

EDLS210

Leadership in Education
Towards understanding leadership
behaviour

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Social norms affect team dynamics

**Social norms are behavioral rules that
uniform group conduct.**

**Norms are generalizations that group
members regard important and need to be
controlled.**

**Norms deal with behaviour – not with
thinking.**

**You do not have to internalize the norms – it
is enough to behave according to them.**

Social norms affect team dynamics

Norms change and develop slowly – they are part of organizational culture.

Different people are affected differently by the norms.

People with higher status have more freedom to 'disobey' the norms than others.

Fostering and hindering roles on readiness level R1 – fostering roles

- + **initiating**
 - = launching
 - = clarification of purpose
 - = defining goals
 - = keeping direction

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Fostering and hindering roles on readiness level R1 - hindering roles

- **aggressiveness**
 - = criticizing
 - = attack to personality
 - = dominance
 - = naming

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Fostering and hindering roles on readiness level R2 – fostering roles

- + persuasion**
 - = asking
 - = encouraging to answer questions
 - = forming alternatives
 - = advocating




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Fostering and hindering roles in readiness level R2 - hindering roles

- manipulateness**
 - = bouncing around to new issues
 - = masking a sentence into a question
 - = selective interpretation
 - = gate-keeping




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Fostering and hindering roles on readiness level R3 – fostering roles

- + commitment**
 - = support committing
 - = making summaries
 - = gaining assurance
 - = problem solving



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Fostering and hindering roles on readiness level R3 - hindering roles

- (over)dependence

- = agree on all issues
- = avoid decision making / cynicism
- = sympathy seeking
- = submissiveness

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Fostering and hindering roles on readiness level R4 – fostering roles

+ involvement

- = listening
- = expressing interest
- = making notes for the group
- = observation and participation

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Fostering and hindering roles on readiness level R4 - hindering roles

- quarrel

- = psychological withdrawal
- = physical withdrawal
- = showing boredom
- = escape from the group

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