

Educational Leadership:

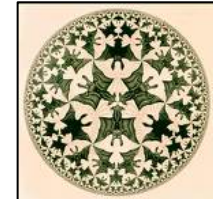
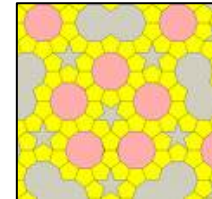
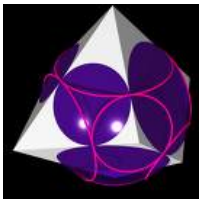
**Next Practice in leading
& governing schooling
for tomorrow**

Tony Mackay

Some social trends

- *From* mainly top down – *to* much more bottom-up system targets
- *From* send, receive, deliver – *to* interaction and co-creation
- *From* autonomous units – *to* collaboratives become the main unit
- *From* leadership from on high – *to* co-leadership and co-creation
- *From* linear accountabilities – *to* multiple accountabilities
- *From* set targets and expectations etc – *to* designing new incentives
- *From* centre administers the system – *to* centre animates the system

Charlie Leadbeater



Preliminary definitions

Dimensions of reform

- Dimension 1 – Control
- Dimension 2 - Commitment

Key metaphor

- Not “hard to soft” but “blunt to sharp”

Aspect	Dimension 1	Dimension 2
Standards	Whole Cohort	Customised/precise
Targets	Top down	Bottom up
Learning	Content Knowledge	Learning to learn
Curriculum	Entitlement	Choice
Pedagogy	Explicit	Repertoire
Assessment	Of learning	For learning
Data	Whole system	Value-added/segmented
Professional Development	External training	Professional learning
Leadership	Within school	Systemic
Inspection	External	External/internal
System	Prescriptive	Enabling/tailored
Government	Political drive	Leadership alliance

It is crucial to understand that as systems advance they have to combine Dimension 1 and Dimension 2, not drop the former for the latter

The required cultural shift within the school system

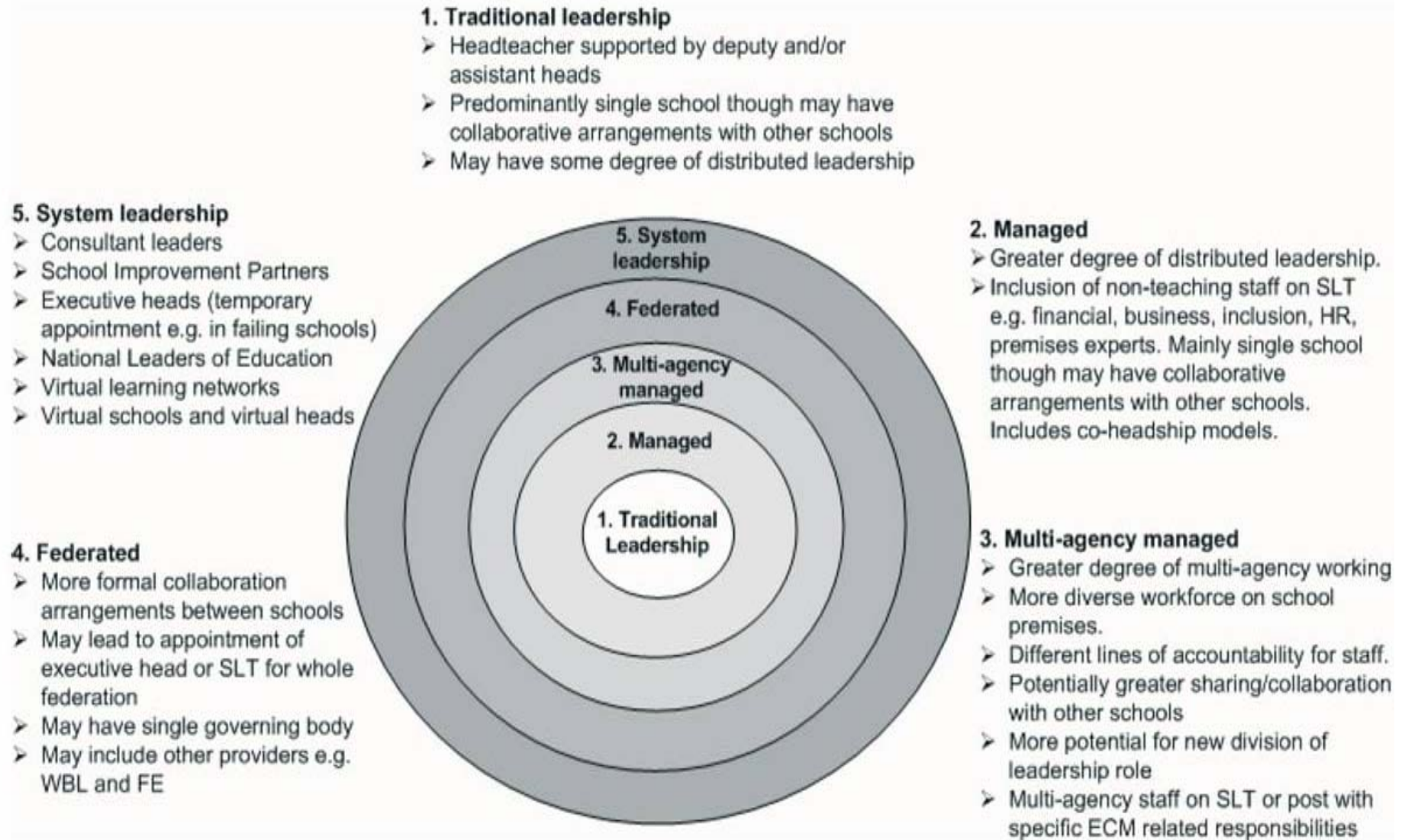
Comfortable

Hit & miss
Uniformity
Provision
Producers
Inputs
Generalisation
Talk equity
“Received wisdom”
Regulation
Haphazard development
Demarcation
Look up

