Idea In o Ac ion

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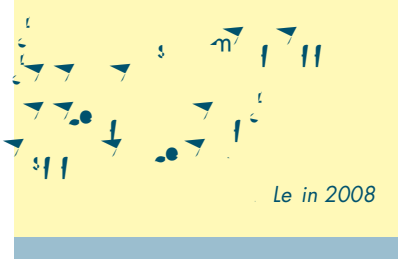
Exploring Five Core Leadership Capacities

Setting Goals: The Power of Purpose

WHAT'S INSIDE



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Lei h ood, Ai ken and Jan i 2006

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Leih ood, 2010

... and some implications for leadership practice:

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Task complexity:

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... and some implications for leadership practice:

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Goal commitment:

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- Academic
- Specifc:
- Challenging but achievable:

... and some implications for leadership practice:

- [illegible]
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High performance cycles:

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STRATEGIES FOR MINIMIZING OR ELIMINATING COMMON PITFALLS IN GOAL SETTING

- Provide opportunities for
- Examine the potential risks in
- Before assigning goals,
- Words and actions should clearly
- If a certain outcome or action is
- As Heath and Heath (2010)
- Set progressively higher goals to
- Engage in frank conversations to
- Help ensure that employees

What are some of the common pitfalls to avoid in setting goals?

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CONTENT OF THE GOAL

s Goals that are too dif cult: W

s Establishing an idealized goal: A

T

s Ignoring non-goal performance dimensions: C

GOAL SETTING PROCESSES

s Con ict within a group: A

s Punishment for failure to reach a goal: C

IMPACT ON INDIVIDUALS

s Negative perceptions: C

s Success in goal attainment: H

P

s Rewards for success in goal attainment: W

s Goal-related stress: C

s Reaching or exceeding challenging goals:

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W

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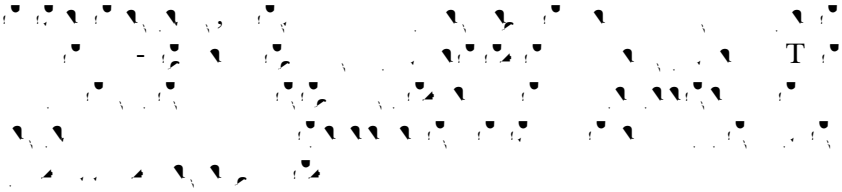
1. Ensuring collaborative goal setting:

2. Establishing non-negotiable goals for achievement and instruction:

A

3. Creating board alignment with and support of district goals:



4. Monitoring achievement and instruction goals:

H

A

This table illustrates how “setting goals” is embedded in the Ontario Leadership Framework 2012

DOMAINS OF THE ONTARIO LEADERSHIP FRAMEWORK 2012	SELECTED SCHOOL-LEVEL LEADERSHIP PRACTICES & EXAMPLES OF WHAT THESE PRACTICES LOOK LIKE IN ACTION	PERSONAL LEADERSHIP RESOURCES: Leaders draw upon their personal leadership resources to effectively enact leadership practices
Setting Directions	[illegible]	**Cognitive Resources:** [illegible]

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Selected Resources and Publications Recommended by Ontario Leaders:

Assessing Educational Leaders: Evaluating Performance for Improved Individual and Organizational Results, 2nd edition [illegible]

Building Shared Responsibility for Student Learning [illegible]

Cognitive Coaching: A Foundation for Renaissance Schools, 2nd edition [illegible]

District Leadership that Works: Striking the Right Balance [illegible]

Drive: The Surprising Truth about What Motivates Us [illegible]

School Improvement for the Next Generation W
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School Leadership that Works: From Research to Results ,
W ( ) , T
?– , H ?–

School Leadership and Student Outcomes: Identifying What Works and Why – Best Evidence Synthesis Iteration [BESI] R , H
( ).

Strategy in Action: How School Systems Can Support Powerful Learning and Teaching ( )

Switch: How to Change Things When Change is Hard
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School Self-Assessment: The Road to School Effectiveness
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The Moral Imperative Realized

The Path to Purpose: Helping Our Children Find Their Calling in Life

The Power of SMART Goals: Using Goals to Improve Student Learning

W T U

From a Teacher Leader:

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Some insights of a teacher leader on successful strategies for promoting collaborative learning cultures:

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From Mentor/Mentee Teams:

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