

# Brave School Leadership

John West-Burnham

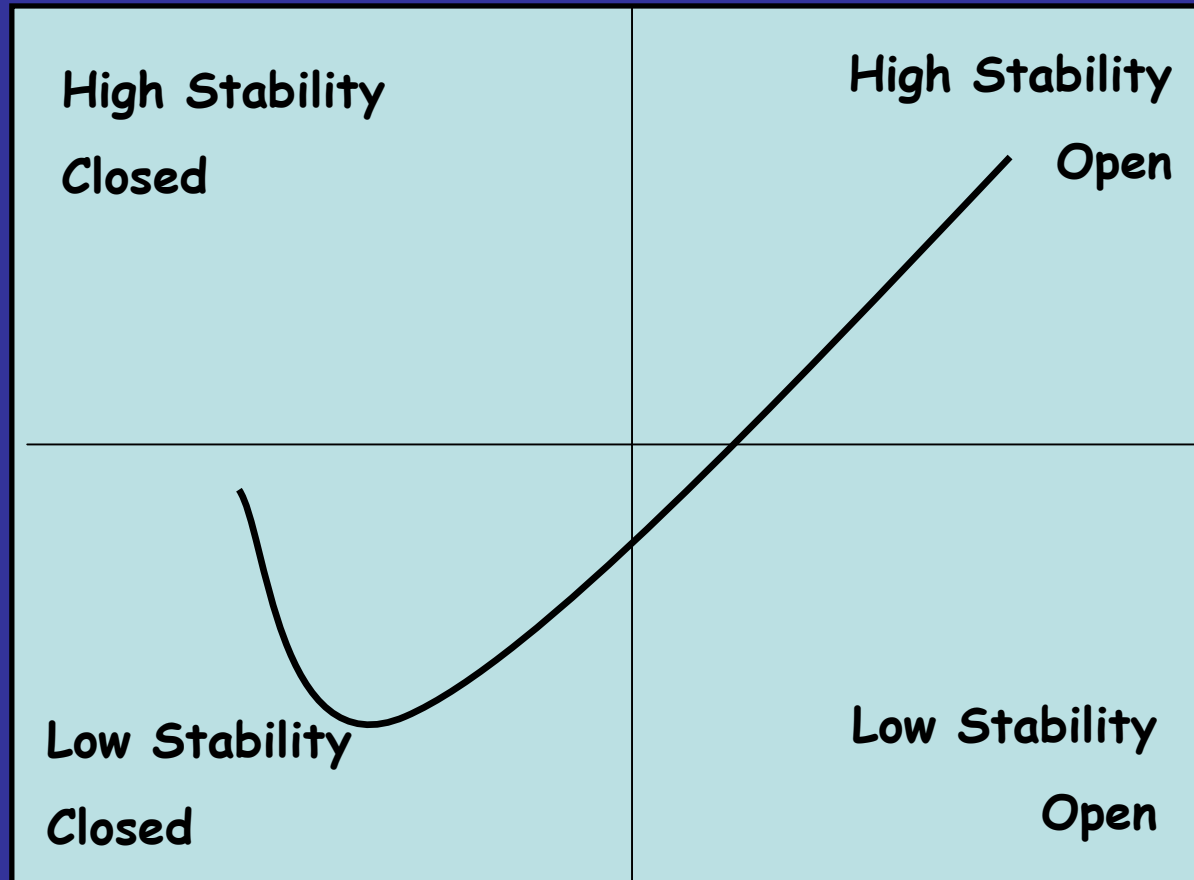
# Seven Trends

- The need to sustain school improvement in order to secure equity, excellence and efficiency.
- The rapid changes in our understanding of the science of learning.
- The implications of the growth in information technology.
- The impact of social change.
- The impact of economic change.
- The impact of global political change.
- Climate change

# Hargreaves' Imaginaries

19 <sup>th</sup> Century Educational Imaginary	21 <sup>st</sup> Century Educational Imaginary
Students are prepared for a fixed situation in life.	Student's identities and destinations are fluid.
Intelligence is fixed.	Intelligence is multi-dimensional.
Schools are culturally homogeneous.	Schools are heterogeneous.
Schools of a type are interchangeable.	Schools of a type are diverse.
Schooling is limited for the majority.	Schooling provides personalized learning for all.
Schools have rigid and clear boundaries.	Education is life-long for every student.
Schools work on the factory model.	Education is unconstrained by time and place.
Roles are sharply defined and segregated.	Roles are blurred and overlapping.
Schools and teachers work autonomously.	Schools and educators work in complex networks.
Education is producer led.	Education is user led.

