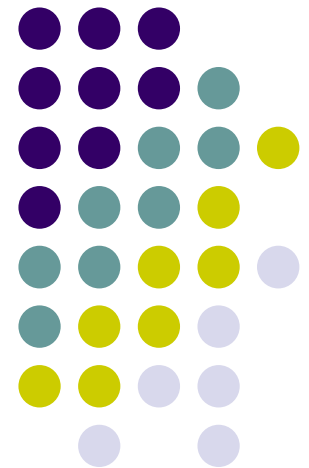
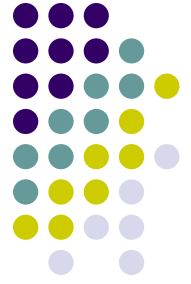


Leadership Redefined: The Vanguard Approach

Arthur Head
Florida Center for Reading Research
Florida State University

Pauline Ward
Curriculum and Instruction
Miami-Dade County Public Schools





Redefining Leadership

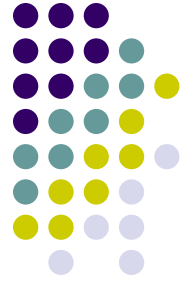
- Understand the difference between leadership and management
- Increase reflective decision making
 - Strategy driven vs. task driven
- Consider implementing organic applications and solutions in addition to technical applications and solutions



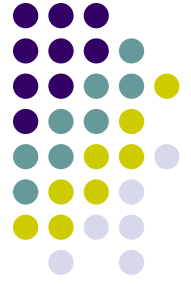
Leadership or Management?

	Leadership	Management
● Visionary	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● Structured	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● Logical	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● Empower	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● Pursue Dreams	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● Perform duties	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● Inspire	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● Develop Product	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leadership vs. Management



“Leadership is not about control: the better you are as a leader the better you are able to influence. The more influential you are the less you need to try to control”

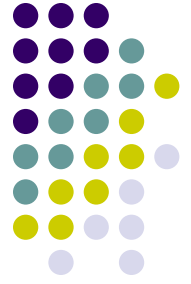


Leading a School

- Communicate the shared vision, gain confidence and support of stakeholders by achieving goals
- Focus efforts by clarifying objectives and boundaries; is team oriented to problem-solving & decision-making and to identifying values.
- Develop a supportive culture; encourage critical feedback on your performance
- Facilitate change being sensitive to the impact of change and maintain a balance between change and stability.

(Alban-Metcalf & Alimo-Metcalf, 2003)

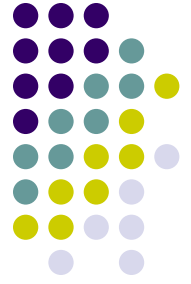
Strategy Driven or Task Driven?



“The Vanguard Way”

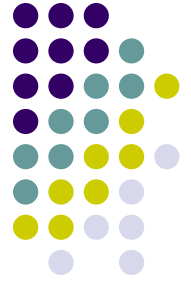
- Reflective decision making that creates a ‘big picture’ **strategy**
 - Requires visionary leadership that propels action
- **Tasks** are way points to monitor implementation and success
- Data derived at each way point is used to validate or modify approach

Going Organic



- Organic solutions
 - A problem solving approach that considers culture and the impact decisions will have on that culture.
 - Are the best solutions technical?
 - Restrictive
 - Unrestrictive

Keeping it Organic- The Vanguard Way



The Vanguard approach is an organic solution to professional development for principals

- Leadership dynamics vs. instructional leadership
- Created a community of leadership that highlights leadership rather than management
 - Leader-follower
 - Distributed leadership
 - Trust leadership
 - Principals leading principals

Video Snippet

