

Intelligent Leadership

in the changing economic and political
landscape

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See this presentation at neilhopkin.wordpress.com

What is driving your school development:
teaching or learning?

Scarcity inspires creativity and innovation.
How can you harness that inspiration?

With local networks collapsing,
where will you turn for
supportive challenge and advice?

1. Think of one problem at school to which you would like an inspirational and innovative solution.
2. Identify three people that influence your thinking about school leadership.

Keep your answers secret, until later.

Reducing bureaucracy...

Guidance on the
Use of Force

SEN & Disability
Green Paper

2010 Schools White Paper

National Curriculum Review

Tickell Review of the EYFS

Review of NPQH

Review of KS2 Testing

Consultation on changes
to school inspection

Munro review of
child protection

STRB Review of
Teachers' Pay

Review of
Teachers' Standards

Reducing bureaucracy...

The Academies Programme

(Much Reduced)
Pupil Premium

Reduced Capital Funding

LA reduced capacity

Year 1 Reading Test

SSCo Reduced Funding

Raised Floor Targets

Removal of SIP programme

Reducing bureaucracy...



From Balls to Gove

Teaching and Learning in creative tension



“the importance of **teaching**” Education White Paper

“the body of essential **knowledge** which all children should learn” National Curriculum Review

“what should be **taught** in the EYFS” Tickell Review

The problem with confusing learning with education



Know your core purpose

What is driving your school development:
teaching or learning?

Reflecting on your core purpose

Policy	Teaching to-do list	Learning to-do list

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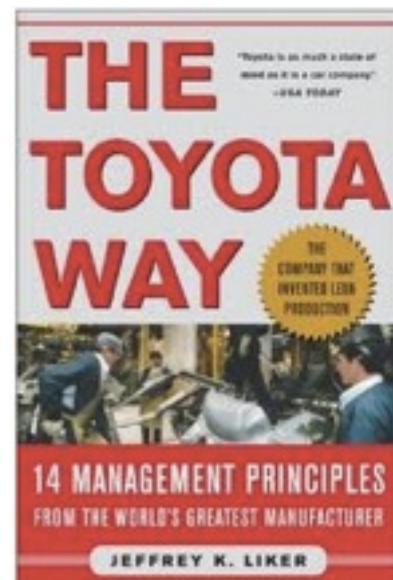
Review of
Teachers' Standards

