



## Goals of the OLF 2012

The framework is intended to:

- U Provide a robust research foundation on which to base the elements of the Ontario Leadership Strategy;
- U Help ensure that Ontario leadership practices and resources support the key goals of improving student achievement and well-being; and
- U Provide a common language for leaders to engage in discussions about effective practice.

## What Are the “Big Ideas” in the OLF?

- U **Context is important.** Leaders enact practices in ways that are sensitive to the circumstances and settings in which they work.
- U **Leadership and management are integrated.** Effective leaders lead instructional activities in their schools and manage organizational contexts that support and enable the work of their staff.
- U **Formal leaders enact practices directly and indirectly.** Formal leaders take personal responsibility for some tasks and ensure that other staff members have the capacity to do other tasks. They always monitor distributed responsibilities to bring about effective and coordinated implementation.
- U **Leadership is best shared in a planned and coordinated way.** Many people make important contributions to the leadership in schools, including staff, parents, and students. The principal’s role is to coordinate these contributions in a way that brings coherence to school leadership overall.

## Resources and Supports

The framework is communicated through three basic products:

- U The Ontario Leadership Framework 2012, With a Discussion of the Research Foundations, by Kenneth Leithwood, Advisor on Leadership for the Ministry of Education.
- U The Ontario Leadership Framework 2012: A School and System Leader’s Guide to Putting Ontario’s Leadership Framework into Action. The online version of this user guide provides hyperlinks to the various resources.
- U Four placemats that give “at-a-glance” views of school and system leadership practice at both the individual and organizational levels. The placemats are included in the user guide and can also be downloaded separately for use in professional learning contexts. They should be read together with the research report for a full understanding of the leadership practices and the personal leadership resources.

## Personal Leadership Resources

The OLF includes a small but critical number of personal leadership resources that leaders draw on to enact leadership practices effectively.

Cognitive resources , including:

- U Problem-solving expertise
- U Knowledge of school and classroom conditions that directly affect student learning

Social resources, including the ability to:

- U Perceive emotions
- U Manage emotions
- U Act in emotionally appropriate ways

Psychological resources, including:

- U Optimism
- U Self-efficacy
- U Resilience

## What’s Next?

- U The IEL intends to embed opportunities in a variety of professional learning activities to enable school and system leaders to engage in discussions about how to