



המכון הישראלי למנהיגות בית ספרית
المعهد الاسرائيلي للقيادة المدرسية

Realization and implementation of vision values

Vision - A future image of the organization when it works at its best.

Organizing metaphor - an associative image that describes an idea and contains many implicit meanings within it. The metaphor makes it possible to present the vision in an organized, clear and attractive way.

Central Value - is one of the cornerstones of the vision. Value defines the unique soul that characterizes the organization and serves as the "North Star" that guides the principal and teachers in decision-making and ongoing functioning.

Symbolic actions

Actions that create a meaning that goes beyond the functional purpose. The symbolic actions are an expression of the central value that the principal wants to impart.

- The symbolic actions can be divided into 4 methods (according to Pfeffer):
Language - Language enables to express a worldview, to illustrate abstract ideas and helps to create a distinct identity and shared existence. There are a number of tools for creating organizational language: phrases, slogans, slang, key phrases, stories and legends. For example: The AVIS rent a car slogan, "we try harder", etc.
- Physical space - Planning and using the physical space in the organization creates different meanings. For example: open space, "open door", round table meetings, etc.
- Ceremonies - The ceremony is a major method of formulating a group identity and reinforcing a sense of personal commitment. For example, a ceremony for outstanding employees, shared social entertainment, etc.
- Symbols - The symbol (banner, pennant, sculpture, certificate of recognition, etc.) is a reminder of its central value in addition to its "decorative" role. The symbol contributes to strengthening the sense of belonging.

Representative behaviors

The small actions and daily routine interventions of the principal are in fact "moments of truth" since they reveal his true values. The representational behaviors, spontaneous



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or planned, convey tangibly and practically acts of the principal's messages in a way that impacts more than any literal explanation.

The higher the consistency of the representational behaviors and the relation between them and the stated values - the stronger the trust in the principal and his ability to realize the organizational vision. The "moments of truth" express four main areas (Kouzes and Posner 1996):

- **The things the principal spends his time on:** Time allocation makes it clear what really matters to the principal and what his priorities are. For example, a principal who devotes the time of staff meetings and prevents anything else from interrupting them, a principal who devotes time to training and inducting his teachers, etc.
- **The questions the principal asks:** The questions target the subordinates and focus attention on things that are important to the principal and the organization. For example, a principal who asks "What did you learn today?" Broadcasts his expectations that his teachers will invest in learning, thus expressing the centrality he attributes to the value of learning. The same goes for questions like "what did you provide?" (Value of consequence), do you need help? Is anyone helping you? (Value of teamwork, support) etc.
- **Principal's responses to critical events:** The Principal's behavior is examined under pressure and in the face of a challenge at critical events. Therefore, events such as these are engraved in the collective memory and some even become an organizational myth. This is the test of truth, and the extent to which the value still stands in the eyes of the principal in these situations reflects the strength of his belief in it.
- **The things for which leaders are rewarded or punished:** The reward or punishment provides leaders with a very tangible message of why they should pay attention and what is important to the principal and the organization.

Work frames

Work frames are anchors that enable the value and preservation of it within the ongoing daily activities, for example: induction forums, staff meetings, personal meetings, etc.



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Design values Implementation

Organizing Metaphor: _____

<u>Core Values</u>	<u>Symbolic behaviors</u>	<u>Presented Behaviors</u>	<u>Work settings</u>
	<ul style="list-style-type: none">▪ Language▪ Space▪ Ceremonies▪ Symbols	<ul style="list-style-type: none">▪ Time spent issues▪ What is getting punished / rewarded▪ Questions the principal asks▪ Behaviors in critical situations	<ul style="list-style-type: none">▪ School schedule▪ Meetings▪ Personal meetings