Hargreaves, D.(2004) *Personalising Learning* London: Specialist Schools Trust

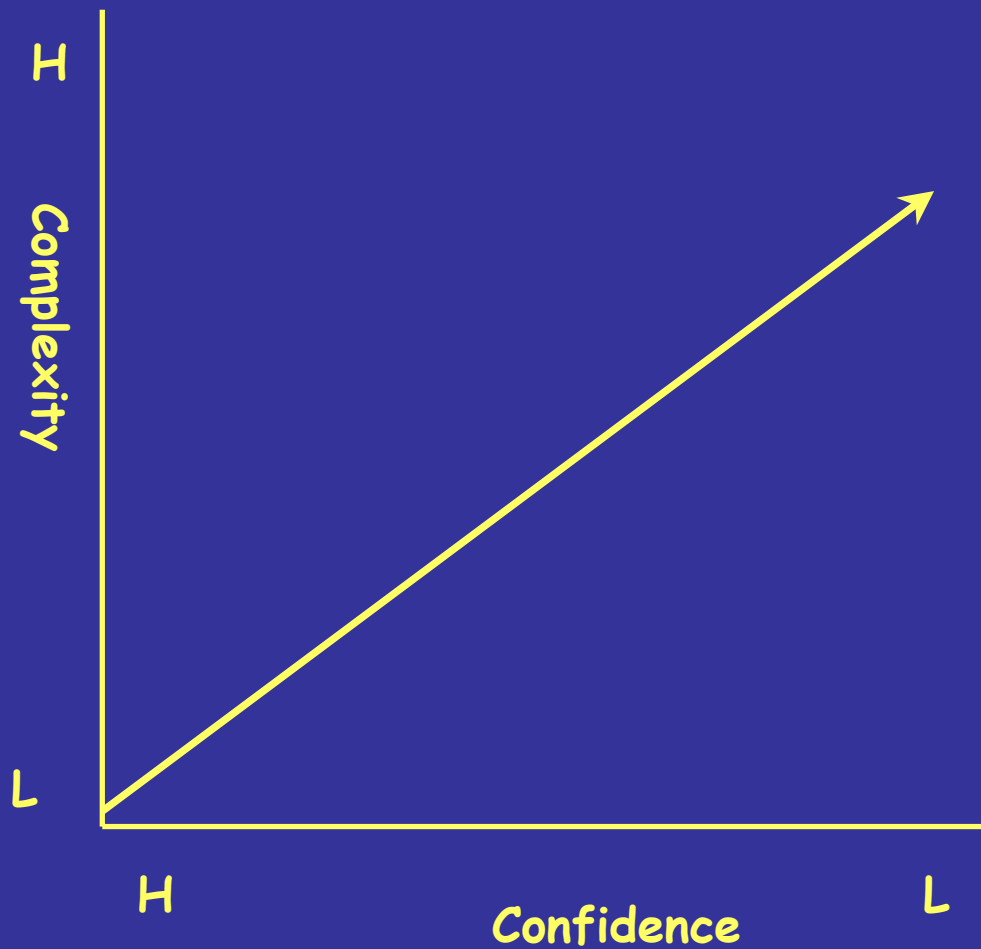


Bremmer, I. (2006) 'The J Curve' Simon & Schuster

# High Stability/Open Community

- Democratic/participatory
- Alignment on values
- Inclusive
- Entrepreneurial
- Networks

