

*Last instalment on this article on **School Goals, Principals, and Achievement** by Jerry D. Bamburg\* and Richard L. Andrews, 1991*

*Part 3 of 3*

*Some interesting conclusions and alternative criteria which you might like better or not depending on your makeup*

In *Leaders* (1985), Bennis and Nanus defined four sets of behaviors that 60 successful leaders employed on a day-to-day basis in their organizations. They were:

- Attention through vision or "creating a focus"
- Creating meaning through communication or "the management of meaning"
- Trust through positioning or "engaging in the actions necessary to implement the vision," and
- "Management of self"

When compared with the "Areas of Strategic Interaction" that I sent last week, you may notice that they are strikingly similar.

This suggests that "instructional leadership" is fundamentally the same as leadership in any organization and that the activities that successful principals engage in as instructional leaders are little different from those of successful leaders in any organization.

Principals need to recognize that educating children is the "business" of school, and principals are responsible for providing leadership that will enhance the schools' ability to promote teaching and learning. Stated differently, principals need to accept responsibility for

(1) conceptualizing a vision for the organization that is clearly focused upon desired outcomes (i.e., "ensuring academic excellence"), and then engaging in activities which center around

(2) communicating that vision to everyone connected with the organization in such a way as to obtain their support,

(3) providing and/or obtaining the resources needed by the organization to accomplish the vision, and

(4) managing one's self so that (1), (2), and (3) can be accomplished.

The final suggestion for principals who seek to be instructional leaders is much more succinct. It comes from a pamphlet entitled *"What's Worth Fighting For In the Principalship,"* (Fullan, 1988). In it, the author asks the rhetorical question, "Where do you start?" His response is that you must start with yourself. Until you take control of your own life and your own values and beliefs, both professionally and personally, you will be unable to provide leadership for anyone else.