

Welcome to



# The Fourth Way Presentation to the Stockholm Summit

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# Sustainable leadership

**Sustainable leadership matters, spreads and lasts. It is a shared responsibility that does not unduly deplete human or financial resources, and that cares for and avoids exerting damage on the surrounding educational and community environment.**

Hargreaves & Fink 2003



# Sustainability

**Sustainability is the capacity of a system to engage in the complexities of continuous improvement consistent with deep values of human purpose.**

Fullan 2004



# Seven principles of sustainable leadership

1 Depth

It matters

2 Endurance

It lasts

3 Breadth

It spreads

4 Justice

It does not harm  
the surrounding  
environment

Continued...



# Seven principles of sustainable leadership

## 5 Diversity

It promotes diversity & cohesion

## 6 Resourcefulness

It conserves expenditure

## 7 Conservation

It honours the past in creating the future

# The Second Way



# The Third Way

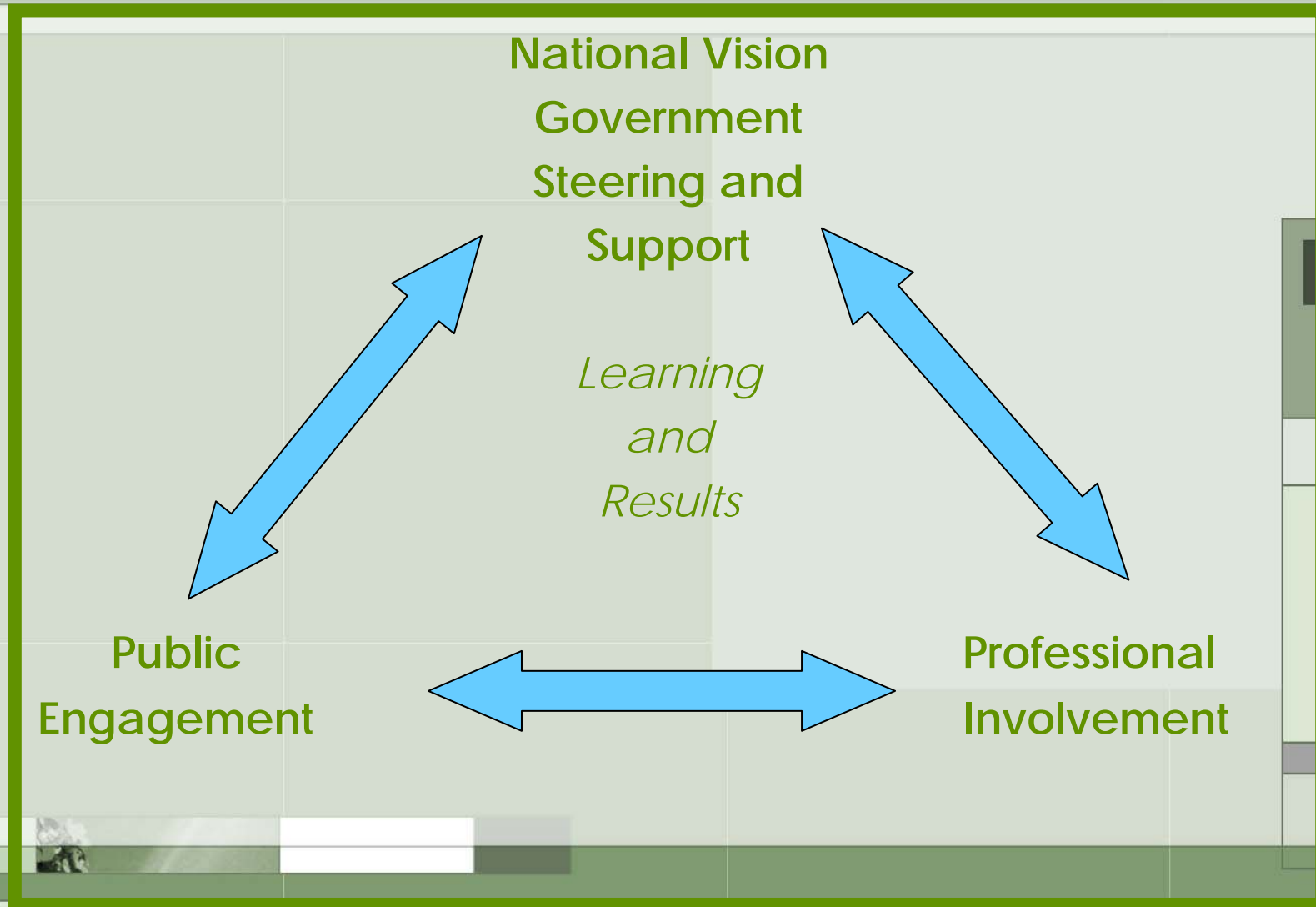




# The Three Paths of Determination

- The Path of Autocracy
- The Path of Technocracy
- The Path of Effervescence

# The Fourth Way





# Five Pillars of Purpose and Partnership

- An Inspiring and Inclusive Vision
- Public Engagement
- No Achievement Without Investment
- Corporate Educational Responsibility
- Students as Partners in Change



## Mapping Perspectives

### The Purpose of Schooling

#### *Humanist*

- citizenship
- academics

#### *Developmentalist*

- child-centered
- self-motivated problem-solvers

#### *Social Efficiency*

- employability skills
- productive citizens

#### *Social Meliorist*

- social justice
- cultural diversity



# 1. An Inspiring and Inclusive Vision

“ A compelling and inclusive moral purpose steers a system, binds it together and draws the best people to work in it.”



## 2. Public Engagement

“Open professionalism that includes the public builds awesome schools.”



### 3. No Achievement Without Investment

“Schools...cannot excel alone but need communities and society to work with them.”

“There is no achievement without investment.”

“Greater professional accountability needs to be matched by increased parental responsibility.”



## 4. Corporate Educational Responsibility

“The businesses that get invited to the educational policy table should be those that practise corporate social responsibility.”

“Accountability should be mutual and transparent, not secret and one-sided.”



## 5. Students as Partners in Change

“Students are usually the targets of change efforts and services. They are rarely change partners.”

“Without students, there would be no teachers.”

“If schools and school systems sustain a broader vision...their students will become committed to changing the world.”

|                                |                                                 | Dimension 1         | Dimension 2       | Dimension 3            | Dimension 4                   | Dimension 5          | Dimension 6           |
|--------------------------------|-------------------------------------------------|---------------------|-------------------|------------------------|-------------------------------|----------------------|-----------------------|
| Dimensions of child well-being | Average ranking position (for all 6 dimensions) | Material well-being | Health and safety | Educational well-being | Family and peer relationships | Behaviours and risks | Subjective well-being |
| Netherlands                    | 4.2                                             | 10                  | 2                 | 6                      | 3                             | 3                    | 1                     |
| Sweden                         | 5.0                                             | 1                   | 1                 | 5                      | 15                            | 1                    | 7                     |
| Denmark                        | 7.2                                             | 4                   | 4                 | 8                      | 9                             | 6                    | 12                    |
