

EDLS250

**COLLABORATIVE AND
TEACHER LEADERSHIP**

New paradigms, new challenges

Institute of Educational Leadership
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**Borders are braking –
paradigms are changing.**

What's it for us?

📌 **Motto:**
Today is today – yesterday was
yesterday –
tomorrow is tomorrow

Gary Hamel, 2000. Leading the revolution.

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Notes

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Leading & managing have changed

- Yesterday:** Mechanistic view and technocratic management. Supervisors were left-brain analysts. Managing focused in rules, numbers, and action.
- Today:** Information society, traditional ways to manage are challenged, borders are broken, manuals and regulations are outdated.

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Leading & managing have changed

- What are the implications for schools.**

- What are the implications for education policy**

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Authorities are braking

- Yesterday:** Authority was defined top-down; power was linked to the control of recourses
- Today:** The "best" people are less committed to the organization; old sanctions do no longer work. How can there be authority without dependence to the organization? The workers have all the necessary information to work and they make decisions independently
=> we need new leadership.

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New definition to control

- Yesterday:** All unexpected was bad leading to massive increase in meetings. Managers wanted self to control each single recourse.
- Today:** control is a mere illusion; life cycles of products and services are shorter that cycles in book-keeping. **We need new ways to "control", which add value and help to react to the challenges in the future.**
- Hierarchies are replaced by networks; organizational boundaries blur. How can you control recourses, that are outside the organization???

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New definition to control

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New definition to loyalty and commitment

🔹 **Yesterday:** Loyalty was valued more than talent; there was always a hole where the untalented could hide; especially the "sheltered job" in the public sector

🔹 **Today:** loyalty and commitment are gone. People are encouraged to take responsibility, to be flexible, and to widen their scope of work. *"Managers know how to re-engineer, do they know how to re-energize"*


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New definition to loyalty and commitment

🔹 What are the implications for schools.

🔹 What are the implications for education policy


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