

Transforming Education Session 2

Learning Outcomes

- Critically analyse the macro-contents of change in education; models of change; nature and elements of change in educational institutions; leading and management of change
- Critically review some of the main theories of the management and leadership of change
- Analyse and evaluate the management and leadership of change in an educational institution with which they are familiar
- Critically reflect upon and challenge the relationship between theory and practice with educational leadership and management and transformation
- Formulate, analyse and solve contemporary problems within education in Wales and U.K.

Leaders are
born, not
made.

Leaders are
made, not
born.

With which do you agree the most?

A Relatively New Discipline

- Leadership and management emerged from psychology in the 1930s e.g. Kurt Lewin.
- Began to become a discipline in its own right in the 1960s – **Traditional Theory**
- 1980s – Business focus, turbulence, change – **New Theory**
- So, where does **education** fit in?
 - Is educational theory **separate to** or a **branch of** general leadership and management theory?

What Distinguishes Educational Leadership?

- Quality matters
- Schools need leaders
- Increasing politicisation of education
- Central aims are different – aims of education must be key
 - Who decides the aims?
- Risks of 'managerialism'

Bush, 2007

Do schools need leaders or managers?

- By leadership, I mean influencing others' actions in achieving desirable ends. Leaders are people who shape the goals, motivations, and actions of others. Frequently they initiate change to reach existing and new goals ... Leadership ... takes ... much ingenuity, energy and skill.

Managing is maintaining efficiently and effectively current organisational arrangements. While managing well often exhibits leadership skills, the overall function is toward maintenance rather than change. I prize both managing and leading and attach no special value to either since different settings and times call for varied responses."

Cuban, 1988 in Bush, 2007

Leadership and Management Theory (LaMT)



- LaMT often falls into one of four categories:
 - Trait Theories
 - Behavioural Theory
 - Contingency Theory
 - Power and Influence Theory

Task



- List 5 qualities of a good leader.

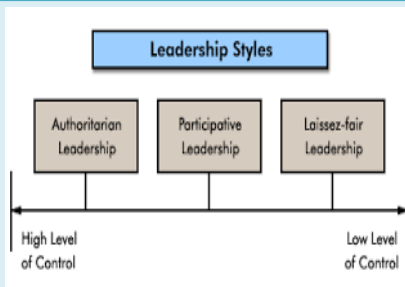


- **Trait theory** explores the idea that some people have qualities which make them better suited to leadership
- Great Man Theory
 - “Great leaders are born, not made”
 - Leadership is an inherent trait
 - Arises from a male perspective of leadership, often militaristic in style
- We have moved away significantly from very early theories such as this!

Behavioural Theory



Kurt Lewin's Three Styles of Leadership



Contingency Theory

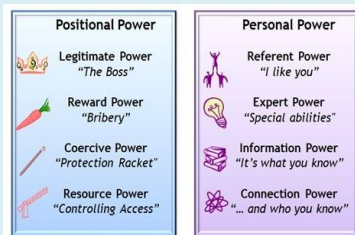
- An example of contingency theory:
 - [House's Path Goal Theory](#)
- Questions for reflection:
 - How useful is this theory in an educational setting?
 - Which leadership style is most appropriate in an educational setting (supportive; directive; participative; achievement-oriented)

Power and Influence Theory

- What kinds of 'power' do we have?
- How do we respond to people who have 'power' (over us)?
- Think about someone who you have admired as a leader.
 - How did it feel to work for them?
 - How did they get you to get things done?
 - Now ask the same questions again, this time considering someone you did not admire.

French and Raven, 1959

- [Five types of power](#)



'New' Leadership Theory

- Develops from the 80s onwards as a response to fast-paced change and periods of crisis (recession!)
- Includes theories such as:
 - Charismatic leadership
 - Transformational theory (to be considered later)

Back to Education

- Which leadership approaches have an impact on education?
 - [As you watch](#), note the five most effective leadership practices in education.
- What links can you make to the 'traditional' theory considered?

To what extent do you agree?

- The task of leading a school in the twenty first century can no longer be carried out by the heroic individual leader single handedly turning schools around. It is greedy work, all consuming, demanding, unrelenting peak performance from super leaders and no longer a sustainable notion.

(Gronn, 2003 in Learning Wales, 2016)

From Hero to Host

- You're acting as a hero when you believe that if you just work harder, you'll fix things; that if you just get smarter or learn a new technique, you'll be able to solve problems for others. You're acting as a hero if you take on more and more projects and causes and have less time for relationships. You're playing the hero if you believe that you can save the situation, the person, the world.

(Wheatley and Frieze, 2011; p.4 in Learning Wales, 2016)

DIRECTED STUDY

What is distributed leadership?

Read the articles in the links below. As you read/watch, answer the following questions:

- What is distributed leadership?
- What are the benefits of this approach?
- What are the possible drawbacks of this approach?

- <http://learning.gov.wales/resources/learningpacks/mep/leadership/leadership-for-all-everyone-a-leader/distributed-leadership/?lang=en>
- https://www.youtube.com/watch?feature=player_detailpage&v=Y3XyrvjkZ8
- <http://www.ewc.wales/site/index.php/en/about/staff-room/son/43-english/about/blog-archive/92-jacqui-turnbull-the-challenge-of-leadership-in-education>

Useful Follow Up Reading

- Chapter 5 in Brundrett, M., Burton, N., Smith, R. (eds) (2003), *Leadership in Education*, London: Sage.
- Chapter 1 in Gunter, H. (2001) *Leaders and Leadership in Education*, London: Paul Chapman Publishing.

Bibliography

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- Bush, T. (2007) 'Educational Leadership and Management: theory, policy and practice' *South African Journal of Education*, Vol.27(3), 391-406. Available at: http://wrap.warwick.ac.uk/426/1/WRAP_Bush_107_366_1_P81.pdf (Accessed 19/9/17).
- Bush, T. (2009) *Leadership and Management Development in Education*, London: Sage.
- MEP Learning Pack (2016) *Masters in Education Practice: Leadership*, Available at: <http://learning.gov.wales/resources/learningpacks/mep/leadership/thinking-about-leadership-and-leadership-styles/trait-theory/?lang=en#/resources/learningpacks/mep/leadership/?lang=en> Accessed 19/9/17).
- Mindtools (ND), *Core Leadership Theories*, Available at: <https://www.mindtools.com/pages/article/newlmt/leadership-theories.htm> (Accessed 19/9/17).
- University of Leicester (ND) ORG: *Module Unit 6: Leadership*, Available at: http://www.le.ac.uk/oerresources/psychology/organising/page_04.htm (Accessed 19/9/17).
