

Resources to Strengthen Leadership Practice

1) Learn how the resource is organized.

Use the “What’s Inside” column on page 2. There are four main parts:

- **Part A** highlights the importance of the three Personal Leadership Resources in the enactment of the effective leadership practices of the Ontario Leadership Framework.
- **Part B** offers a sampling of research perspectives to enhance descriptions those provided in *The Ontario Leadership Framework 2012 with a Discussion of the Research Foundations* (pages 50-51, Leithwood, 2013).
- **Part C** suggests “ten proven strategies” that have been found to be effective in strengthening the psychological PLRs. The first four strategies focus on the individual PLRs within the psychological category. The final six strategies apply to all four psychological PLRs – optimism, self-efficacy, resilience, and proactivity.
- **Part D** provides an annotated list of relevant books for further reading.

2) Become familiar with the content and apply the content.

- When reading the document from start to finish, provide structure and purpose to your reading by looking for and highlighting phrases, sentences or whole passages that interest, puzzle, or surprise.
- When working with others to become familiar with the content, refer to the following suggested activities that provide some options. Integrate discussion of possible applications to real-life practice as a way of deepening understanding of implications for leadership practice.

Content Focus: Part A – Essential Foundations: Overview of Psychological PLRs (Pages 2-3)

Purpose: To provide context

Process: Concept development and matching PLRs to their descriptors

Activity:

1. Record the four PLRs – optimism, self-efficacy, and resilience, proactivity – on paper strips.
2. Record all nine descriptors on paper strips.
3. Match the descriptor strips to the PLRs.

Content Focus: Part B – Digging Deeper: Research foundations for Optimism (page 4); Self-efficacy (page 7); Resilience (page 8); Proactivity (page 10)

Purpose: To gain understanding of research-based perspectives of the PLRs and their application to leadership practice in individual contexts

Process: Debate format

Activity:

1. Assign one PLR to groups of four.
2. Read the assigned section.
3. Divide each group into pairs.
4. Provide time for each group to prepare their stance from the point of view that their PLR is foundational to the other PLRs.
5. Each group will present their case on why their PLR is foundational.

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Content Focus: Part C – Ten Strategies to develop psychological PLRs
(page 11- 38)

Purpose: To gain understanding of the ten research-based strategies that build and strengthen ones' psychological PLRs

Process: Interactive partner or small group format

Activity: Resiliency Balance Wheel

1. Participants draw a circle with 10 pie pieces.
2. Each slice is labelled one of the ten proven strategies.
3. Participants self-assess (calibrate) their level of competence in each slice: 0-10.
4. In partners (A-B) coach each other on their self-assessment of the strategies.
5. Person A asks Person B questions about a specific slice of their balance wheel (15 minutes), always coming from curiosity.
6. Switch roles.

Activity: Evidence-Based Self-Assessment Surveys

1. Participants complete one of the survey links provided on page 26.
2. Print results and review with a colleague looking at highs and lows of results.
3. Establish daily, weekly and monthly personal and professional goals.

Activity: Inside Outside Circle of the Proven Strategies

1. Each participant receives text of one of the proven strategies to read.
2. Participants are numbered off from one to the maximum number of participants.
3. All participants with odd numbers form an outside circle facing inwards.
4. All participants with even numbers form an inside circle facing partner.
5. Each pair briefly describes their strategy and personalizes the content (two minutes each).
6. Outside circle moves to create new pairs. Repeat.

Activity: Twitter and Hashtag

1. Participants read one of the selected strategies.
2. Participants with twitter accounts pair with colleagues who are not on twitter.
3. Partners paraphrase in 140 characters with hashtag #PsyPLR a new learning.
4. Example: (Weick's "small wins" attract allies. One win favours the next win. Small wins are building blocks. #PsyPLR).

Activity: Say Something

1. In partners participants read silently and simultaneously to designated stopping points.
2. When each partner is ready, stop and "say something." The something might be a question, a brief summary, a key point, an interesting idea, or a personal connection.
3. Continue the process until you have completed the selection.