



Looking at Education Through the Lens  
of Leadership. The Significant Role of a  
School Principal in The School of the  
Future

Bucharest,  
Romania  
November 2017

# Session Description

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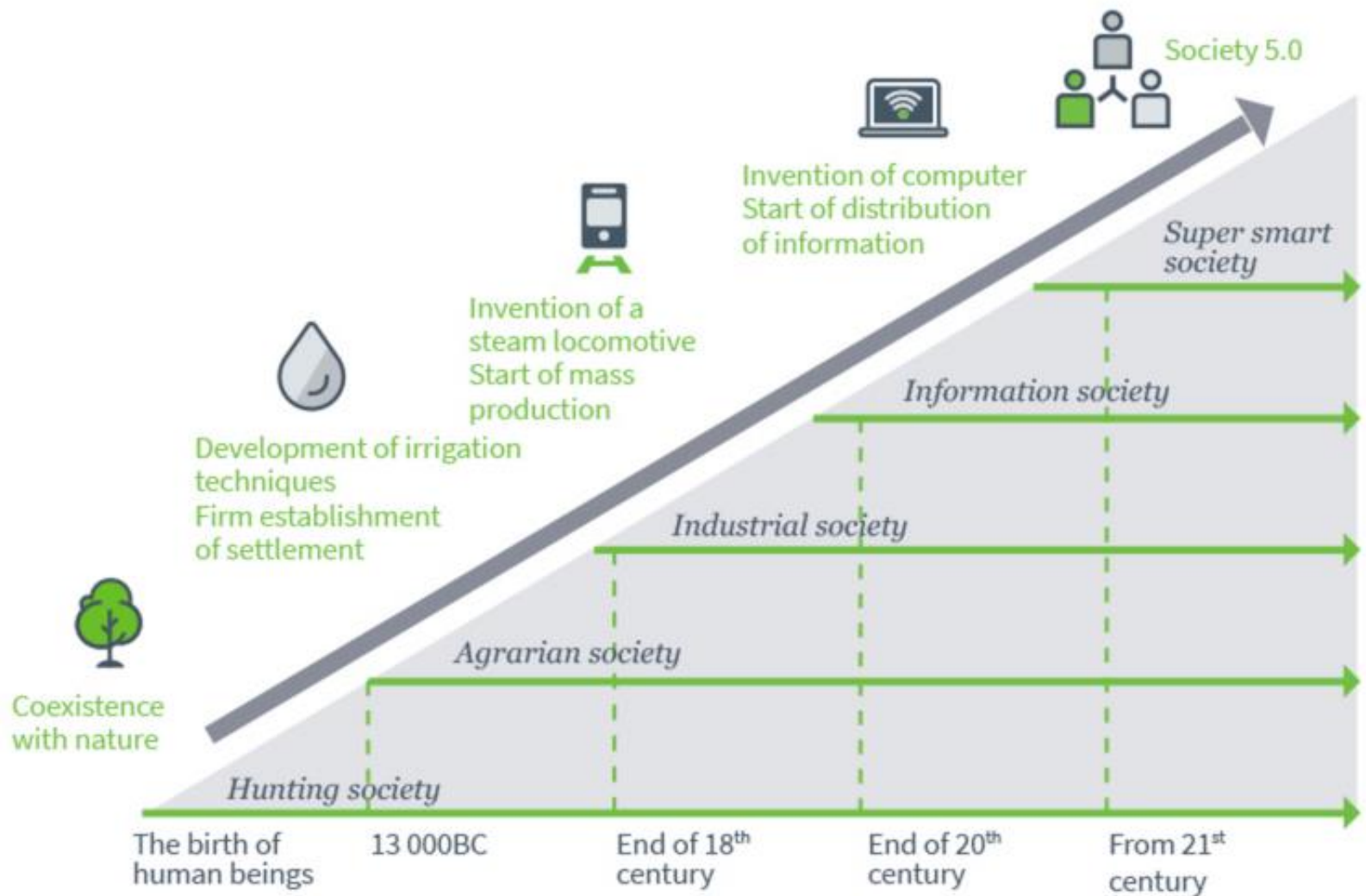
Through times of transformative change, education leadership has never been more crucial to ensuring change occurs that makes sense for students, staff, and school communities.

