

# C O N T E N T S

---

PREFACE iv

MEET THE AUTHORS vi

## **PART ONE**

### **Major Concepts in Administration and the Social Sciences 1**

---

INTRODUCTION 2

EDUCATIONAL LEADERSHIP POLICY STANDARDS: ISLLC 2008 3

## **CHAPTER 1**

### **Leadership 5**

DEFINITIONS AND NEED FOR LEADERSHIP 6

Individuals Can Lead; Groups Can Lead 6

Empowerment 7

Administrators, Managers, and Leaders 8

WINDOW ON DIVERSITY: Leadership 9

Why Leadership Has Become So Important 10

SEMINAL STUDIES IN LEADERSHIP AND TYPES OF LEADERSHIP 10

Trait Studies 10

Behavior Studies 11

SITUATIONAL LEADERSHIP AND CONTINGENCY MODELS 13

Path-Goal Theory 16

TODAY'S EFFECTIVE LEADERS 17

Transformational Leadership 17

Distributed Leadership 18

GROUP LEADERSHIP 20

The Group Dynamics Approach 20

Recognizing Possible Group Problems 20

Group Members Must Feel Valued 21

Group Members Must Share Goals 22

Group Members Must Have a Spirit of Cooperation and Teamwork	22
The Need for Mutual Trust	22
Effects of Group Size	23
Importance of Both Common and Diverse Backgrounds and Interests	23
Leadership in Group Meetings	24
A FINAL NOTE	25
NOTES	25
<b>CHAPTER 2</b>	
<b>Decision Making</b>	<b>31</b>
THE NATURE OF DECISION MAKING	32
Rational Model	32
Shared Decision Making	33
Strategic Decision Making	34
WINDOW ON DIVERSITY: Decision Making	35
Differentiated or Situational Decision Making	38
Ethical Decision Making	39
THE PROCESS OF DECISION MAKING: IMPORTANT CONCEPTS AND STEPS	40
Site-Based Management	40
The Importance of Understanding Decision Making as a Process	41
Defining the Situation	41
Identifying the Alternatives	42
Assessing the Alternatives	43
Selecting a Desirable Alternative	45
Implementing the Decision	45
CONSTRAINTS AND VALUES	47
Situational Constraints	48
Personal Variables	49
Involving Others	50
Variables Influencing Extent of Involvement	51
Involvement Considerations	52
Involvement Prerequisites	53
Levels of Involvement	53
Types of Involvement	56

PREREQUISITES FOR SUCCESS	63
ASSESSING DECISION-MAKING EFFECTIVENESS	64
A FINAL NOTE	67
NOTES	67

## **CHAPTER 3**

### **Authority, Power, and Influence 73**

WHAT LEGITIMATES AUTHORITY?	74
TWO COMPETING BASES OF AUTHORITY	75
SOURCES THAT GRANT AND LIMIT AUTHORITY	76
FACTORS TO CONSIDER IN EXERCISING AUTHORITY	78
Negative Reactions	78
Responding to Negative Reactions to Authority	79
Diagnosing the Problem through Discussion	79
Examining How Authority Was Exercised	79
Dealing with Insubordination	80
Gaining Compliance from Resisters	80
Guidelines for Exercising Authority Successfully	81
ADMINISTRATIVE POWER	82
Power as Securing Compliance versus Power as Empowerment	82
Types of Power	82
Power Sharing and Teacher Empowerment	84
RESEARCH SPOTLIGHT: Power and Influence: Does Gender Matter?	85
WINDOW ON DIVERSITY: Authority, Power, and Influence	86
Power and Influence	87
POWER AND INFLUENCE	89
TYPES OF INFLUENCE	89
Referent Influence	90
Reward Influence	91
Expertise as a Basis of Influence	92
A FINAL NOTE	94
NOTES	95

