THE ROLE OF PRINCIPAL
MOTIVATING THE STAFF

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ESHA Conference, Dubrovnik 26-29 October 2014
Motivation

- Why is it important?
- What is the role of Principal?
- What is the best way to motivate teachers in 21st century

European School Heads Association
Theories of motivation

- Content Theories
- Maslow’s – Hierarchy of Needs
- Alderfer’s ERG Theory
- Herzberg’s Two Factor Theory
- McClelland’s Achievement Need Theory
- Incentive Theory

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Theories of Motivation

- Process Theories
- Expectancy Theory (Vroom)
- Goal Theory (Locke)
- Equity Theory (Adams)
School Leaders

“Leadership is not position or a title, it is action and example.”

Unknown

“Setting an example is not the main means of influencing people, it is the only means.”

Albert Einstein
The only way to do great work is to love what you do.

- Steve Jobs
Motivation of teachers

In order to have a successful and motivated school, it is important to have motivated teachers.
School in 21st century

- Educational system from 19th century
- 21st century students
- We need to motivate teachers

What is 21st century education?
Teachers Perspective - Croatia

- Resistance to change
- Appropriate in service training
- Lack of support
- Frequent changes of laws and regulations
- Strategy of education, science and technology
Teachers

- Budget cuts
- Responsibility for high outcomes
- Lack of autonomy
- Lack of motivation
- High expectations from authorities
- Working conditions
- Initial education
- External evaluation
21st century Students

- 24 hours online
- Connected
- High expectations (parents, teachers)
- Lack of motivation
- School leaving
21st century Teachers

How to motivate them to learn?

How to motivate them to create?

How to motivate them to collaborate?

How to motivate them to perform successfully?
The Role of Principal

- Leadership make a difference:
- Vision
- Trust
- Setting an example
- Motivation
A Comparison of the Top Five Positive principal Behaviors

Teacher Ranking Order

1. Respect and values teachers as professionals
2. Support teachers in matters of student discipline
3. Has an open-door policy
4. Is fair, honest and trustworthy
5. Support teachers with parents

Jan Richards, How Effective Principals Encourage their Teachers, www.naesp.org
A Comparison of the Top Five Positive Principal Behaviors

Principal Ranking Order

1. Encourages teachers to improve in areas of teaching practice and professional development
2. Holds consistent, high standards for all members of the school family
3. Respects and values teachers as professionals
4. Is fair, honest and trustworthy
5. Has an open door policy

Jan Richards, How Effective Principals Encourage their Teachers, www.naesp.org
Croatian educational system
Principals in Croatia

- No pre-service training
- Election every five years
- Elected by the School Board
- Approval of the Minister of Education
- New Strategy of Education, Science and Technology brings professionalisation
Practical experience – staff motivation

- Professional respect
- Support teachers with parents
- Support teachers in matters of student discipline
- Open door policy
- Professional development
Practical experience – staff motivation

- EU projects
- In service training – Erasmus+
- Preise your Teacher Publicly, Reprove Privately
- Be visible
- Promote school in the community
Recommendations

- Lead with example
- Make decisions
- Have a positive attitude
- Be fair, honest and trustworthy
- Respect teachers
- Support them
Recommendations

- Preise Them
- Recognize those who go above and beyond
- Don’t forget the kids!
Thank you for your attention!

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Questions?

- How do you motivate teachers?
- How do you deal with underperformed teachers?
- Do you have autonomy in employment?
TEAMWORK
MOTIVATION
INSPIRATION
LEADERSHIP
VISION
INNOVATION

+ 

SUCCESS