How do education leaders best support building capacity and validate the work of both formal and informal leaders in their systems?

Examples of how to create a leadership program that provides educators the opportunity to build their leadership capacity through models of inquiry and a theory of change that focus on teacher strengths and passions

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*A Changing World:* leadership traits related to the role of a school principal in a rapidly changing world



The ultimate state (5.0) is achieved through applying technological advancements to enrich the opportunities, knowledge, and quality of life for people of all ages and abilities.

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Change will never be as  
slow again as it is today

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In just 70 years, who would  
have thought...



## India Overtakes Britain as the World's Sixth Largest Economy

What was once Britain's "crown jewel" has outshined the former empire.

FOREIGNPOLICY.COM

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How long does it take to realize  
you are losing a competitive  
advantage?



# Estadio Azteca Stadium, in Mexico City one of the Largest Sports Arenas in the World

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Seats approximately 118,000 people

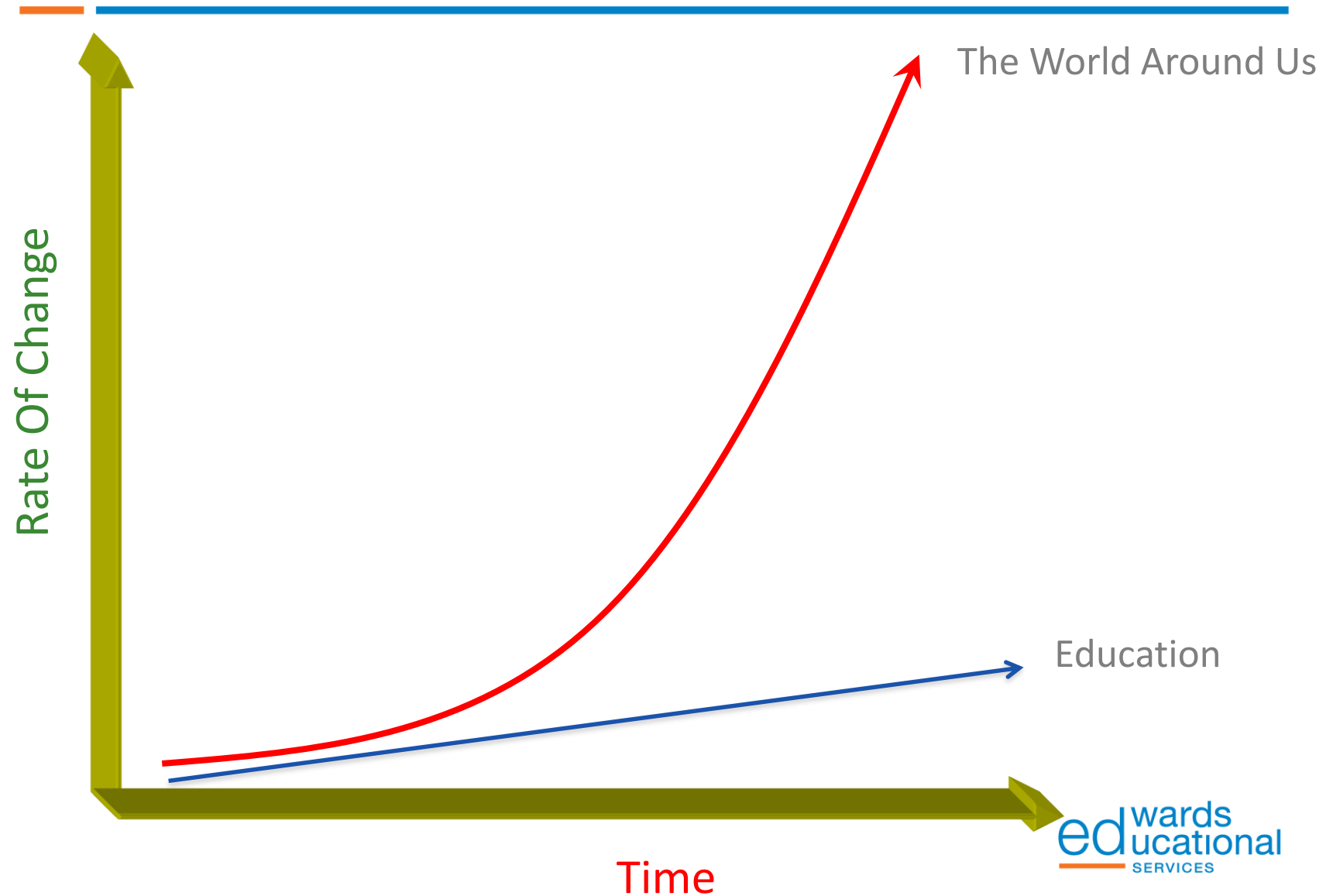
# Knowledge Doubling in the World

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- 1900 human knowledge doubled approximately every century.
- End of World War II (1945) knowledge was doubling every 25 years.
- Today things are not as simple as different types of knowledge have different rates of growth, but on average human knowledge is doubling every 13 months. And that rate will increase exponentially

Source: <http://www.peterlundell.com/the-knowledge-doubling-curve/>

# Exponential Growth





# Effective Leaders

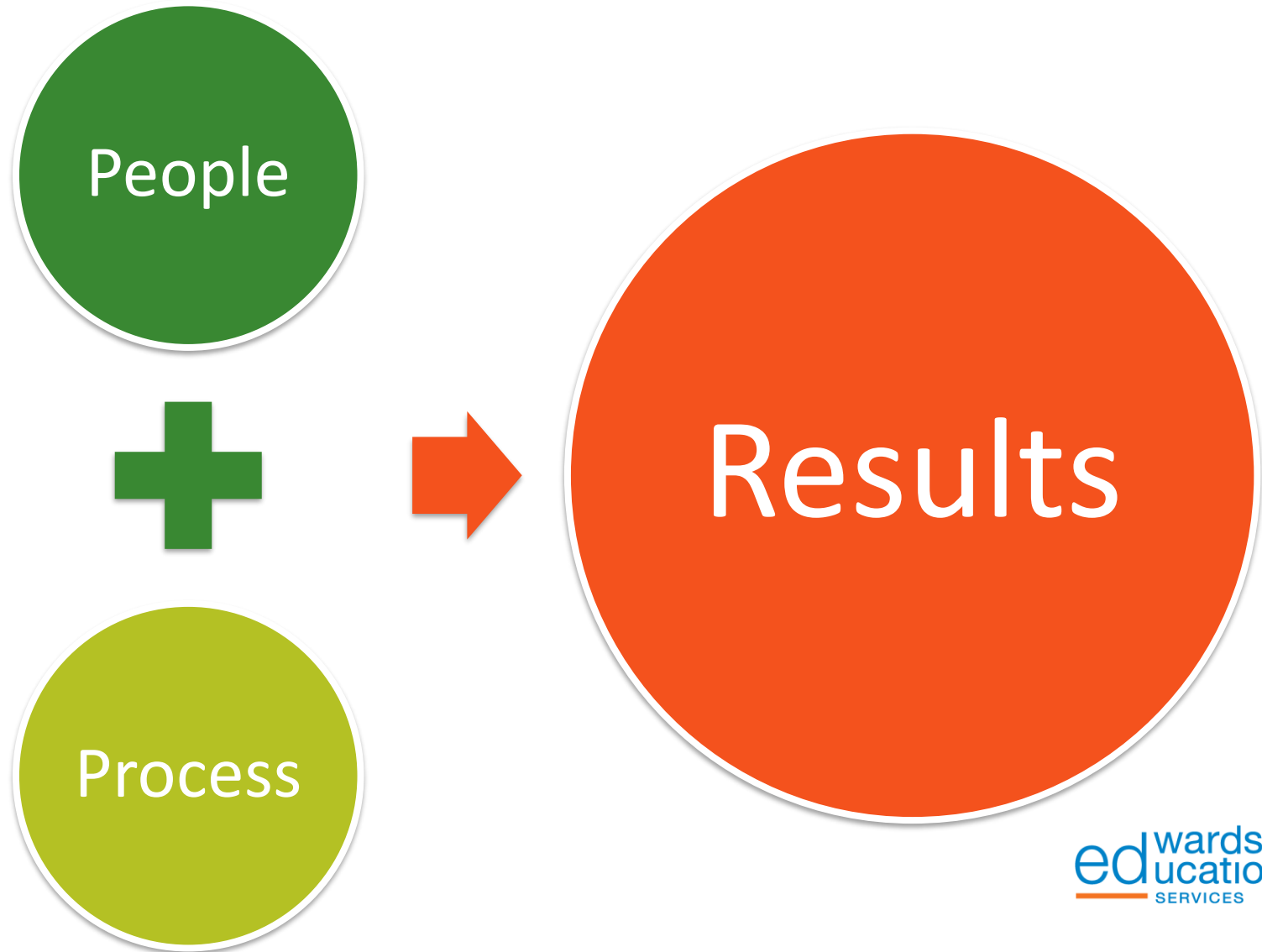
# Effective Leaders (Leadership Traits)