**CHAPTER 4****Communication 100****COMMUNICATION: THE ADMINISTRATOR'S MULTIPLE ROLES 101**

Sending, Receiving, Monitoring, and Seeking 102

**THE ADMINISTRATOR AS A COMMUNICATOR 102**

The Purpose of the Message 102

Intended Audience—and Why Some Messages Go Unheard 103

The Sender of the Message 105

**WINDOW ON DIVERSITY: Communication 108**

Motivating through Effective Communication 108

The Content of the Message 109

Communication Channels 110

Communicating with the Public 113

Public Speaking 114

**THE ADMINISTRATOR AS A RECIPIENT OF COMMUNICATION 115**

Examining Messages 115

Listening Effectively 116

**THE ADMINISTRATOR AS A MONITOR OF COMMUNICATION 117**

Setting a Positive Tone 118

Communication Networks Outside the School 118

School Secretaries as Communicators 118

Department Chairs and Unit Leaders as Communicators 119

Community Leaders as Communicators 120

**THE ADMINISTRATOR AS A SEEKER OF COMMUNICATION 121**

Encouraging Communication at Every Level 121

**EXPANDING INFORMATION SOURCES 122****SHARING EXPERIENCES AND NETWORKING 122****NOTES 123****CHAPTER 5****Conflict Management 128****ROLE CONCEPTS 129****ROLE EXPECTATIONS OF INDIVIDUALS AND GROUPS 130**

Direction 131

## WINDOW ON DIVERSITY: Conflict Management 132

Clarity 136

Intensity 138

## FOUR SOURCES OF SOCIAL CONFLICT IN SCHOOLS 138

## CONFLICT INITIATION 139

## AN APPROACH TO CONFLICT RESOLUTION 140

## OTHER APPROACHES TO CONFLICT MANAGEMENT 141

Four Ways of Dealing with Conflict 141

Power Struggle Bargaining 142

Conflict Avoidance Methods 143

## PROBLEM-SOLVING APPROACH 143

Early Identification 144

Diagnosis and the Importance of Trust 145

Fact-Finding 146

Developing an Integrative Solution 147

Developing a Basis for Compromise 147

The Counterproposal 148

Arbitration 149

## EVALUATION OF CONFLICT MANAGEMENT EFFORTS 149

## FURTHER OBSERVATIONS ON CONFLICT RESOLUTION 150

## WHEN CONFLICT TURNS VIOLENT 151

Bullying 151

Zero Tolerance 153

Other Strategies for Preventing School Violence 154

Resources to Help in Violence Prevention 155

## NOTES 157

**CHAPTER 6****Organizational Culture 162**

## MAJOR ELEMENTS OF ORGANIZATIONAL CULTURE 163

Values and Ideals 164

Norms 164

Expectations 165

Sanctions 165

Communication through Symbolism 166

Symbolic Activity through Behavioral Example 166

CULTURAL ELEMENTS OF AN EFFECTIVE SCHOOL	166
A Positive Organizational Culture	167
Emphasis on Academic Effort and Achievement	167
Belief That All Students Can Achieve	168
Ongoing Faculty Development and Innovation	168
A Safe and Orderly Learning Environment	168
How an Effective School Culture Benefits Students	169
THE ADMINISTRATOR'S ROLE IN SCHOOL CULTURE	169
Enhancing School Culture	170
Subcultures and Countercultures	171
Promoting Values, Respecting Diversity	171
Challenges in Shaping School Culture	172
Keeping the School's Mission in the Public Eye	174
WINDOW ON DIVERSITY: Organizational Culture	175
Communication: A Tool for Shaping Culture	175
SCHOOL CLIMATE	176
Measuring School Climate	177
Why Climate Is Important	179
A FINAL NOTE	180
NOTES	181

## **CHAPTER 7**

### **Change 187**

PREMISES GUIDING THE CHANGE RATIONALE	189
PRESSURES FOR CHANGE	190
Why Change Efforts Fail and What Can Be Done	190
Federal and State Mandates Are Not Enough	190
NEEDED LEADERSHIP FOR CHANGE	191
School Improvement Committees	191
Principals and Implementation of Innovation	192
THE PROCESS OF CHANGE	193
Initial Considerations	194
Important Reference Groups	196
Adoption of the Innovation	197

**RESISTANCE TO CHANGE 199**

Two Kinds of Forces: Facilitating and Restraining 199

Factors behind Resistance 200

**FACILITATING THE INTRODUCTION OF CHANGE 202**

Reasons for Unsuccessful Innovations 202

More Reasons for Failure in Attempts at Innovation 203

What Administrators Can Learn from Failed Attempts at Change 203

**POSTIMPLEMENTATION PROBLEMS 205**

Burnout 205

Negative Media Coverage 205

Funding Reduction or Loss of Other Resources 206

Coping with Problems 206

**WINDOW ON DIVERSITY: Diversity and Organizational Change: A *Working* Framework 207****FORMATIVE AND SUMMATIVE EVALUATION 209**