| Finland                        | 7.5                                             | 3                   | 3                 | 4                      | 17                            | 7                    | 11                    |
| Spain                          | 8.0                                             | 12                  | 6                 | 15                     | 8                             | 5                    | 2                     |
| Switzerland                    | 8.3                                             | 5                   | 9                 | 14                     | 4                             | 12                   | 6                     |
| Norway                         | 8.7                                             | 2                   | 8                 | 11                     | 10                            | 13                   | 8                     |
| Italy                          | 10.0                                            | 14                  | 5                 | 20                     | 1                             | 10                   | 10                    |
| Ireland                        | 10.2                                            | 19                  | 19                | 7                      | 7                             | 4                    | 5                     |
| Belgium                        | 10.7                                            | 7                   | 16                | 1                      | 5                             | 19                   | 16                    |
| Germany                        | 11.2                                            | 13                  | 11                | 10                     | 13                            | 11                   | 9                     |
| Canada                         | 11.8                                            | 6                   | 13                | 2                      | 18                            | 17                   | 15                    |
| Greece                         | 11.8                                            | 15                  | 18                | 16                     | 11                            | 8                    | 3                     |
| Poland                         | 12.3                                            | 21                  | 15                | 3                      | 14                            | 2                    | 19                    |
| Czech Republic                 | 12.5                                            | 11                  | 10                | 9                      | 19                            | 9                    | 17                    |
| France                         | 13.0                                            | 9                   | 7                 | 18                     | 12                            | 14                   | 18                    |
| Portugal                       | 13.7                                            | 16                  | 14                | 21                     | 2                             | 15                   | 14                    |
| Austria                        | 13.8                                            | 8                   | 20                | 19                     | 16                            | 16                   | 4                     |
| Hungary                        | 14.5                                            | 20                  | 17                | 13                     | 6                             | 18                   | 13                    |
| United States                  | 18.0                                            | 17                  | 21                | 12                     | 20                            | 20                   | -                     |
| United Kingdom                 | 18.2                                            | 18                  | 12                | 17                     | 21                            | 21                   | 20                    |

