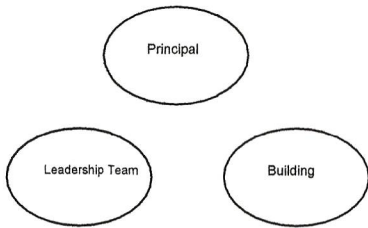
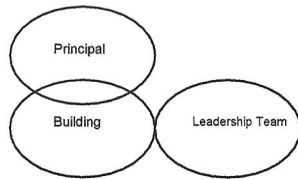


# School Decision-Making Scenarios



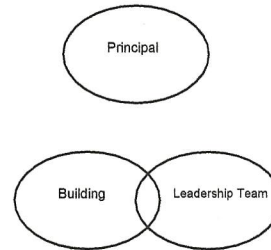
## 1. Undefined Leadership

The three entities operate separately, lack shared vision, and effective communication. The workplace is likely difficult because people operate in informally created subgroups to provide support. There is no consensus agreement from all concerned that this model is effective.



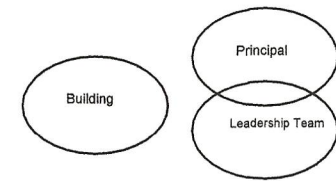
## 2. Principal Authority derived from Building At-Large

The principal goes directly to the building at-large and the leadership team is largely symbolic with no real power. The leadership team may be adversarial and view its role as non-important, underutilized, or it may view itself as existing merely to be a thorn in the side of an unresponsive administration.



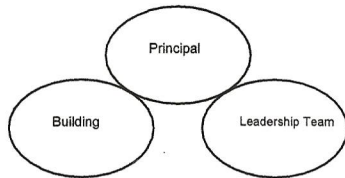
## 3. Leadership Team and Building Aligned and in Opposition to Principal

The leadership team and building are aligned together and as such are generally at opposites with the principal over operations and philosophy.



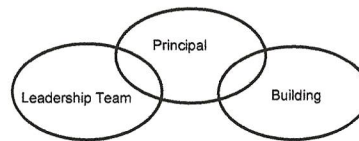
## 4. Principal and Leadership Team aligned in order to control Building At-Large.

The principal forms an alliance with the leadership team in an effort to drive the principal's agenda. The leadership team in this case does not represent its constituents in the building at-large.



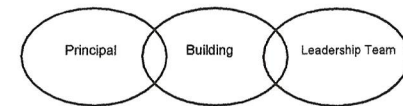
## 5. Initial Support Model

The work environment is satisfactory. principal, leadership team, and building at-large acknowledge and accept that they have common goals and a common vision for what the building should be for students. Shared leadership is a concept that does not exist in fact.



## 6. Support Model

Communication and decision making authority are clear. Program decisions regarding philosophy, mission, vision, and implementation strategies are made collectively through consensus. Other decisions may cause discomfort because they occur outside of the model.



## 7. Shared Consensus Decision-Making Model

Leadership is genuinely shared among all three entities. Participation on the leadership team is viewed as an essential role for the school to be successful. Lines of authority relative to decision making are clear. Decisions made are clearly articulated and consistent within the shared model. The principal shares the leadership but is fully responsible for decisions made by the school.