Formative Evaluation 209

Summative Evaluation 210

**A FINAL NOTE 210****NOTES 211****PART TWO****Case Studies and Simulations 215**

---

**CHAPTER 8****Introduction to Clinical Materials and Learning Experiences 216****THE NATURE OF CASE STUDIES 216****ANTICIPATED PROBLEMS IN CASE STUDIES 217****THE NATURE OF IN-BASKET EXERCISES AND PRIORITY SETTING 220**

How In-Basket Exercises Differ from Case Studies 220

Guidelines for Priority Setting 220

In-Basket Problem Solving 224

**A FINAL NOTE 225****NOTES 230**

**CHAPTER 9****Beginning Challenges 231**

- 1 PREPARING FOR THE JOB SEARCH 232  
Suggested Learning Activities 233
- 2 FROM TEACHER TO ADMINISTRATOR 234  
Suggested Learning Activities 235
- 3 THE NEW PRINCIPAL (IN-BASKET ACTIVITIES) 236  
Background 236  
Instructions 236
- 4 THE NEW ASSISTANT PRINCIPAL (IN-BASKET ACTIVITIES) 242  
Background 242  
Instructions 242
- 5 RESENTMENT OVER APPOINTMENT 248  
Suggested Learning Activities 249
- 6 DO I NEED TO ACT LIKE A MAN TO BE A LEADER? 250  
Suggested Learning Activities 252
- 7 DRAGGING AND SAGGING: IS IT FASHION, EXPRESSION, OR A VIOLATION? 253  
Specific Uniform Code 254  
Suggested Learning Activities 255
- 8 IS BEING BUSY NECESSARILY PRODUCTIVE? 256  
Suggested Learning Activities 258
- 9 CHANGING DEMOGRAPHICS AND TEACHER ATTITUDES 258  
Suggested Learning Activities 260
- 10 MATTER OF WHAT? 261  
Suggested Learning Activities 262

**CHAPTER 10****Student Problems 265**

- 11 SCHOOL YARD DANGERS 266  
Suggested Learning Activities 267
- 12 WHAT SHOULD BE THE ROLE OF THE STUDENT NEWSPAPER? 269  
Suggested Learning Activities 270

- 13 A COMPLEX DISCIPLINE PROBLEM 271
  - Suggested Learning Activities 272
- 14 THE DROPOUT PROBLEM (SIMULATION EXERCISE) 274
  - Background and Instructions 274
- 15 STUDENT CAN'T TAKE PRESSURE ANY LONGER 274
  - Suggested Learning Activities 276
- 16 "ZERO TOLERANCE" FOR WEAPONS IN SCHOOLS 277
  - Suggested Learning Activities 278
- 17 STUDENT DRUG PROBLEM AT WASHINGTON SCHOOL 279
  - Suggested Learning Activities 281
- 18 WHAT TO DO ABOUT THE "MORNING AFTER"? 283
  - Suggested Learning Activities 284
- 19 WORKING WITH STUDENTS WITH DISABILITIES AND IDEA 285
  - Suggested Learning Activities 286
- 20 STUDENT-FORMED GAY-STRAIGHT ALLIANCE 287
  - Suggested Learning Activities 289

## **CHAPTER 11**

### **Administrator–Staff Relationships 293**

- 21 TEACHER SELECTION 294
  - Background Information on Mr. Timm 294
  - Background Information on Ms. Goldstein 294
  - Suggested Learning Activities 295
- 22 PROBLEMS OF A BEGINNING TEACHER 296
  - Suggested Learning Activities 297
- 23 FACULTY TEAMWORK 298
  - Suggested Learning Activities 299
- 24 WHO NEEDS LESSON PLANS? 300
  - Suggested Learning Activities 301
- 25 TEACHER RIGHTS: PUBLIC VS. PRIVATE CITIZENSHIP 302
  - Suggested Learning Activities 304
- 26 FACULTY DISSATISFACTION AND LOW MORALE 305
  - Suggested Learning Activities 307

- 27 TEACHER FILES A GRIEVANCE 308  
Suggested Learning Activities 310
- 28 TEACHER REACTS NEGATIVELY TO PERSONNEL EVALUATION 311  
Suggested Learning Activities 313
- 29 FACULTY SLOWDOWN 314  
Suggested Learning Activities 317
- 30 DO WOMEN HAVE POWER? 318  
Suggested Learning Activities 319
- 31 COLLABORATION WOES 319  
Suggested Learning Activities 321