OECD countries with insufficient data to be included in the overview: Australia, Iceland, Japan, Luxembourg, Mexico, New Zealand, the Slovak Republic, South Korea, Turkey.



# Five Pillars of Purpose

- How does your system currently address your allocated pillar?
- Where is there room for growth?
- What is in the way?
- How can you rectify this?

# Finnishing Schools





Source: David H. Long, Lonely Planet Images. Retrieved from <http://www.uniglobespecialtytravel.com/site/viewhome.asp?sit=140&vty=WIG&sect=General&a=Finland&c=1&sessionId=>

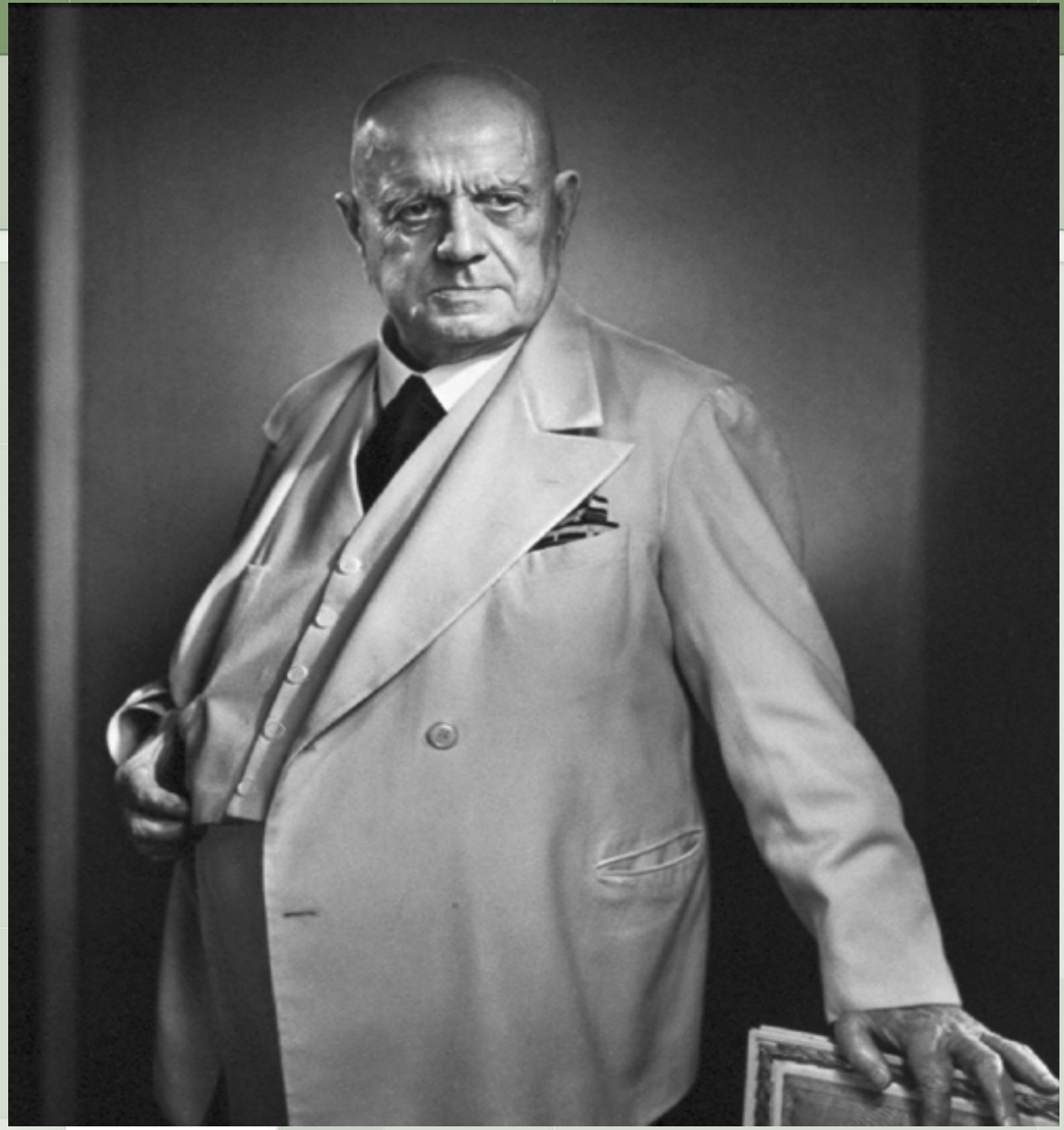
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(AFP PHOTO/FILE)





Source: © 2002 George Eastman House, Rochester, NY, Retrieved from [http://www.geh.org/ne/mismi3/m198130600001\\_ful.html](http://www.geh.org/ne/mismi3/m198130600001_ful.html)

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Source: <http://www.cellulargadget.com/ac/nokia6230.htm>

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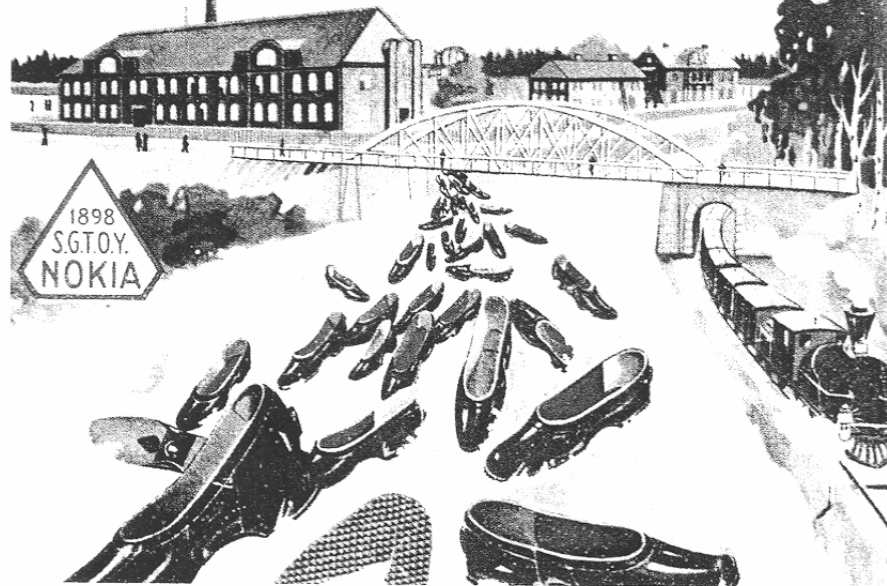


