

BAR – ILAN UNIVERSITY

**Metaphors of Secondary School Teachers  
for Teaching, Teamwork and School Management  
In the Era of "Oz Latmura" Reform**

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## **Abstract**

Schools of the twenty-first century are constantly looking for successful reform programs which can improve teaching and learning. In recent years, the Israeli education system launched the "Oz Latmura" (Courage to Change) reform. That reform was introduced in several high schools during 2012 and will be completed by the year of 2017. In schools as in any organization which is undergoing a process of reform implementation, it is necessary to know to effect the changes optimally, taking into consideration the needs of all staff members, clarifying the process for them and inclusion of all staff that need to lead the change. When a change is introduced in the system of education, it is necessary to get acquainted with the needs and the abilities of the teachers in order know how to encourage them to lead the change successfully.

The purpose of this research is to trace the perceptions of teachers who hold official positions (coordinators, deputies) of the education system during the era of the implementation of the reform in the educational system in Israel. In order to examine these perceptions I looked into metaphors that those teachers used trying to describe their work and functioning. I focused on teaching, teamwork and school administration. This study illustrates the great potential of metaphors that allow a broad understanding of how the analyzed concepts are perceived (Cerit, 2008). Furthermore, they promote first steps of theory development. After all, the metaphor is used as a tool that clarifies complex ideas (Dur, 2006). Examination of metaphors used by teachers regarding their perception might improve implementing the reforms and at the same time might clarify the needs of the opponents.

The study was qualitative, and included semi-structured interviews with 54 teachers who hold an official role (coordinators, deputies), in high schools from different regions in Israel (Tel Aviv, center, Jerusalem and the South), during

implementation of the "Oz Latmura" reform. Data analysis was performed according to the four steps of Richards and Morse (2013): organization and coding of data; formulation of preliminary themes; examination of the proposed themes; formulation of theory emerging from the raw database.

An analysis of the findings has shown four main concepts based on metaphors used by teachers: 1. Teaching as leading, leadership and the ability to motivate, 2. Teaching as an experience of labor, sharing, responsibility and containing, 3. Teamwork as cooperation, 4. School management as leadership.

The study will suggest conclusions regarding teachers, professional developers and managers and policy makers. This research is important because it provides a new perspective on the beliefs of teachers and their development. It may help those in charge to make the process of implementing the reform "Oz Latmura" as well as the work under this reform - more meaningful and useful for teachers and students alike.