

# LEADERSHIP AS A TEAM DEVELOPER

## 1. A NEW LEADERSHIP CULTURE IN EDUCATIONAL SETTINGS

Modern leadership in schools or educational institutions requires more than subject responsibility: it needs design competence, dialogue skills, and relationship sensitivity. Leadership is not the same as giving instructions – it is the conscious creation of a framework in which collaboration can flourish, roles are clarified, and conflicts remain manageable.

Leadership in the sense of team development means: not knowing or deciding everything yourself, but moderating processes, modeling attitudes, and enabling participation.

## 2. ATTITUDE-BASED LEADERSHIP

Effective leadership begins with the attitude towards one's own role:

- Taking responsibility – but without wanting to control everything
- Being present – without exerting dominance
- Enabling communication – instead of controlling information
- Allowing mistakes & fostering trust – instead of tightening control

This attitude shapes the culture within the staff: it influences whether a climate of safety or of competition emerges.

## 3. FIELDS OF ACTION FOR LEADERSHIP THAT STRENGTHENS TEAMS

**Providing structure** – Teams need transparent decision-making processes, planned meetings, and clear responsibilities.

**Shaping relationships** – Leadership is not neutral – it stands in relationship to all team members.

**Using diversity** – Recognize and include different working styles, age groups, and backgrounds of experience.

**Moderating conflicts** – Do not avoid them, but make them discussable. Conflict competence is key to team maturity.

**Promoting reflection** – Create spaces in which team members can question themselves and their impact.

## 4. LEADERSHIP AS AN ENABLER

Good leadership makes itself dispensable in the long run – because it fosters self-organization, responsibility, and collective leadership. It asks questions instead of giving answers, listens instead of judging, and accompanies instead of dominating.

**The goal is not perfect organization – but a learning system.**