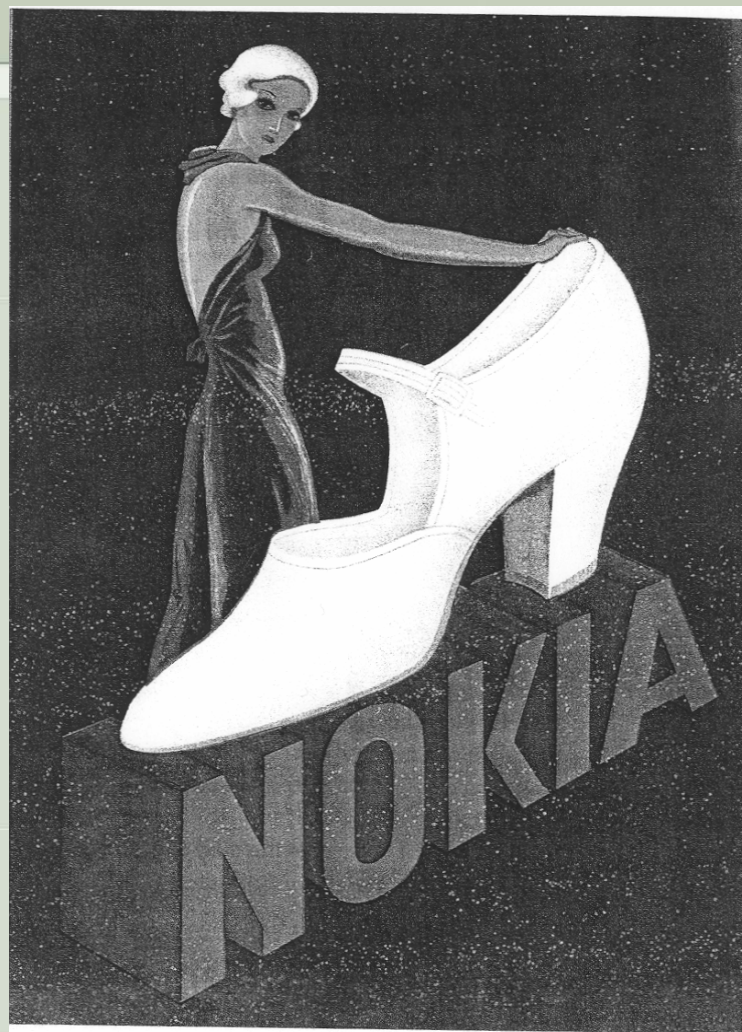
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# NOKIA GALOSCHER





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# Finnish Improvement Qualities

- Clear societal vision
- Strong public investment
- High quality, high status teachers
- Steering by the state
- Local curriculum development
- Trust, cooperation and responsibility
- Improvement through uplift
- Leaders who teach
- No initiatives



# Three Principles of Professionalism

- High Quality Teachers
- Powerful Professionalism
- Lively Learning Communities



# 1. High Quality Teachers

“Control quality at the most important point – the point of entry.”



## 2. Powerful Professionalism

“...powerful professional responsibility to raise standards together.”



### 3. Lively Learning Communities

“The best PLC’s are living communities and lively cultures dedicated to improving the lifelong learning of students and adults alike.”

