

Leadership – what's in all the buzzwords?

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Leadership – what’s in all the buzzwords?

- ❖ Leadership as a phenomenon
- ❖ Educational leadership – impossible ideals or unrealized possibilities?
- ❖ Leadership discourses



Leadership is always interesting...

❖ Power

❖ Relationships
of dependence



Clear, proactive and strong leadership?



- ❖ Chats in the staff room? Knows students by first name? Open door policy? “Walks the talk”?
- ❖ Talks charismatically about the future?
- ❖ Takes the command, is potent to make decisions and acts, and if necessary – “kicks ass”?
- ❖ Is it about frequencies of actions or about decisive actions about core principles?
- ❖ Teacher friendly? Student friendly? Superintendent friendly? Or with diplomatic talents?

Impossible ideals or unrealized possibilities?



Transformational...

Strategic...

Instructional...

Pedagogical...

Moral...

Democratic...

Entrepreneurial...

Sustainable...

Communicative...

Distributed...

Learning...

System...

Educational dichotomies

- Individual excellence** – **Collective responsibilities (in goals)**
- Academic knowledge** – **Skill/competency in learning (in learning)**
- Depth** – **Breadth (in curriculum)**
- Teacher-centred** – **Student-centred (in instruction)**
- Central accountability** – **Local autonomy (in governance)**
- Form** – **Function (in content)**

Raising the bar, closing the gap



David Cameron today promised 220,000 extra school places as part of Conservative plans to raise school standards and make opportunity more equal.

Speaking at the launch of 'Raising the bar, closing the gap', our Green Paper on education, David said, "It's time for a revolution in the supply of education in this country."

Michael Gove, the Shadow Children's Secretary, set out plans to tackle educational under-achievement in the immediate term through policies such as more teaching by ability and giving teachers more power.

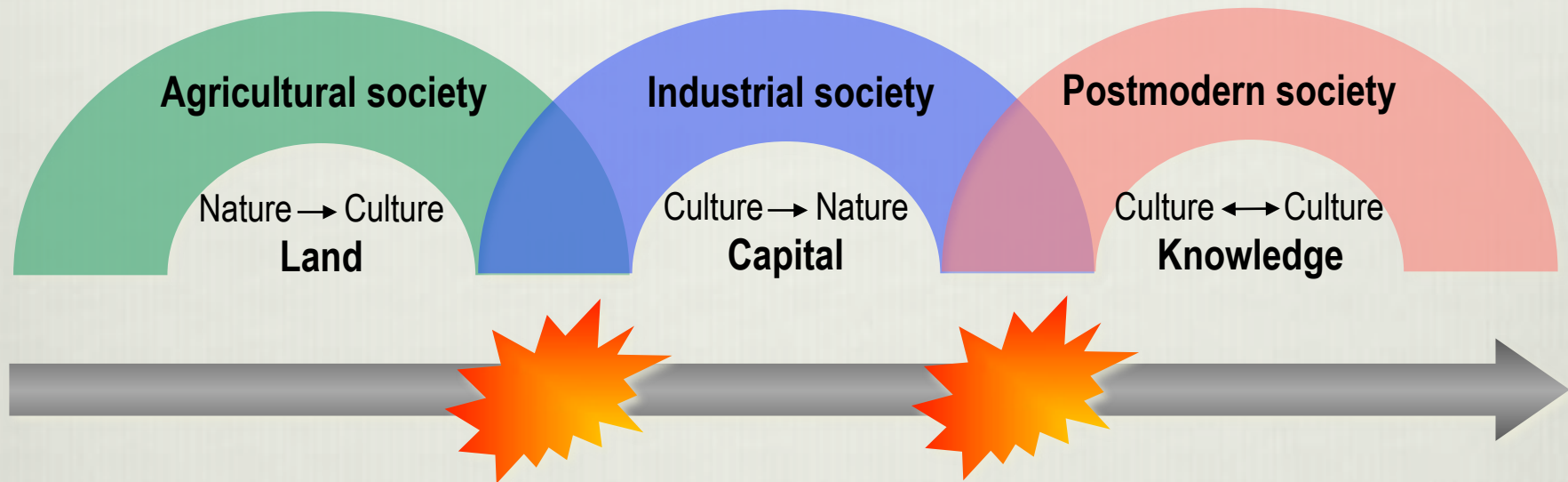
And he laid out plans to increase the number of good school places through a long-term programme that:

- Allows educational charities, co-operatives and parents to set up new schools

- Diverts more resources to pupils who come from disadvantaged backgrounds
- Removes obstacles which prevent new schools being established



Paradigm shifts



THE SEARCH OF OUR TIME

DREAMING ABOUT THE EFFICIENT (AND WELL-BEHAVED) ORGANISATION

- ✘ Management by objectives, by results, by frames, by commissions, by visions, by values, governing by values, discursive governing, by human relations, by culture, by “flow” ...
- ✘ The audit society – accountability: National and international surveys, inspections, quality programs, benchmarking, balanced scorecards...
- ✘ New Public Management: Discourse, new concepts carry an implicit understanding / frozen ideology → Changing frames of reference

THE SEARCH OF OUR TIME







DREAMING ABOUT THE EFFICIENT (AND WELL-BEHAVED) ORGANISATION

- ✘ Learning organisations, reflective teams, dialogue, rhetorical competency...
- ✘ Ethics, core values, cultural heritage...
- ✘ Involves all “modern” societies:

Restructuring → Reculturing

- ✘ Changes of the second order

Discourses of change

	Basis of legitimacy	Change strategy	
Administrative school Duty	Science– "logics of the brain" 	Re-organizing Increasing clarity, work descriptions, plans & plans Establishing routines	 It works!
Psychological school Relations	Psychology – "logics of the heart" 	Leadership development Team-building Organizational culture and work environment Healthy organizations	 We are professional!
Strategic school Performance	Survival– "logics of the market" 	Challenging established ways of thinking and intrinsic assumptions Dialogue as negotiation of meanings – transformation Promote motivation and devotion	 Progress on the market!