Leadership is the exercise of influence on organizational members and diverse stakeholders toward the achievement and improvement of the organization’s vision and goals.

Setting Directions

Building a shared vision

- establish, in collaboration with staff, students, and other stakeholders, a commitment to purpose and vision which is embedded in the Gospel and animates their work
- build understanding of the specific implications of the school's vision for its programs and the nature of classroom instruction
- encourage the development of organizational norms that support openness to change in the direction of the school's vision
- help staff and diverse stakeholders understand the relationship between the school’s vision and board and provincial policy initiatives and priorities

Identifying specific, shared short-term goals

Catholic school leaders:
- facilitate engagement in processes for identifying school goals that result in a shared vision for all students
- ensure that the goal setting processes are participatory and involve students, staff, and parents
- regularly encourage staff to evaluate their progress toward achieving the school’s goals
- encourage staff to develop and periodically review individual goals for professional growth, as well as the relationship between their individual goals and the school’s goals
- regularly review the school’s goals when engaged in decision making about school programs and directions

Creating high expectations

Catholic school leaders:
- facilitate and sustain a caring Catholic school culture
- encourage students to understand their role and responsibilities
- encourage students to challenge injustices
- encourage students to assume responsibility for achieving the school’s vision and goals for all students
- develop high expectations for staff, students, and parents

Communicating the vision and goals

- ensure that a Catholic vision is clearly articulated, understood, and shared, unreservedly
- use various formal and informal communications to explain the school’s vision and goals to all students, staff, and parents
- ensure that all school activities are consistent with the school’s vision and goals in day-to-day actions and performance
- regularly invite different stakeholder groups to discuss how their work furthers the school’s vision and goals

Establishing productive working relationships with teacher federation representatives

Catholic school leaders:
- lead and staff the process of establishing a shared vision for school improvement
- ensure that the school’s vision and goals are consistent with the federation’s vision and goals
- work to establish meaningful relationships with the federation
- facilitate open and effective communication processes
- address internal and external factors that may influence the federation’s relationship with the school

Affirming resources in support of the school’s vision and goals

Catholic school leaders:
- implement and maintain processes that support effective collaboration
- use effective and transparent processes that support the effective implementation of the curriculum
- encourage cooperative problem-solving
- recognize, support, and facilitate staff members who contribute to the school’s mission
- provide opportunities and avenues for all staff to share in the improvement process

Catholic School-level Leadership

PERSONAL LEADERSHIP RESOURCES
Leaders draw upon the personal leadership resources to effectively enact leadership practices

Cognitive Resources
- Problem-solving expertise
- Knowledge of effective school practices that directly affect student learning

Social Resources
- Peerings, emotions
- Managing emotions
- Acting in emotionally appropriate ways

Psychological Resources
- Optimism
- Self-efficacy
- Resilience
- Proactivity*