Demanding

Universal high standards
Diversity
Choice
Customers/citizens
Outcomes
Specificity
Deliver equity
Data and best practice
Incentives
Continuous development
Flexibility
Look outwards

Figure 4.1: Models of school leadership



Six Governance Scenarios

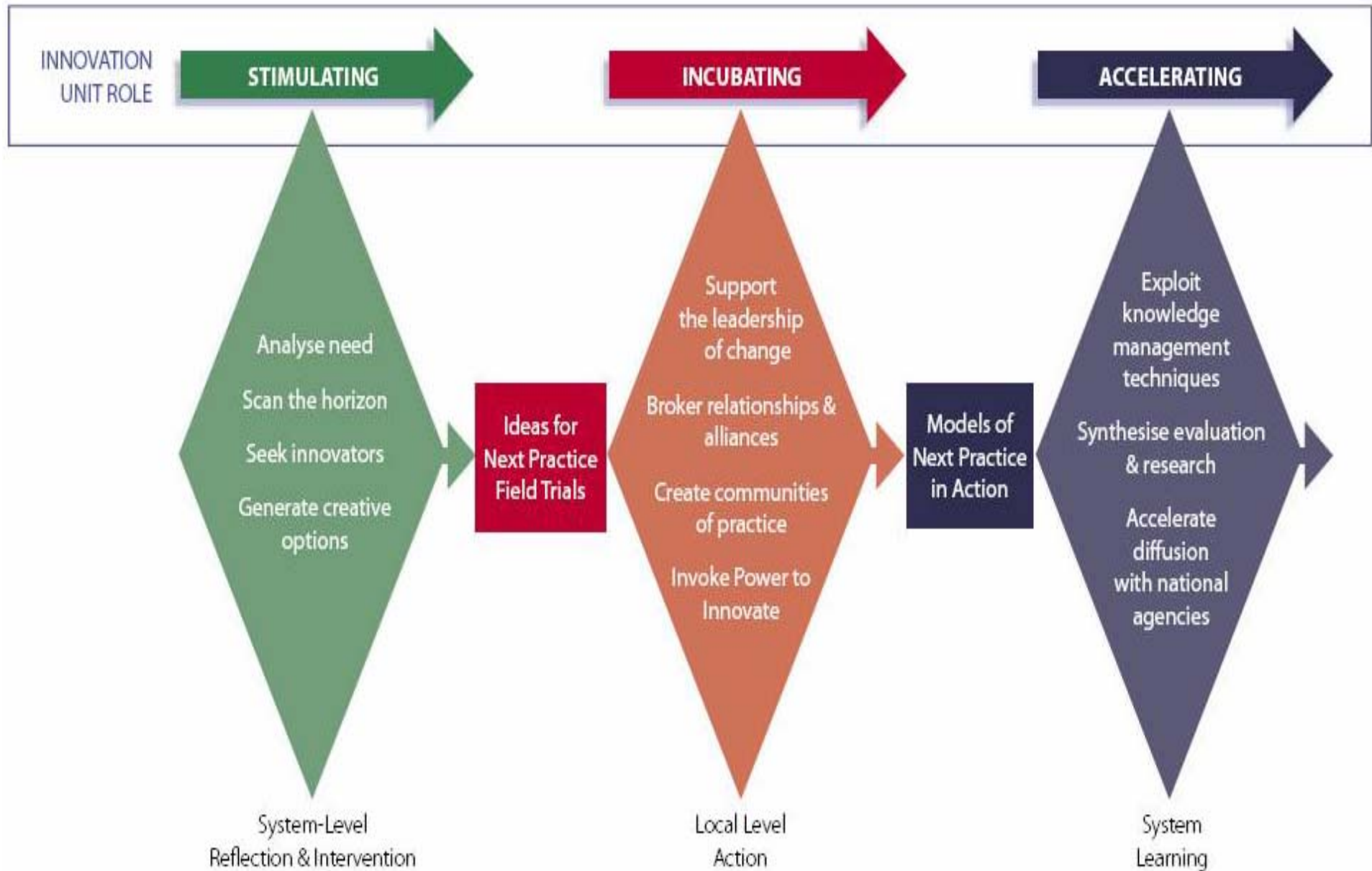
- 1. The Conglomerate**
- 2. The Community**
- 3. The Alliance**
- 4. The Self Organising Network**
- 5. The Employee Owned School**
- 6. The Consumer Governed School**

Alternative models of learning

- The Virtual School
- Values-based Home Schooling
- The Specialist Hothouse
- The Distributed Community Model

Next Practice Innovation Model

innovation



**The *Bridge*
Change Leadership
model**