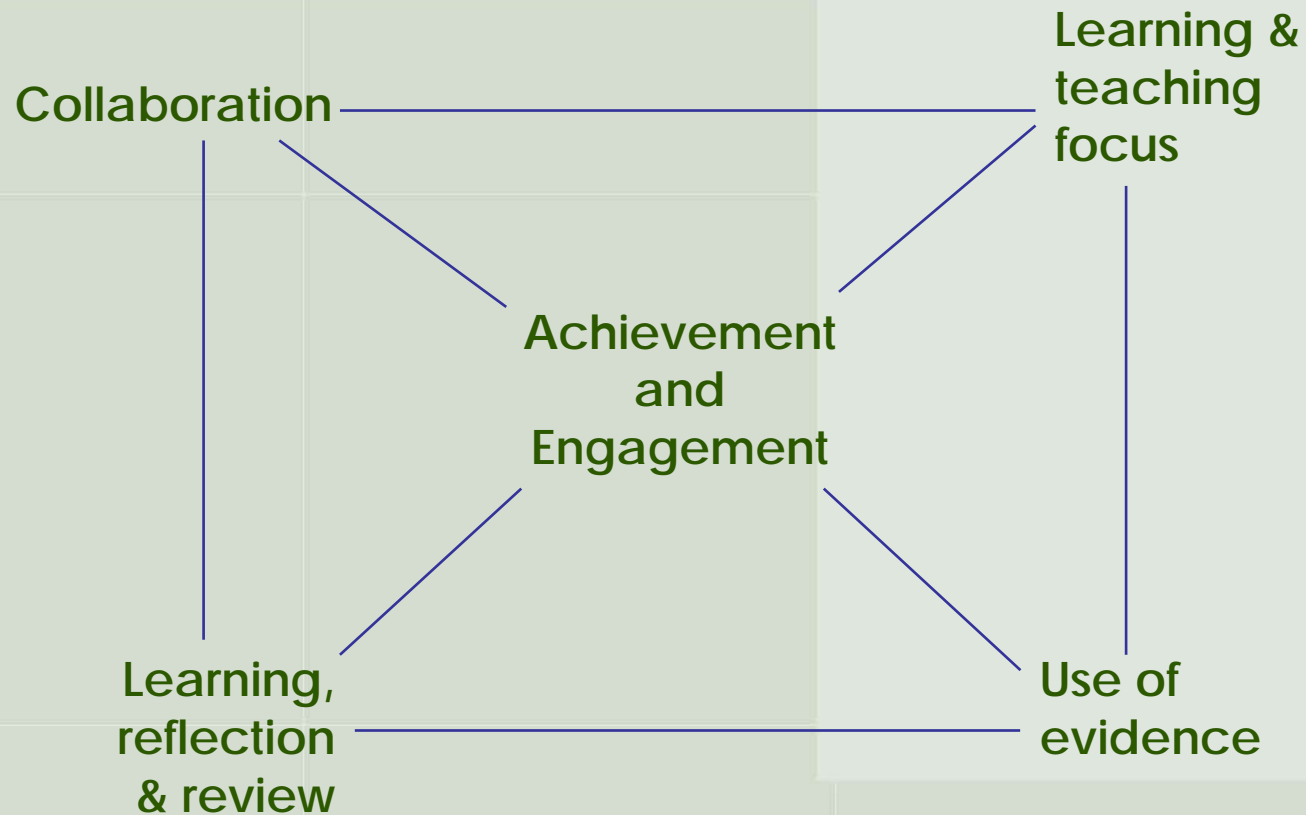
“Highly qualified teachers create curriculum together.”



# Three Principles of Professionalism

- How does your system currently address your allocated principle?
- Where is there room for growth?
- What is in the way?
- How can you rectify this?

# Professional learning community





# Distributed leadership

Sees leadership practice as a product of the interaction of school leaders, followers and their situation.

- Leadership practice involves multiple individuals within and outside formal leadership positions
- Leadership practice is not done to followers. Followers are themselves part of leadership practice.
- It is not the actions of individuals, but the interactions among them that matter most in leadership practice.

Spillane, 2005



# Four Catalysts of Coherence

- Sustainable Leadership
- A Net With No Nanny
- Responsibility Before Accountability
- Build From The Bottom,  
Steer From The Top



# 1. Sustainable Leadership

“Leadership is the afterthought of educational change. It’s the cigarette that’s smoked after the reform has been consummated.”

