

# Forces of Leadership

## ▶ Technical Force

- Management, day-to-day functioning and operation.

## ▶ Human Force

- Human relations – tending to the needs of students and teachers.

## ▶ Educational Force

- Principal as “clinical practitioner” – expert professional knowledge regarding teaching, learning, & schooling.

## ▶ Symbolic Force

- Modeling important goals and behaviors. Providing a unified vision for the school in words and actions.
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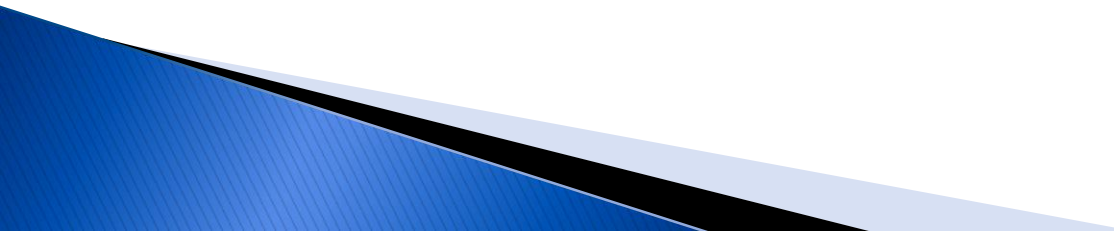
# Forces of Leadership

## ▶ Cultural Force

- Bonding students, teachers, and others together and binding them to the work of the school as believers. Development of habits, norms, expectations, and shared assumptions that guide “how we do things here.”

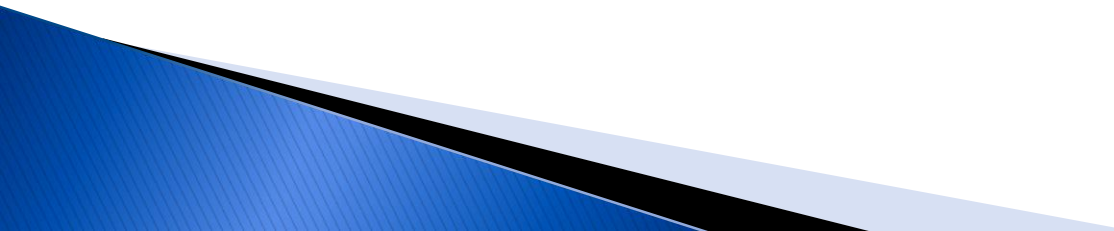
# School Culture

*How we do things around here...*

- 1. What is important here?*
  - 2. What do we believe in?*
  - 3. Why do we function the way we do?*
  - 4. How are we unique?*
  - 5. How do I fit into the scheme of things?*
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# School Culture

## Culture Norms That Affect School Improvement

1. Collegiality – Professional Collaboration
  2. Experimentation
  3. High Expectations – Students & Teachers
  4. Trust & Confidence
  5. Tangible Support of Teaching & Learning
  6. Reaching Out to Knowledge Base – Data, Professional Development
  7. Appreciation & Recognition
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# School Culture

## Culture Norms That Affect School Improvement Continued...

8. Caring, Celebration, & Humor
9. Involvement in Decision Making
10. Protection of What's Important – Schools goals and priorities
11. Honest, Open Communication

*From Countdown to the Principalship*  
***School Culture Survey – Discussion***

