

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

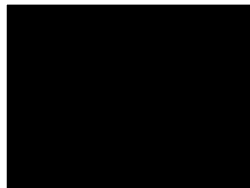


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Recognition of the role of leadership in improving schools

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



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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

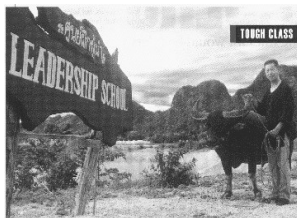


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Global growth of school leadership development

- 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



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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).

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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”



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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



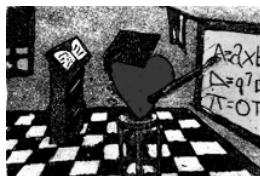
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Blind Spots in Management Practice: Indigenous Perspectives

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?



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Strengthen linkages between leadership development and HR systems

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



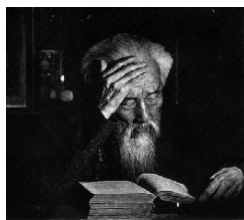
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Develop norms of life-long learning: “Because wisdom cannot be told.”

“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



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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

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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



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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



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