“Distributed leadership draws change out of staff rather than driving reform through them.”



## 2. A Net With No Nanny

“The art of spreading change is as much about building new relationships as disseminating new knowledge.”

“The Nanny state of constant surveillance and endless intervention is incompatible with the innovation of the Net.”

“The point of networks is to spread innovation, stimulate learning, increase professional motivation and reduce inequities.”



### 3. Responsibility Before Accountability

“Responsibility precedes accountability. Accountability is the remainder that is left when responsibility has been subtracted.”

“It is not necessary to ensure accountability through a census. It can be achieved more easily and effectively through a statistically valid sample.”

“(We can) ensure system-wide accountability through prudent sampling rather than a profligate and politically-controlling census.”

“The Fourth Way treats accountability as the conscience of the system that checks it, not the ego or the id that drives it.”



## 4. Build from the Bottom, Steer from the Top

“The Fourth Way...is not a way to retain autocratic control over narrowly defined goals and targets with the assistance of technocratic surveillance supplemented by infusions of effervescent professional energy.”

“The Fourth Way...is a democratic and sustainable path to improvement that builds from the bottom and steers from the top.”

“The New Orthodoxy is largely about improving policy delivery. The Fourth Way takes a more vertiginous route that scales the heights of public democracy.”



# Four Issues in Succession

1. Succession Planning
2. Succession Management
3. Succession Duration & Frequency
4. Succession and the Self



# Capacity Building



Greater capacity  
=  
increased supply  
+  
reduced demand

(Tom Hatch 2006)

# Energy Renewal



# Energy Release





# Networked learning communities

- *Share and transfer knowledge.*
- *Stimulate professional fulfilment and motivation.*
- *Capitalize on positive diversity.*
- *Create opportunities for lateral leadership.*
- *Can be evidence-informed.*
- *Promote innovation.*
- *Give teachers voice.*
- *Personalize schools as learning communities.*
- *Are flexible and resilient.*

Continued...



# Network risks

- Restricted to enthusiasts
- Shared delusions
- Self-indulgent
- Limited scale
- Unaccountable
- Over-regulation
- Over-participation