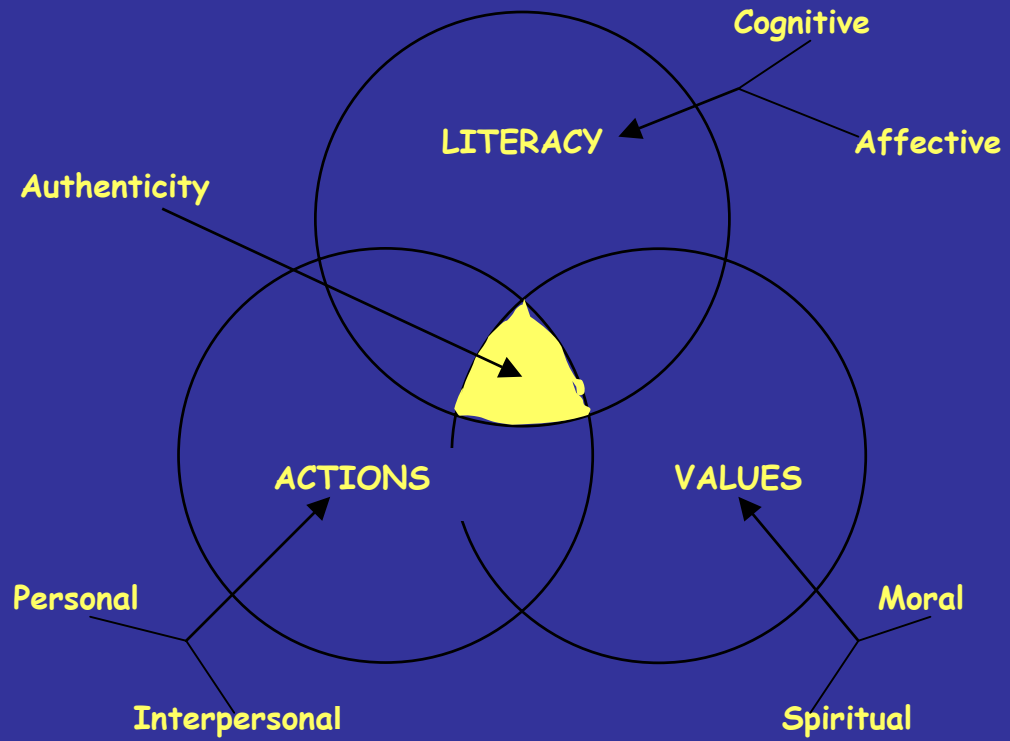
# Becoming a Brave Leader



# Brave Leadership

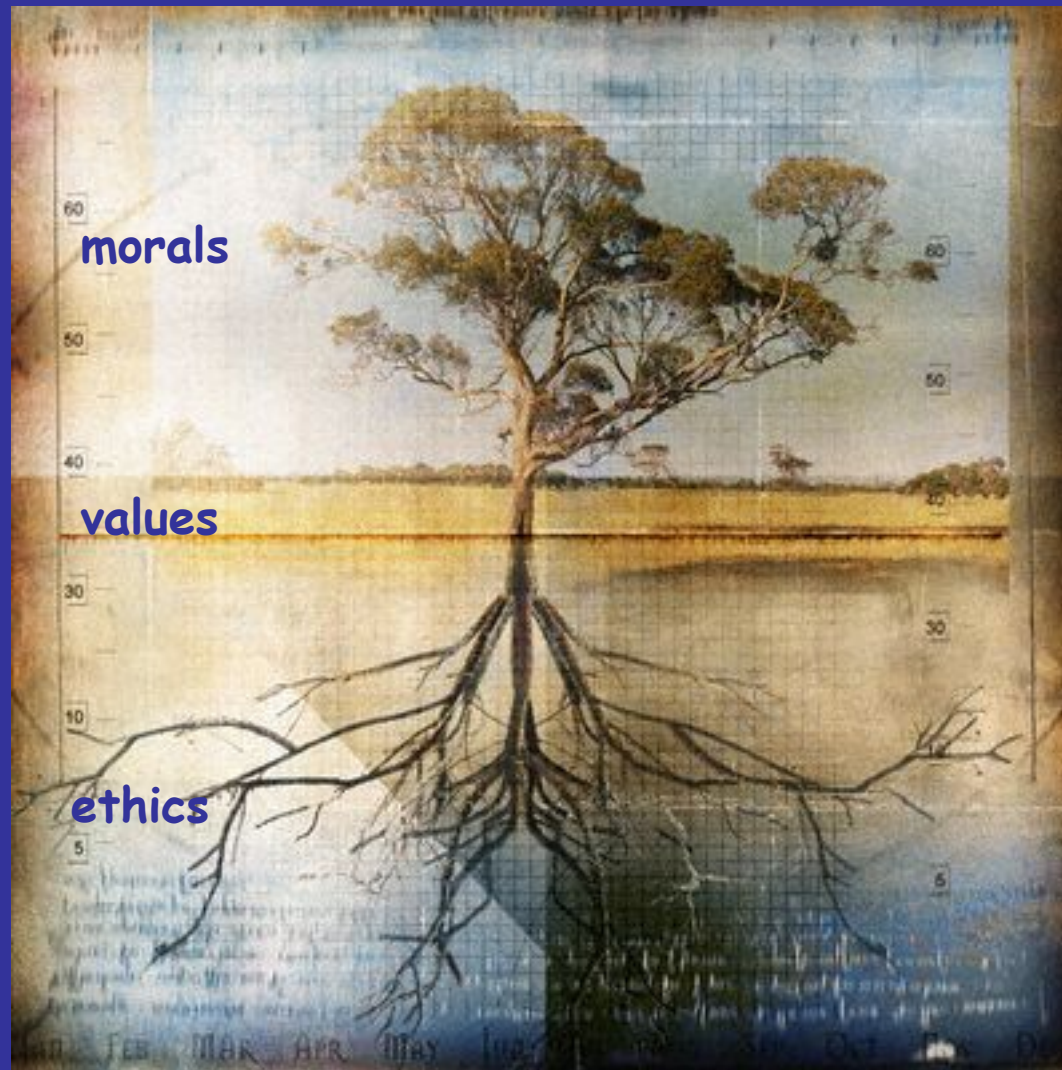
- Understanding the big picture
- Commitment to innovation
- Willingness to challenge authority
- Building capacity and sustainability
- Social and emotional literacy
- Personal authenticity
- Reservoirs of hope

# Personal Authenticity





# Moral Leadership



# Brave Leadership

- Sharing leadership
- Learning communities
- From bonding to bridging
- Dialogue
- Modelling
- Impact
- 3 x 'E'