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- Have a mindset that embraces a future orientation
- Have a perspective of the world around them and an understanding of how their context connects to the world
- Understand the skillset needed for students to thrive in a rapidly changing competitive globalized world
- Challenge others to experiment, take risks and to think about “what if”
- Ultimately effective leaders ask the right questions and never stop asking them

# Types of and Process Equals Results

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# School leader in contrast with that of an operations manager

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*“Leadership is doing the right things;  
management is doing things right.”*

Peter Drucker



# Qualities of Leaders and Managers

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## Leaders

- Copes with Change
- Challenges the Status Quo
- Asks Why
- Plans Long-Term
- Aligns People
- Motivates and Inspires
- Focuses on People
- Communicates and Delivers the Vision
- Looks into the Future

## Managers

- Copes with Complexity
- Works with the Status Quo
- Asks What
- Plans Short-Term
- Organizes People
- Administrates and Controls
- Focuses on Systems and Structures
- Follows the Vision
- Works in the Present

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When I talk to managers, I get the feeling  
that they are important.

When I talk to leaders  
I get the feeling that  
I am important.

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School leaders can impact  
school attainment and improve  
pupil performance

# Impacting Student Attainment

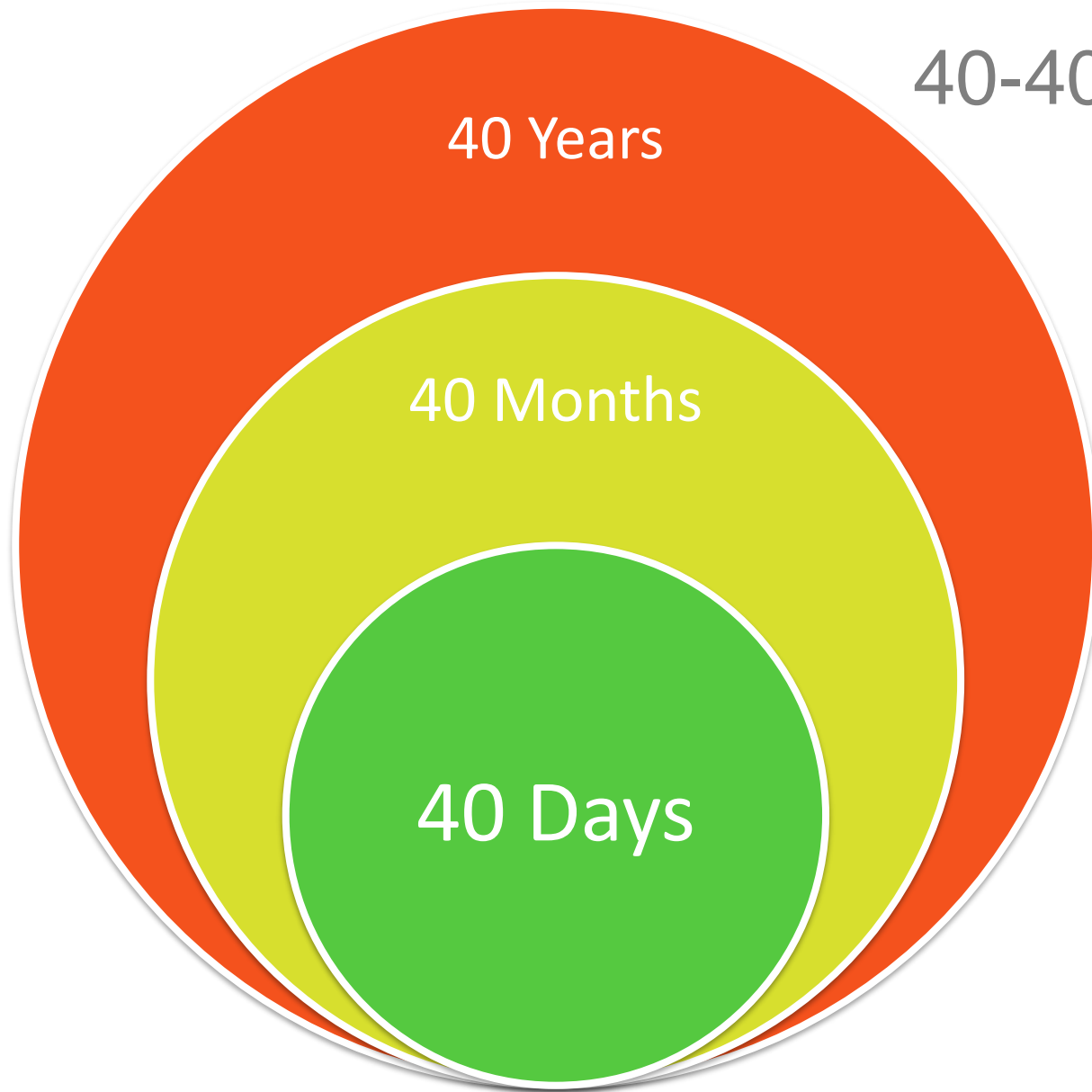
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- First the question is: *What is student attainment?*
  - What does a global citizen look like?
  - What skills do they have/need?
  - Does our current school model best prepare students for the world they will live in, 5 years from now, 10 years, 20 years...
  - 40-40-40 rule
- Schools take on the personality of the leader
  - Where the leader places their focus will have direct implications on student achievement and attainment

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Those who can't come up with  
a solution will come up  
with an excuse

# 40-40-40 Rule



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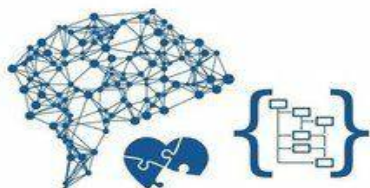
# School Effectiveness Frameworks

# The Constant Changing Landscape

## Top 10 skills

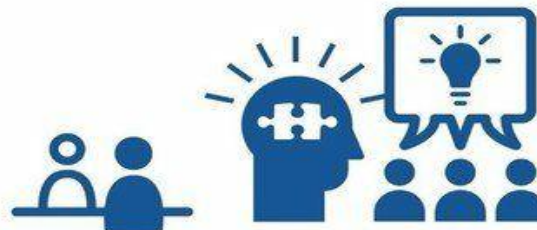
### in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



