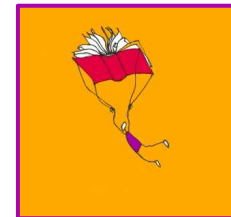


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LEADERSHIP

***How to be a good Headteacher
and not die trying?***



Qualities of a good leader

1. Agility in decision making.
2. Versatility to adapt to new environments.
3. Receptivity to be advised and criticized.
4. Promotion of shared leadership.
5. Boosting the growth of teaching staff.
6. Being open to innovation.
7. Created a good school climate.
8. Capacity of negotiation and participation.
9. Management effectiveness.
10. Overview.



Relationship between Headteacher and her educational community



With her management team

It is the relationship that you must take special care of. **They** should be **an extension of your own project**, your own way of understanding leadership, but each one of them will enrich it with their own contributions, their dedication to work and their way of relating to the rest of the community.

Constant communication and consensus is essential.

Support them as much as you can and don't forget that they will do the same for you when problems arise.



With teaching staff

You are also a teacher and you must never forget that daily work in the classroom is the most rewarding task, but also the most arduous.

Make sure that **NO** is the last word to be used in the face of proposals or requests. Many times “I am going to study it or agree on it with my team” is the most appropriate answer.



Try to **understand** that not all of us manage conflicts in the same way and that we can have a bad day.

Try to **encourage** teamwork, permanent training and contributions with new projects.

With the students



Make sure that the different hierarchical relationships with the students are very clear and defined; on many occasions you should be the last link to resolve a conflict.

Try to get students to learn to solve their own problems with the necessary help; In this task, the role of each teacher, tutoring, the Guidance Department and the Head of Studies can be of great help.

But this does not mean that the door of your office is closed to them, but rather that you are the first to help them manage their problems or doubts in the most correct way.

With non teaching staff

The responsibility for managing the work of the non-teaching staff (cleaning, concierge and administration) corresponds to the Secretary of the center, but neither the relations between them nor those that the rest of the community should have with them should be neglected.

Valuing and respecting their work while demanding the same attitude from everyone is essential.

We must also support the Secretary and be present at meetings involving decision-making or agreements.



With Families

We are the educational bridge between students and families.



Collaborative work is essential, but we must also try to ensure that the relationship between families and teachers and tutors does not require our constant intervention, without ever forgetting that we are the most visible face of the entire team and there are tasks that correspond to us.

We must ensure that throughout the course the most relevant information reaches their hands and address them directly at the times we consider appropriate (beginning of the course, Christmas, end of course...)

With the educational Administration

In Spain, each educational center has an Inspector who acts as an intermediary with the Community Education Department.

Establishing effective and cordial communication will benefit the entire community.

We must encourage the exchange of information and try to make them share in our achievements.

When requesting human resources or specific authorizations (teachers, furniture...) we will try to convey our needs or requests in a clear and concise manner, while seeking their understanding and solidarity.



Our center maintains a constant relationship with different institutions, organizations and our own environment.

Each and every one of them enrich our educational work with different contributions, while connecting our students with their closest environment and with the cross-cutting activities or themes that we seek to promote.

The city council, museums, institutions that work with the elderly, competitions, universities, other educational centers, the natural environment... are our great allies.

We also highlight the contribution of the **Ferrol CFR** as a meeting point for managers and constant training for teachers.



With oneself

It is difficult, and more so given the differences between the efforts and responsibilities assumed by the HEADTEACHERS of the three countries taking part in this project, to determine a common feeling.

But I think we will agree that:

- Never stop listening to the community.
- Supporting the team is essential.
- The trade and experience suppose a degree.
- Knowing how to relativize and see problems from different perspectives helps to cope with them.
- Loving what one does is a guarantee of success.
- In short, our professional well-being is closely linked to the well-being of the community.



Tips to promote well-being in the educational community



1.Prestige your position and the role of each member of the community.

Having responsibility means deserving it, assuming it and exercising it.

Understanding that all members of the community (teachers, students and non-teaching staff) have obligations, but also rights.

Respecting and promoting the fulfillment of obligations and the enjoyment of rights will provide the necessary balance to achieve the well-being that we want for our company.



2. Set clear and attainable goals.

Prepare a plan for the entire school year, agree on it with your management team and present it to the Cloister and the School Council, to make it known, but also to receive suggestions for improvement.



Constantly review it and modify it based on the results obtained, unforeseen events... or any other factor that implies a change.

3. Build confidence and Good attitude.

Work every day to generate and increase trust. Not only in you, as the leader of the company which you have joined or you were chosen for, but in all those who are part of it.

Make sure that the doors of your office are open for everyone who needs it.



Sure there will be problems, but part of the solution will be found in the attitude with which they are faced. What cannot be solved today may be solved tomorrow and, in any case, it will serve as an experience.

4. Invest in good mood, small details and organizing various events.

Try to have small details with all the members of the community: bring some sweets to a meeting, thank them for participating in an activity, congratulate them for small achievements... and remember that sometimes a smile is the best medicine.

Plan activities that are far from strictly academic:

for students (sports events, trips, carnival...),
teachers (meals, reading club...)

or families (graduation, visits to the center...), it is the way to live with your community without the daily pressure.



5. Keep in touch, talk.



Talking to people is always productive, but in an educational center it is essential.

Do not forget that your team is made up of highly qualified people who, with their experience, can contribute with information and ideas to improve every day.

Also listen to your customers (families and students), take good note of what they ask for directly or indirectly.

Everyone can contribute both with their criticism and attitudes, and with their praise.

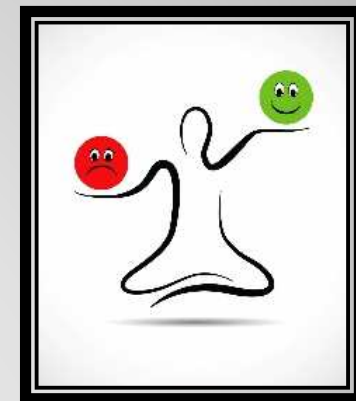
6. Try to balance what you give and what you receive and use different elements as compensation : time, task...

It is first to give and then to receive, not the other way around.

Encourage everyone to do it and be the first to set an example.

We all must fulfill our tasks, but there are times when the effort of some people exceeds their obligations and you cannot incentivize them with money.

But you can use other resources to compensate: time, assigning different tasks...



7. Encourage that the order responsibilities in your team is always clear.

It is very important that it is agreed and complied with. Make it known to the entire educational community and get it to be respected by all.

This same role can be transferred to the rest of the hierarchical relationships and be an example of good practices that will save many problems.



8. Work so that everyone feels part of the team and that the illusion is not lost.

Everyone is everyone, watch out! No one should feel second class, each and every one of them is decisive and part of the team.



Also try to make each new course, the projects, the unique activities, all the training opportunities... to be an impulse to create enthusiasm and act as with the rest of the councils, being the first to set an example.