# RATL

*A Network of Over 300 Underachieving Secondary "Schools Helping Schools"*

*An Invitational Process to Three Annual Cohorts*

*A "No Strings Attached" Stipend of 9,000 pounds per annum*

*Conferences*

*Expert Analysis of School Achievement Data*

*Mentor Schools and Consultant Heads*

*Data-Informed Reflection and Decision Making*

*A Menu of Short, Medium, and Long-term Strategies*

*A Web Portal with a Chat Room and Discussion Forum*



# RATL

2/3 schools improved at double rate  
of national average over 2 years



# What about the schools without gains?

**Leadership transitions**

**Leadership instability**

**Leadership isolation**

**No prior networking experience**

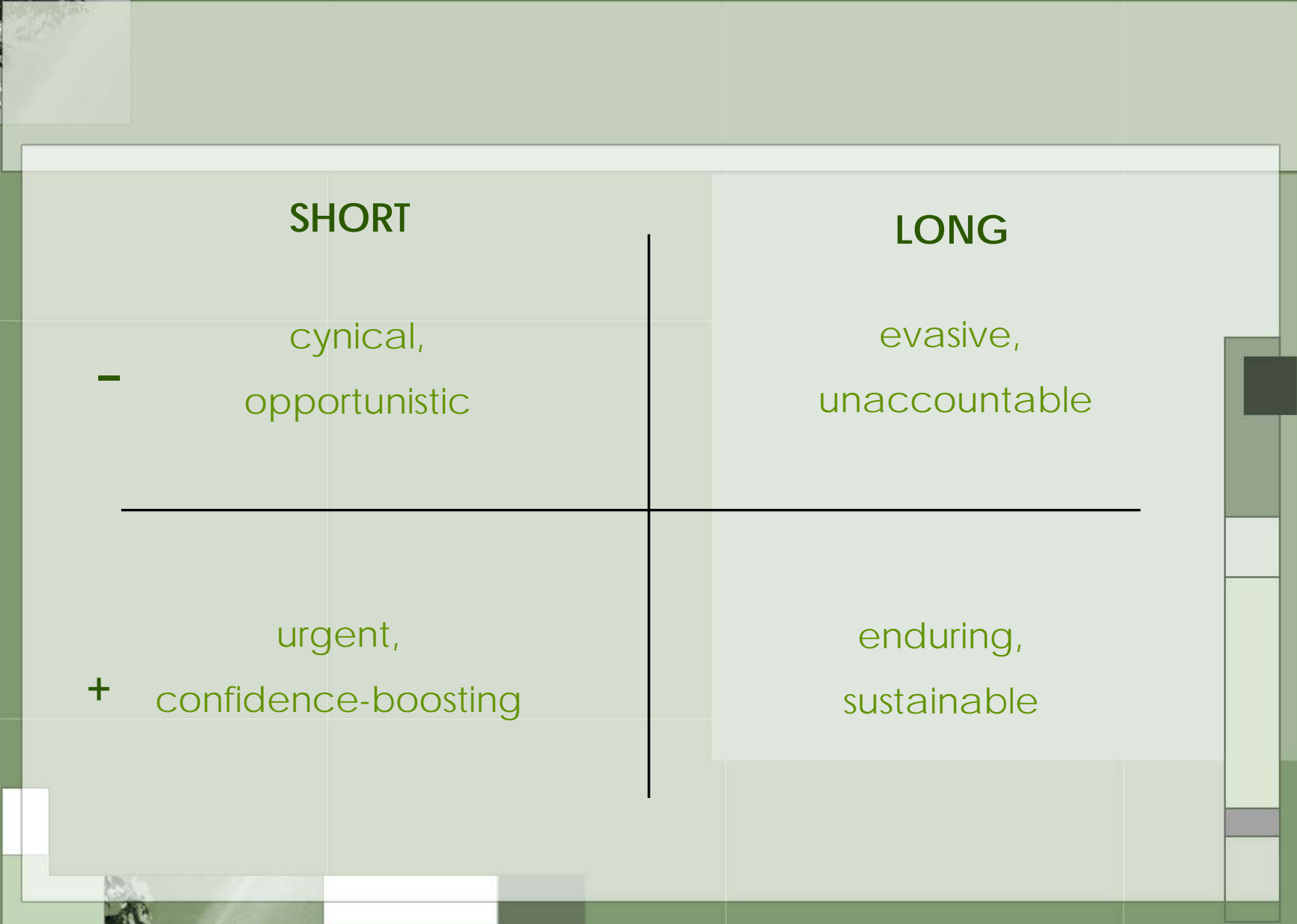


# Happiness

Comes from

- Choice, but not too much
- Control over one's own destiny
- Achievement of purposes along the way

Jonathan Haidt, The Happiness Hypothesis





# Ten Strategic Solutions for Today and Tomorrow

1. Correct valuation
2. Sustainable growth rates
3. Ethical consistency
4. Balanced investments
5. Prioritized planning
6. Broadened language and vision
7. Intermediate indicators
8. Shared targets
9. Less initiatives
10. Build from the bottom; steer from the top

Adapted from Dodd and Favarrò: [The Three Tensions](#)



# Four Catalysts of Coherence

- How does your system currently address your allocated catalyst?
- Where is there room for growth?
- What is in the way?
- How can you rectify this?



# Three Riders of Reform

- Diverse Adaptation
- Differential Development
- Disruptive Innovation



# Three Riders of Reform

- How does your system currently address your allocated rider?
- Where is there room for growth?
- What is in the way?
- How can you rectify this?



# Thank you

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