

# The Building Representative's Role in School Reform

Washington Teachers' Union  
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# Building Reps./Union Leaders Who Lead Reform

## *Traditionally...*

- Defend and uphold the contract.
- Advocate for staff.
- Function in a confrontational environment.
- Are largely reactive and fight the administration.
- File grievances.

## *Increasingly...*

- Uphold the contract but also use it to **create an environment for learning.**
- Advocate for staff **and children.**
- Seek **partnerships.**
- Are **proactive.**
- Work toward **resolution of problems.**





#1

Building representatives provide the critical connection between the union and its members.

#2

New circumstances demand that building reps take on new roles.



As a result of this training local school union leaders will--



1. Exhibit the characteristics and practices of exemplary leaders

2. Enact proven ideas and strategies for strengthening their roles

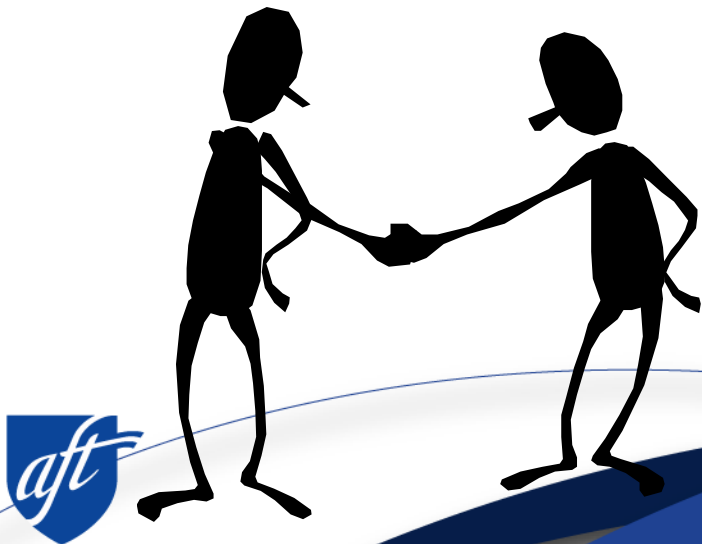
3. Use professional issues and resources as organizing tools



# Group Introductions



- My name is \_\_\_\_\_.
- I'm from \_\_\_\_\_ (local, city, state) \_\_\_\_\_.
- I work as a \_\_\_\_\_.
- My role in the union is \_\_\_\_\_.



**SCHOOL LEADER**

**COMMUNICATOR**

**Roles**

**of the Building  
Representative &**

**Local School Union Leaders**

**UNION BUILDER**

**PROBLEM SOLVER**

## SCHOOL LEADER

- ❑ Exemplifies high professional standards
- ❑ Provides professional resources and support
- ❑ Plays key role in school improvement

## COMMUNICATOR

- ❑ Shares the union message
- ❑ Establishes two-way communication
- ❑ Uses active listening skills

Roles  
of the  
Building Representative

## UNION BUILDER

- ❑ Contacts members on a regular, ongoing basis
- ❑ Reaches out to new employees
- ❑ Builds an active union team
- ❑ Develops new leaders

## PROBLEM SOLVER

- ❑ Addresses worksite problems at early stages
- ❑ Understands and applies the contract accurately
- ❑ Uses conflict resolution, problem solving model and/or consensus when appropriate

**SCHOOL  
LEADER**

**UNION  
BUILDER**

**Roles  
of the  
Building Representative**







Leaders  
act from positions of influence  
rather than positions of  
authority.





Think of a leader...

***What qualities and values do you admire in this person as a leader?***





***The Leadership Challenge:  
How to Get Extraordinary Things Done  
in Organizations***

James Kouzes and Barry Posner

“Leadership is not a function of just a charismatic few, but a process ordinary people use to lead others to get extraordinary things done.”



# PRACTICES OF LEADERSHIP



❖ *Model the Way*

❖ *Inspire Shared Vision*

❖ *Challenge the Process*

❖ *Enable Others*

❖ *Encourage the Heart*



# PRACTICES OF LEADERSHIP



***Model the Way***

***DWYSYWD***

***Do what you say you will do***

- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.





## ***Inspire Shared Vision***

***Attracting People to Common Purposes***

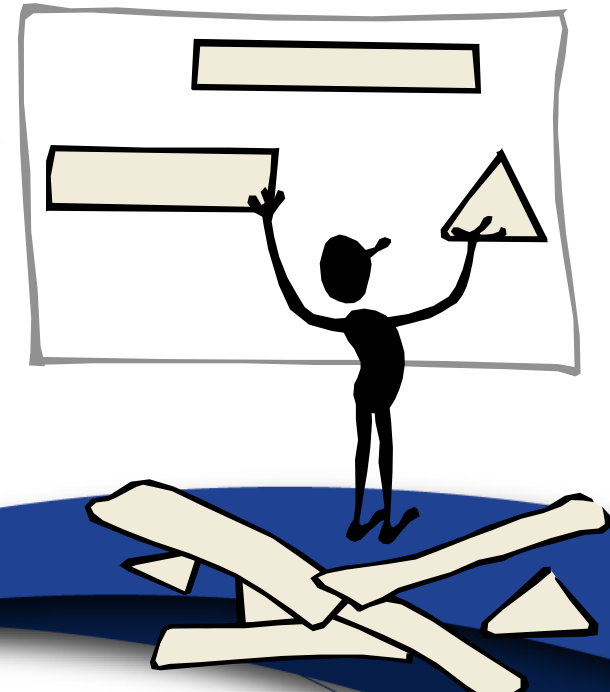


- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

## *Challenge the Process*

### *Confronting and Changing the Status Quo*

- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes.

