



Leadership: a helpful concept?

If school improvement is our goal...

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Insights?

“Here is Edward Bear coming down stairs, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs but sometimes he thinks there really must be a better way, if only he could stop bumping for a moment and think about it.”

(Winnie the Pooh, A.A. Milne)



Received wisdom

“A consensus is emerging that leadership may well be *the* key component that determines whether an educational establishment is able to provide its users with the highest quality service in a world characterised by rapid and often unpredictable change.”

(HMCI Donaldson)



So... what is it and how do you get it?

- Socialisation, nurture and values
- Stances, philosophy and causes
- Injustice, inequality and discrimination
- Opportunity, resilience and ...wisdom?



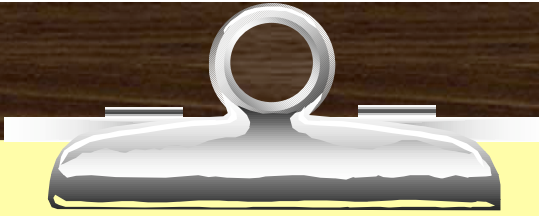
Early experiences

- Parents
- Teachers
- Role models – positive and negative



Leadership

- By accident
- Last man standing
- Megalomania
- Sphere of influence



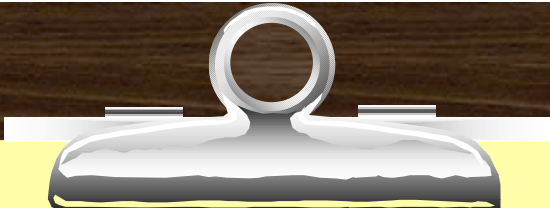
Important constituent parts

- Learning from others (and not just conventional leaders – AMcL)
- Deepening understanding (MEd and PhD)
- “Loving children to understanding.”



Brushes with the dark side of leadership

- Strathclyde Region - “Climate of fear”
- New Approach Needed - Climate of apprehension?
- Power corrupts – missed opportunities



New insights

- Self-awareness and fragility
- All the troubles of the world
- Towards collegiality



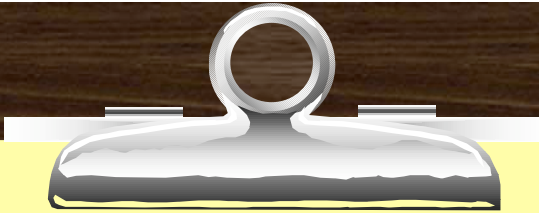
So, what do I know?

- Leadership and management
- Leadership and context
- Leadership and climate
- Leadership is within all of us



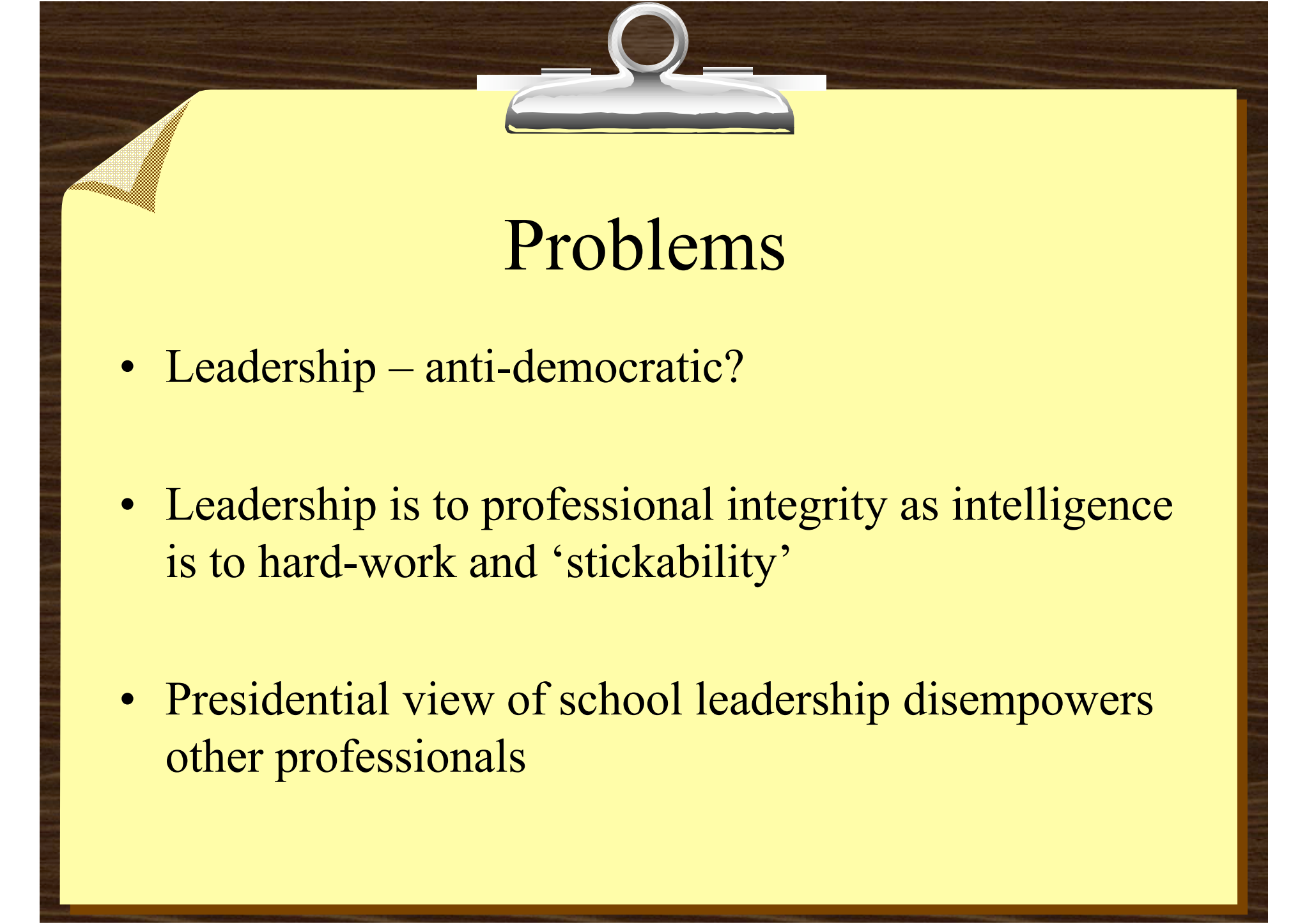
Leadership

A necessary, but not sufficient,
element of school improvement?



Hierarchies and “flat” structures

- No bosses = chaos and indolence?
- Theory Y and Theory X
- “Professional autonomy within guidelines”
- Intelligent accountability



Problems

- Leadership – anti-democratic?
- Leadership is to professional integrity as intelligence is to hard-work and ‘stickability’
- Presidential view of school leadership disempowers other professionals



If not leadership, then what?

- Aims
- Pedagogy
- Teacher learning communities
- No limits



Personal qualities

- Enthusiasm
- Commitment
- Single-mindedness
- Experience
- Wisdom



Issues

- Leadership
- Democracy
- Collegiality
- Culture
- Professionalism
- Expertise
- Motivation