

# 4 Hats of Shared Leadership

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**Facilitating:** To facilitate means to make easier. A facilitator is one who conducts a meeting in which the purpose is dialogue, shared decision making, planning or problem-solving. The facilitator directs the processes to be used in the meeting, and choreographs the energy within the group, maintaining a focus on one content and one process at a time. The facilitator should never be the person with role or knowledge authority.

**Presenting:** The role of presenter is most closely associated with staff development work. How content is presented often determines whether or not participants will internalize and act upon content. An effective presentation requires clarity about outcomes, interactive teacher strategies, and methods to assess the learning that has occurred.

**Coaching:** Coaches mediate the development of invisible skills: cognitive thinking about their work. Coaches are non-judgmental, employ skills of reflective questioning and inquiry, and support learning and development. By focusing on the inner thought processes, perceptions, and decision-making processes of the person being coached, the skillful coach helps develop resources for present and future actions.

**Consulting:** A consultant can be an information specialist or an advocate for content or process. As an information specialist, the consultant delivers technical knowledge to another person or group. As a content advocate, the consultant encourages the other party to use a certain instructional strategy, adopt a particular curriculum, or purchase a specific brand of computers. As a process advocate, the consultant attempts to influence the client's methodology. To effectively consult, one must have trust, commonly defined goals, and the client's desired outcomes clearly in mind.