

## Leadership roles and responsibilities

Use this activity and tool to identify opportunities for exercising leadership regarding professional development, including identifying different groups responsible for making decisions and generating ideas about the kinds of decisions they make related to professional learning.

Optional supporting materials include:

- Video vignette, available at [www.learningforward.org/standards/leadership/index.cfm#Video](http://www.learningforward.org/standards/leadership/index.cfm#Video).
- “Support and structures make the difference for educators and students,” by Kyla L. Wahlstrom and Jennifer York-Barr. *JSD*, August 2011, Vol. 32, No. 4, pp. 22-25, 32.

DIRECTIONS		TIME
1.	Read the Leadership standard to the group or post it where all can see: <i>Professional learning that increases educator effectiveness and results for all students requires skillful leaders who develop capacity, advocate, and create support systems for professional learning.</i>	1 minute
2.	Have groups discuss the degree to which the standard reflects members’ views of the relationship between leadership and professional learning.	5 minutes
3.	Ask participants to think about why the standard was named “Leadership” rather than “Leaders.” Invite them to share their thoughts.	5 minutes
4.	Leadership occurs at the individual and collective levels. Brainstorm different levels at which decisions are made (teacher, teacher leader, principal, and so on) that advance or inhibit effective professional learning. Give examples of the levels and the decisions that can be made at each level.	5 minutes
5.	Consider the responsibilities of different leadership role groups for professional learning. Use the Leadership Roles chart on the next page to organize the conversation, noting responsibilities for each role, opportunities that responsibility offers, and how your thinking for this role affects professional learning. As a group, complete as much of the chart as time allows.	10 minutes
6.	If multiple groups are participating, invite each to share at least one highlight from each section of the chart.	10 minutes
7.	Discuss the most significant implications and potential next actions for strengthening professional learning in your setting.	5 minutes
8.	Record these statements and share with others as appropriate.	4 minutes

LEADERSHIP ROLES	RESPONSIBILITIES RELATED TO PROFESSIONAL LEARNING	DECISIONS RELATED TO PROFESSIONAL LEARNING	IMPACT ON PROFESSIONAL LEARNING
Department Grade-level Team chair			
Teacher leader			
Instructional coach Facilitator			
School-based staff developer			
School improvement team leader			
Professional learning committee member			
School administrator			
District administrator			
Policymaker			

**Source: Hirsh, S. & Hord, S. (2012).** *A playbook for professional learning: Putting the standards into action.* Oxford, OH: Learning Forward.