

Linking Leadership to Student Learning: Introduction

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Leadership matters. At least the evidence of “local” leaders’ effects on student learning—particularly those in formal leadership roles such as principals—is quite compelling. And it matters for no other reason that a great many people want it to matter. When people view leadership as part of the solution, they allow it to influence them. “Followership” is, after all, a voluntary state of mind, and “leadership” is an attribution on the part of those in that state of mind who, however temporarily, allow themselves to be influenced.

What prompts people to assume the cloak of followership? In some circles, after all, being anything other than a leader seems almost unpatriotic. In other circles, just using the word *follower* in one’s writing about leadership produces quite predictable objections from those with egalitarian sentiments at the pristine extreme. And yet leadership and followership fundamentally depend on one another for any meaning at all.

The four articles in this special issue all have leadership in their titles, and we view them as studies of leadership. But we could, almost as easily, view them as studies of followership. Perhaps we should have, as they have at least as much to say about the states of followers as the practices of leaders. For example, the article by Wahlstrom and Louis speaks to the nature of teachers’ trust in leaders, and their sense of collective efficacy; this study helps us understand how these teachers’ internal states are influenced by leadership and, in turn, how such internal states influence the instructional practices of teachers. As another example, Leithwood and Jantzi’s article examines the causes and consequences of school principals’ sense of collective efficacy. In this study, school-level “leaders” are conceptualized at least partly as followers in relation to influence exercised by those in district leadership roles.

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