## **CHAPTER 12**

### **School–Community Relations 324**

- 32 CURRICULUM UNIT UPSETS PARENTS 325  
Suggested Learning Activities 327
- 33 COMMUNICATION AND CONSTRUCTED REALITY 328  
Suggested Learning Activities 329
- 34 PARENTAL APATHY 330  
Suggested Learning Activities 331
- 35 WANTED: A PLAN FOR IMPROVING PARENTAL AND COMMUNITY INVOLVEMENT 332  
Suggested Learning Activities 333
- 36 THE SCHOOL–COMMUNITY WEB 334  
Suggested Learning Activities 335
- 37 DEVELOPING STUDENT TALENT 337  
Suggested Learning Activities 338
- 38 A NEW ROLE FOR THE PARENTS' ORGANIZATION 339  
Suggested Learning Activities 341
- 39 HOW MUCH SHOULD PARENTS BE TOLD? 342  
Suggested Learning Activities 345
- 40 ADMINISTRATOR–PRESS RELATIONS 346  
Suggested Learning Activities 349
- 41 PUBLIC RELATIONS: WHAT'S REALLY IMPORTANT? 351  
Suggested Learning Activities 353

- 42 CENSORSHIP OR PARENTS' RIGHTS? 354
  - Suggested Learning Activities 356
- 43 FINANCIAL CRISIS! 358
  - Suggested Learning Activities 360
- 44 INTEGRATION: A NEW PROBLEM 361
  - Suggested Learning Activities 361
- 45 PARENTS CHALLENGE RACIAL DISPARITY 362
  - Suggested Learning Activities 363

## **CHAPTER 13**

### **Role and Organizational Problems 366**

- 46 PRINCIPAL'S MIDYEAR PROBLEMS AND PRIORITIES (IN-BASKET ACTIVITIES) 366
  - Background 366
  - Instructions 367
- 47 PRINCIPAL'S END-OF-THE-YEAR PROBLEMS AND PRIORITIES (IN-BASKET ACTIVITIES) 373
  - Background 373
  - Instructions 373
- 48 PRINCIPAL'S DILEMMA 379
  - Suggested Learning Activities 380
- 49 PRINCIPAL'S PERSONAL CONDUCT RESULTS IN POSSIBLE SUSPENSION 381
  - Suggested Learning Activities 382
- 50 SUPERVISOR-PRINCIPAL RELATIONSHIP 383
  - Suggested Learning Activities 384
- 51 THE SUPERINTENDENT AND THE NEW SCHOOL BOARD MEMBERS 384
  - Suggested Learning Activities 385
- 52 ADMINISTRATOR EVALUATION 386
  - Suggested Learning Activities 387

## **CHAPTER 14**

### **Problems of Change 391**

- 53 TEACHER TRIES TO INDIVIDUALIZE INSTRUCTION 391
  - Suggested Learning Activities 393

- 54 EFFECTIVE SCHOOLS: HOW DO WE GET THERE FROM HERE? (A GROUP ACTIVITY) 394  
    Background 394  
    Instructions 394
- 55 PLANNING FOR IMPROVEMENT 395  
    Suggested Learning Activities 396
- 56 SCHOOL-BASED MANAGEMENT 397  
    Suggested Learning Activities 398
- 57 RESTRUCTURING STAFF EVALUATION AND SUPERVISION 399  
    Suggested Learning Activities 401
- 58 CHANGING THE ROLE OF THE BUILDING PRINCIPAL 402  
    Suggested Learning Activities 404
- 59 IN-SERVICE OR DISSERVICE EDUCATION? PART I 405  
    Suggested Learning Activities 405
- 60 IN-SERVICE OR DISSERVICE EDUCATION? PART II 406  
    Suggested Learning Activities 410
- 61 SCHOOL CHOICE 411  
    Suggested Learning Activities 411
- 62 SCHOOL DISTRICT CHIPS AWAY AT STUDENT TECHNOLOGY LITERACY PROBLEMS 412  
    Suggested Learning Activities 413
- 63 WHEN NCLB MEETS YOU AT YOUR SCHOOL DOOR 414  
    Suggested Learning Activities 416
- 64 DO EXTREME TIMES CALL FOR RADICAL ACTION? BE THE CHANGE! (A LEADERLESS GROUP ACTIVITY) 417  
    Background 417  
    Instructions 417
- 65 TEACHER DIFFICULTY IN A MULTICULTURAL CLIMATE 418  
    Suggested Learning Activities 420
- INDEX I-1