

# Catholic Schools Office *Diocese of Armidale*



# Acknowledgement of Country

I would like to acknowledge the traditional custodians of the land on which I am speaking to you from - the Anaiwan people. I also acknowledge the traditional custodians of the lands on which each of you are living, learning and working from today

We pay respect to Elders past, present and emerging.

May we walk gently upon this land.



# Leading from the middle...



How would you describe the role of the teacher librarian?



# A little appreciative inquiry...

- ★ In your role, what makes you come alive?
- ★ What are your innate strengths that support you in your role
- ★ As Teacher Librarian in your school, where do you add the greatest value?
- ★ How do you measure this value?



# Middle leadership...

*“Middle leading is a key practice, and middle leaders key players, in the realisation of the broad purposes of education: the formation and transformation of individuals and societies and the supporting of others to live well in a world work living in.”*

Kemmis & Edwards-Groves, 2018



What is the key function of middle leaders?

*Influencing!*

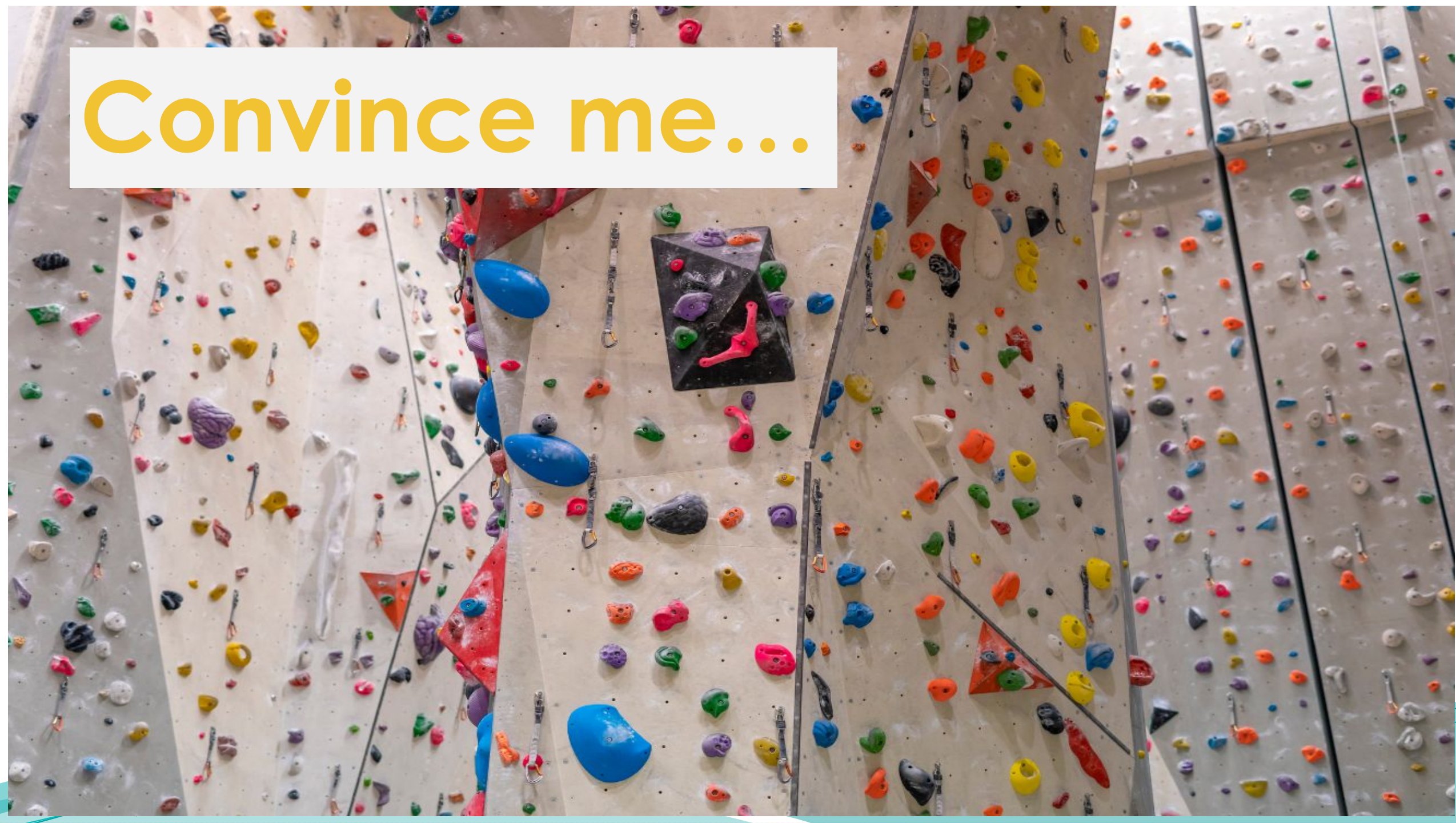








# Convince me...



# 9 Techniques of Influencing

- **Logic** provide reasons, statistics etc
- **Inspiration** suggest what may happen as opposed to fact-based
- **Participation** ask a number of questions where answers will lead the other person to draw own conclusions
- **Uplift** make someone feel great about themselves and start listening to you
- **Deal** offer something in return for something
- **Favour** asking for something you want
- **Collective** using view of other people to influence a person
- **Policy** showing your power based on a certain principle or rule
- **Force** exercise power/authority over others



# Your turn...

- . Take a couple of minutes to reflect on an initiative/issue/idea etc., that you will need to influence for support
- . What techniques does the person/team that you will be pitching to usually use?
- . Identify the techniques you might need to employ
- . In your breakout room, help each other develop a plan of action...then role play!



Breakout 10 mins





## Influencing Style Self-Assessment

0 = Never; 1 = Infrequently; 2 = Sometimes; 3 = Frequently; 4 = Always



1. I am aware of power/hierarchical relationships in groups, and I use these to flex my influence.
2. I prefer using the pronoun 'we' vs 'I' when describing an accomplishment.
3. I prefer not to acknowledge when I am uncertain of something.
4. I let others take credit in order to try and maintain harmony in a group
5. I am comfortable providing constructive criticism/negative feedback.
6. I frequently say "I am sorry."
7. I am comfortable with group conflict.
8. I wait for others to finish speaking before I speak.
9. I speak rapidly and don't allow for periods of silence in conversation.
10. I frequently compliment the work of others.

Add the scores for even numbers and odd numbers separately and write them down



# How we speak...

In any conversation, there are two styles at play:

**Rapport** and **Status**

Wait for turn, uses silences, less animated

Quick, minimal pauses, animated/strong tone



★ **Consider your audience**

*“Each underestimates her own power and overestimates the other’s” –*

Deborah Tannen



# Reflection

- What have you learned about yourself?
- What implications are there for your leadership?
- How does your influencing and speaking style impact on the way you operate in the school?





# Commit to action...



# *Thank you!*

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