

# Leadership for team learning

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Propositions accompanying the dissertation

# LEADERSHIP FOR TEAM LEARNING

## engaging university teachers in change

Mieke Koeslag-Kreunen, November 29, 2018

1. 'Universities that survive today's disruptive challenges will be those that recognize and honor their strengths while innovating with optimism.' (Clayton Christensen & Henry Eyring, 2012, p. 47)
2. 'Independent trial and error serves as the principal route to competence. In all these ways, the modal conception of collegiality is both characteristic and reinforcing of a culture of individualism, presentism, and conservatism.' (Judith Warren Little, 1990, p. 513)
3. It is not enough to just install teams to change education and simply waiting for that magic to happen (this dissertation)
4. 'To an extent, leadership is like beauty: it's hard to define, but you know it when you see it'. (Warren Bennis, 1989, p. 1)
5. Leaders do not help teams by a 'one size fits all strategy'; instead, leaders who base their behavior on the specific team situation provide meaningful support. (this dissertation)
6. 'Some of my team members say: "offer me an outlined plan and I will do what I am told." Well, that has nothing to do with innovation.' (a team leader during an interview of this dissertation)
7. If teachers take the lead as a team, their ownership of education returns.
8. Innovations flop without a shared sense of urgency and a collective responsibility.
9. 'Learning is the process of creating knowledge, whereby social knowledge is created and recreated in the personal knowledge of the learner.' (Alice Kolb & David Kolb, 2005, p. 44)
10. 'Do not judge me by my success, judge me by how many times I fell down and got back up again.' (Nelson Mandela)
11. 'We can't just consume our way into a more sustainable world.' (Jennifer Nini)