From autonomy to leadership

Framework for observation
Some considerations regarding observation purpose

This framework organizes the visit that a group of headmasters included in the European project **Managing for a School of Success** will do to Schools of Hertogenbosch (NL), during the training event nº C4.

Some visits to schools are already planned and the idea is that these visits should be an opportunity to exchange experiences and collect information about leadership put into practice. Information about school policies and constrains that shape Headmasters' action is important as it is important to understand key features of directors' leadership.

Which are such key features ? Is it possible to observe them ?

From a phenomenological point of view, what is done, said, explained, could be understood as the effect of leadership in a daily basis approach. In a single visit isn't possible to make a clear picture of all the key features that shape leadership but some of them will emerge as its main trends.

This is the main purpose of present framework. It doesn't include any judgement of what leadership should be, only the simple recognition of what makes it important in a particular context.

Observers are, themselves, headmasters. Therefore they are particularly interested in some issues that focus their attention, rather than other issues less relevant from their perspective. Having this in mind, the present document organizes a structure that guides headmasters' visits. It includes 3 mains dimensions that shape leadership and life in schools: school structure and organization; school climate and leader's attitude. Some descriptors and subtopics are also included para they are suggestions that observers could decide do not apply.

A. STRUCTURE	Commentaries / evidences/examples
1. School aims (Mission)	
2. Articulation between targets and management structure	
3. Articulation between targets and practices.	

4. Options /processes / and instruments used to monitor development	
Other topics	

B. ORGANIZATION	Commentaries / evidences/examples
1. Space management	
2. Material resources and equipment management	
3. Processes and procedures	
4. Time management	
5. Human resources management	
6. Services evaluation	
Other topic ………………………………………………………	

C. SCHOOL CLIMATE	Commentaries / evidences/examples
1. Shared and generalized vision of school mission	
2. Collaborative practices	
3. Participation	
4. Innovative action	
Other topic ………………………………………………………	

D. LEADER'S ATTITUDE	Comentários / evidências/exemplos
1. Comunnication	
2. Emotional inteligence	
3. Governance style	
4. Conflit management	
5. Shared responsibility	
Other topic …………………………………………………………	

Other considerantions
Leading questions: *What is noticeable?* *Questions I would like to put to my colleague?* *What seems similar and different between observed leadership practices and my own?*