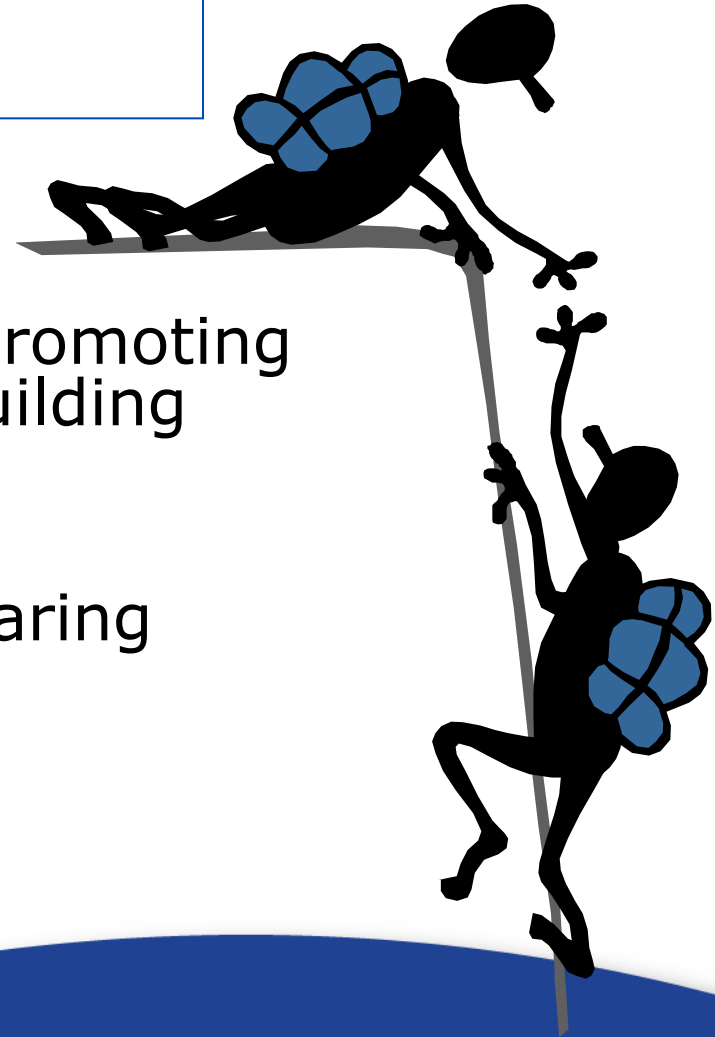


# PRACTICES OF LEADERSHIP



## ***Enable Others*** ***Empowering and Supporting***

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen others by sharing power and discretion.





# PRACTICES OF LEADERSHIP



## ***Encourage the Heart*** ***Acting as coaches and cheerleaders***

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.





## Leaders who frequently demonstrate LPI behaviors:

- Are more effective in **meeting job demands**
- Are more successful in **representing units to management**
- Create **higher-performing teams**
- Fostering **loyalty** and **commitment**
- Improve **morale/motivation**
- Enhance **productivity**
- **Reduce turnover and absenteeism**
- Possess high levels of **credibility**



# Building Representative School Site Audit



1. Unity
2. Learning Environment
3. Union's Relationship with Administration
4. Goals for Improvement
5. Attitudes toward Being a Leader



# Sample School Site Audit Tally Sheet



Section I	Section II	Section III	Section IV	Section V
A's ___ x 1 = ___	A's ___ x 1 = ___	A's ___ x 1 = ___	A's ___ x 1 = ___	A's ___ x 1 = ___
U's ___ x 2 = ___	U's ___ x 2 = ___	U's <sup>3</sup> ___ x 2 = <sup>6</sup> ___	U's ___ x 2 = ___	U's ___ x 2 = ___
O's ___ x 3 = ___	O's ___ x 3 = ___	O's <sup>4</sup> ___ x 3 = <sup>12</sup> ___	O's ___ x 3 = ___	O's ___ x 3 = ___
R's ___ x 4 = ___	R's ___ x 4 = ___	R's ___ x 4 = ___	R's ___ x 4 = ___	R's ___ x 4 = ___
N's ___ x 5 = ___	N's ___ x 5 = ___	N's <sup>3</sup> ___ x 5 = <sup>15</sup> ___	N's ___ x 5 = ___	N's ___ x 5 = ___
<b>Total =</b> ___	<b>Total =</b> ___	<b>Total =</b> <sup>33</sup> ___	<b>Total =</b> ___	<b>Total =</b> ___



Questions?

Comments?

Reflections?