### in 2015

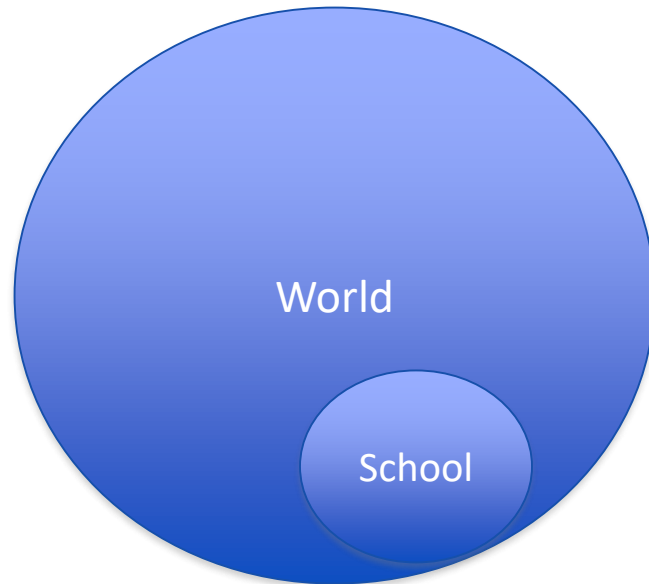
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



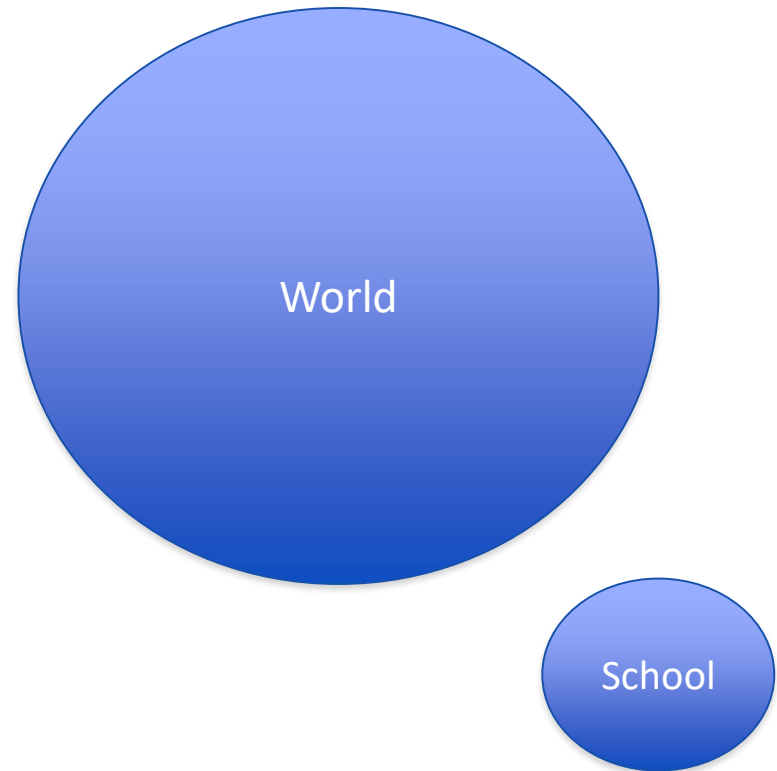


# School Effectiveness

What We need



Current Reality



# Effective Schools

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- Have visionary leaders who can translate the vision into action
- Have a Growth Mindset
- Are always reinventing themselves
- Realize the skillset is constantly changing
- Give students (and other stakeholders) a voice

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# Entrepreneurial elements in a school leader's role

