements; and facilitate and encourage the development of individuals”

(Rodd, 1998:3)



Leadership vs Management

Leadership is associated with change

**Management is associated with
maintenance**



What is the purpose of leadership?

If leadership is about change, & change for the better, then leadership has to be for the purpose of growing the organisation's capacity to deliver its goals/services



What is the purpose of leadership?

Capacity building is likely to be taking place when

- Individuals are functioning at a higher level
- Teams are functioning at a higher level- synergies

The concept of capacity

An organization with greater capacity delivers goals with less resources or within a shorter period of time



What is Teacher Leadership?
**How can teachers build
organisational capacity?**

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Teacher Leadership

EngageNY Youtube clip (2014)

[https://www.youtube.com/watch?v= R1i4RZQbuY](https://www.youtube.com/watch?v=R1i4RZQbuY)

**Teacher leaders may not have position power.
They lead from where they are**



Teacher Leadership

Contributes towards moving the organisation towards its goals

How?

- ✓ Lead/influence others
- ✓ Role model professional attitudes
- ✓ Facilitate the work of others
- ✓ Participate in decision-making
 - ✓ Coach colleagues
- ✓ Collaborate with colleagues
- ✓ Advocate for improvements

Fairman and Mackenzie (2015)

Teacher leaders may not have position power. So how do they lead?

7 Dimensions

- ✓ Coordinate & manage issues
- ✓ Carry out curriculum sharing
- ✓ Provide/support colleagues with/in PD
- ✓ Participate in improvement efforts
- ✓ Participate in parent and community work
- ✓ Contribute towards the profession
- ✓ Contribute towards pre-service training

York-Barr & Duke (2004)

York-Barr & Duke (2004)

Teacher Leaders need to

- Be respected as teachers
 - Be learning oriented
- Have leadership capacities

The Leadership Work performed by teacher leaders need to be

- Valued
- Visible
- Negotiated
- Shared

Conditions necessary for teacher leadership include

- Supportive culture
- Supportive principal & colleagues
 - Availability of Time
- Availability of Resources
- Availability of Development opportunities

Means of Leadership Influence

Teacher Leaders

- Maintain a focus on teaching and learning
- Establish trusting and constructive relationships
- Interact through formal and informal points of influence


Targets of Leadership Influence

include

- Individuals
- Teams or groups
- Organisational capacity

Intermediate Outcome of Leadership
Improvements in outcomes of teaching & learning practices

Student Outcomes



What can teachers in Singapore do to provide Leadership?

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Teacher Leadership in Singapore

- **What are the enabling factors (affordances)**
- **What are the challenges in the environment?**



Teacher Leadership in Singapore: Affordances

Skills Framework

Four category of skills for all jobs

- **Developing the child holistically**
- **Collaborating with families and community**
- **Building professional capacity**
- **Building organizational capacity**

The EC Skills Framework assumes that teachers play a part in contributing towards organizational capacity building



Teacher Leadership in Singapore

Challenges

- **Lack of awareness/understanding**
- **Lack of time**
- **Few have enlightened mindsets, most people associate desire to contribute with ambition and do not view teacher leadership with kindness**



Teacher Leadership in Singapore

Activity: Please discuss at your tables

What can you do personally to be a teacher leader?



What can centre leaders in Singapore do to support teacher leadership?

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Centre Leaders

Centre leaders can support teacher leadership by sharing leadership/providing for distributed leadership

Centre Leaders' direct support can come in the form of allowing teachers to

- **Work of others**
- **Participate in decision-making**
- **Coach colleagues**
- **Advocate for improvements**
- **Carry out curriculum sharing**
- **Participate in parent and community work**

[Examples given by Fairman and Mackenzie (2015), York-Barr & Duke (2004)]



**THANK YOU FOR YOUR
PARTICIPATION!**

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