21st Century School Leadership Development: Global Trends and Challenges

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6 Global Trends Impacting School Leadership Development

1. Recognized role of leadership
2. Reform intensification
3. Expanded leadership roles
4. Growth of leadership development industry
5. Diversity of learning methods

Recognition of the role of leadership in improving schools

- Leadership makes a difference-- indirectly
  - Learning outcomes
  - Learning Climate
  - Change implementation
  - Education reform
  - Crisis intervention

Intensification of Policy-driven Reform since 1980's

- School-based management
- ICT in education
- Student-centered learning
- Standards-based education
- Parent involvement
- Curriculum change

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Expanded leadership roles

- System leaders
- Principals
- Co-principals
- Dept. Heads
- Teacher leaders
- School governors

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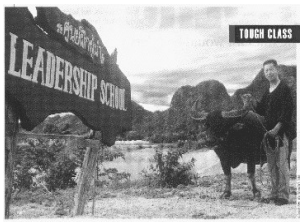
Global growth of school leadership development

- Prior to 1980
  - domain of universities
  - Centered in USA
  - Focused on preparation
- 1980-1990
  - LEAD academies in USA
  - Other ventures in Australia, Asia, Europe
  - Growth of pre-service and in-service programs
- 1990's
  - Expansion internationally
  - Initiation of NCSL in UK



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Diversity of active learning methods

- Problem-based
- Apprenticeship
- Action learning
- On-line
- Simulation
- Observation
- Reflection

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Global Challenges

1. Focus on emotional and cognitive competencies
2. Develop a global/local knowledge base
3. Link leadership development to HR systems
4. Use ICT to enhance learning on-the-job
5. Develop norms and practices of life-long learning
6. Evaluate school leadership development programs

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Focus on Emotional & Skill as well as Cognitive Competencies

- Gap between the classroom and workplace
- Communication
- Emotions
- Nature of activities

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How can we develop emotional and moral competencies?

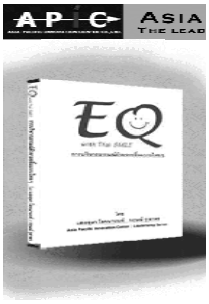
- 360 degree assessment
- Learning by doing
- Problem-based learning
- Action learning
- Apprenticeship
- Reflection

Education management: "Creating bus schedules with footnotes from Kierkegaard."

Elementary competence in organizational life is often under-rated as a factor in managerial effectiveness when we write against a background of concern for the issues of great leadership. . . Much of what distinguishes a good bureaucracy from a bad one is how well it accomplishes the trivia of day-to-day relations with clients (James G. March 1978, p.223-224).

Develop a global - local knowledge base on school leadership

- Western, North American bias
- "Blank Spots"
- "Blind Spots"
- Need to "localize" knowledge for application in "my school"



Blank Spots in the Management Literature

- Few management theories have been validated or even tested across cultures
- The knowledge base is full of: "Blank Spots" where theories or findings are at best incomplete

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Blind Spots: Some management concepts are "lost in the translation" across cultures

- SBM
- Parent Involvement
- Empowerment
- Decentralization
- Student-centered learning

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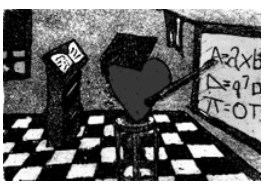
Blind Spots in Management Practice: Indigenous Perspectives

Asian Concepts

- *Kow jai (Thai)*
- *Greng jai* (Thai)
- *Gumlung jai* (Thai)
- *Bergotong Royong* (Malay)



Learn by Heart

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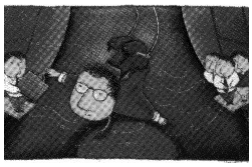
Link leadership development to HR systems

- Is there an expectation that leaders will develop in your system?
- Are leaders supported?
- Is there accountability for learning?
- Is it rewarded?



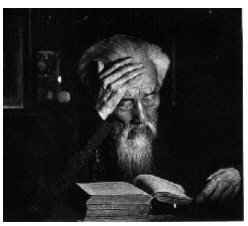
Strengthen linkages between leadership development and HR systems

- Preparation
- Selection
- Induction
- Development
- Evaluation
- Career planning
- Succession planning

Develop norms of life-long learning:
"Because wisdom cannot be told."

"So he had grown rich at last, and thought to transmit to his only son all the cut-and-dried experience which he himself had purchased at the price of his lost illusions: a noble last illusion of age."

Honore de Balzac, 1847



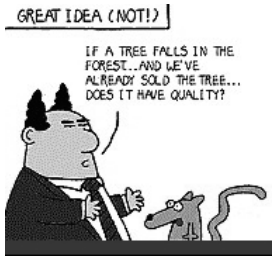
How to Use ICT to enhance learning on-the-job

- Internet/Intranet
- Computer Simulation
- Knowledge Management
- Journal Databases
- Discussion Forums
- Collaborative Problem-solving

70,000 HEADS are better than one

Evaluating quality & impact of school leadership development programs

- Build on existing knowledge
- Conduct empirical research on programs
- Extend beyond consumer satisfaction
- Link to school factors that make a difference



Build a Knowledge Base

- Stop shooting in the dark
- Understand what works and under what conditions
- Worthwhile Studies
  - Marsh, 199
  - Leithwood
  - Leithwood 2002
  - Eckholm, 1992
  - Huber, 2002
- Suitable topics for Ed.D. theses