# Entrepreneurial Elements

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- Risk takers
- Add social value
- See and can articulate a future orientation
- See opportunities where others see road blocks
- Believe that everyone can add value and see to find the hidden talents in everyone

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# Understanding Complexity: First and Second Order Change

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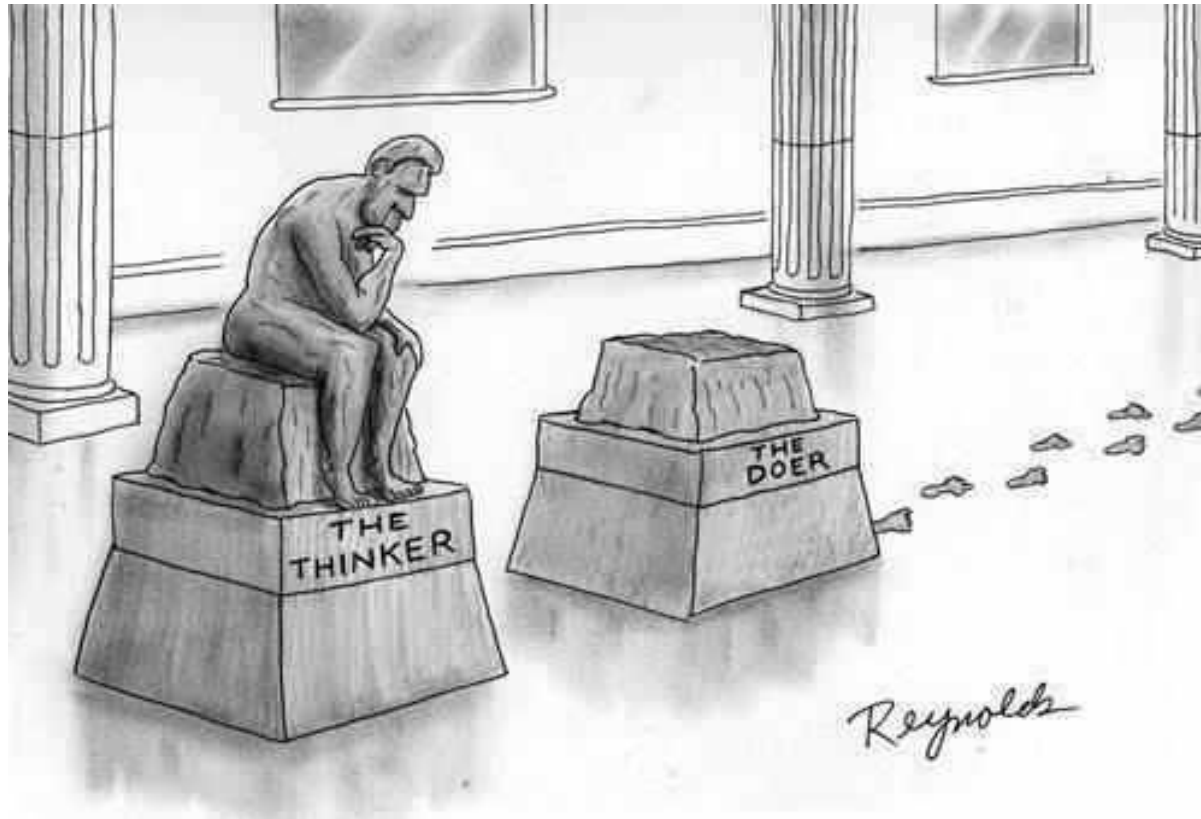
Complicated + Unpredictable = Complexity

# Entrepreneurial Elements in a School Leader's Role

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- Lead by example
- See opportunity where others see road blocks
- View failure as just an opportunity to try something different
- Realize you have to jump in before you have all the answers (because you will never have all the answers)
- Instill confidence in others
- Understand we live in a Second Order Change world of unpredictability

# The Thinker and The Doer





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Change because you see the  
light, not because you feel  
the heat

# Thank You



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