

# (Re-)Learning to Lead: Helping Educators Manage Crises of Professional Identity and Loss

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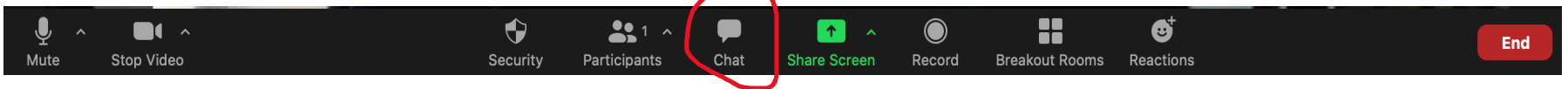
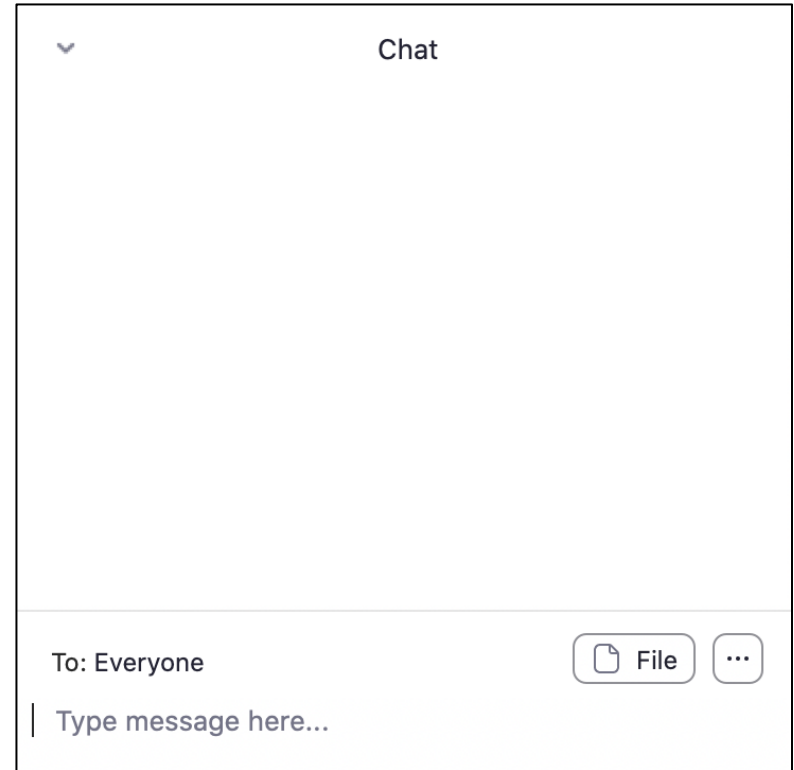
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ICSEI Virtual Congress 2021

# Who is in the Zoom room?

In the chat, share the following:

- Your name
- Your role
- Where in the world you are joining us from



@\_jmnoonan

“A typical school year has natural ebbs and flows, teachers are energized as routines settle in during October, things sometimes go off the rails between November and December breaks, there can be a burst of energy in January as school comes back, and a slide returns in the waning weeks of May and June. Throughout it all, the silliness of students, the small breakthroughs of learning, the deepening relationships with peers and colleagues, the sense that classes are falling into productive rhythms all contribute to teachers’ professional energy and motivation. These sources of professional satisfaction are at risk in a school year marked by increased use of distance learning and fewer opportunities for face-to-face relationship-building.”

(Reich et al., 2020, p 18)



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# Origins

## AGS 730 - S3 (2839) LEARNING TO LEAD

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### Welcome to AGS 730: Learning to Lead

Fall 2020

Online, Blended

Professor James Noonan

[jnoonan@salemstate.edu](mailto:jnoonan@salemstate.edu)

First course in a two-year administrative licensure program  
24 aspiring educational leaders & current teachers  
All working and learning remotely



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What people resist is not change, per se, but *loss*.

A key to leadership, then, is the diagnostic capacity to find out the kinds of losses at stake.

Heifetz, Grashow, & Linsky, 2009, pp. 22-23



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David Kessler



Gianpiero Petriglieri

# Helping Your Team Heal

Leaders must recognize people's grief and assist them in finding meaning. by David Kessler

From the Magazine (July–August 2020)

## Worried well

- Healthy but concerned; grieving losses of work, normalcy, opportunities, events; anticipatory grief

## Affected

- Experienced sickness and recovery – their own or someone else's; possibly sitting with trauma

## Bereaved

- Lost a loved one, dealing directly with the five stages of grief



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Thinking about the last year...

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what have you *lost*?



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## The Psychology Behind Effective Crisis Leadership

by Gianpiero Petriglieri

April 22, 2020

# Holding

“the way another person, often an authority figure, *contains* and *interprets* what’s happening in times of uncertainty. Containing refers to the ability to soothe distress and interpreting to the ability to help others make sense of a confusing predicament.”

Petriglieri (2020)



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## Institutional Holding

- Strengthens the structure and culture of an organization or group

## Interpersonal Holding

- Demonstrates care through a mixture of permission and curiosity



Thinking about the last year...

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when have you observed  
or experienced “holding”?



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# Breakout Rooms

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Three minutes each to share. First person to the breakout room listens first.



When it is not your turn to share, focus all of your attention on listening deeply and well.

# Closing words: crises of identity

When a teacher in a faculty meeting said, “It’s just too much, I don’t know how to do this,” our principal responded that, yes, she did and what she had done in the past would work. This felt like gaslighting... I imagine that teacher might have gone back and asked, **“If I am supposed to be able to do this, what does it say about *me* that I am struggling?”** ...[A] more honest [response] rather than this ra-ra approach would be to say, “Many of us are struggling to take what we know how to do and translate it into this new environment. You are an excellent educator, and the skills you had will help, but we will also make lots of mistakes, and I recognize that it is hard to be a first-year teacher again. We will work together to figure out best practices and we will learn together as a community.” This response holds the fear and creates space for positivity while also acknowledging... we will struggle and fail.



# Thank you

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