Policy consequence for schools?:
Treat 'em mean, keep 'em lean

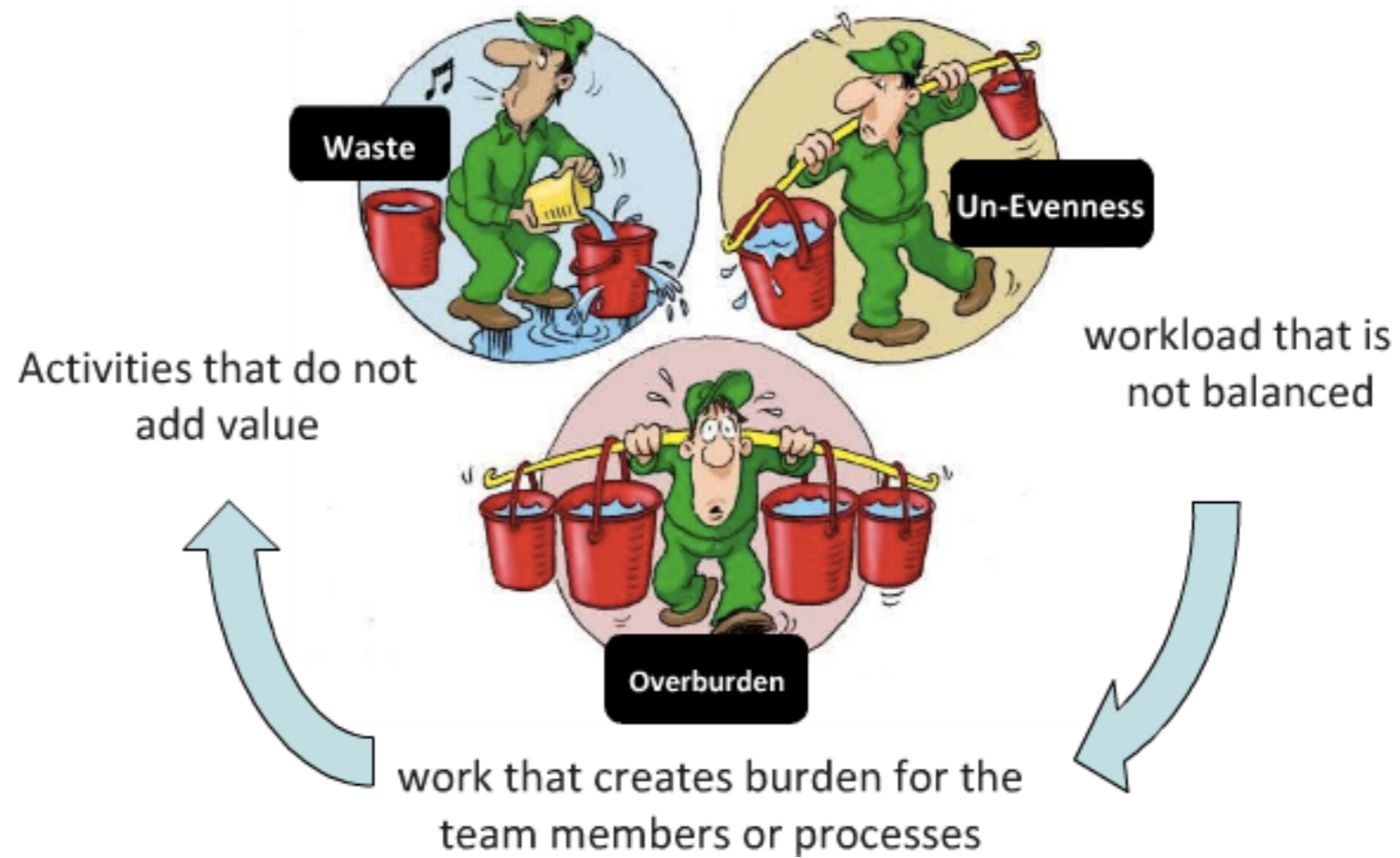
The Industrial Model



Treat 'em mean, keep 'em lean



The ✂ Factor

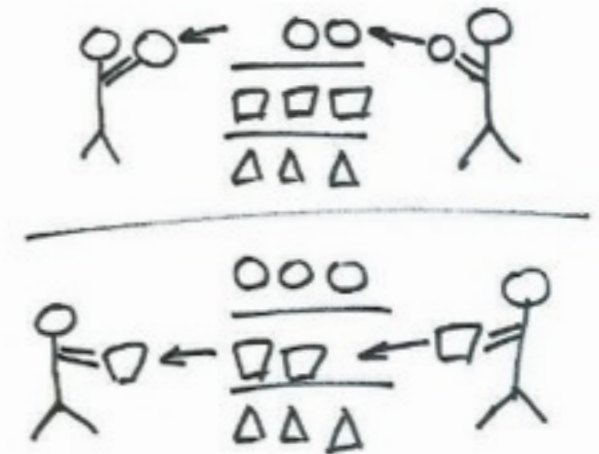


The Industrial Model

Just-in-Time is a response to the problem of **overproduction**

Just-in-Time (not Just-in-Case)

The **right material**
At the **right time**
At the **right place**
In the **exact amount**



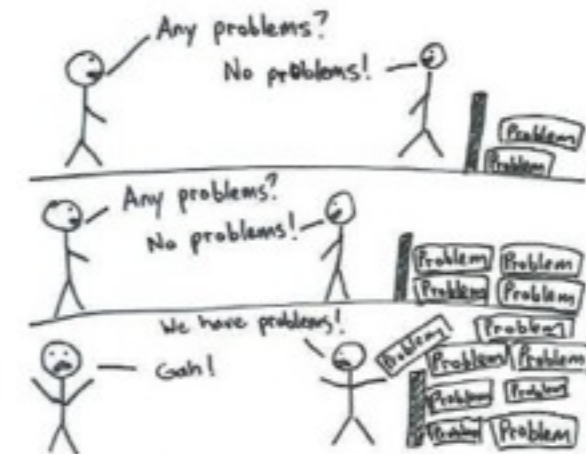
The Industrial Model

Stop The Line is a response to the problem of **unnecessary rework due to defects**

Stop The Line

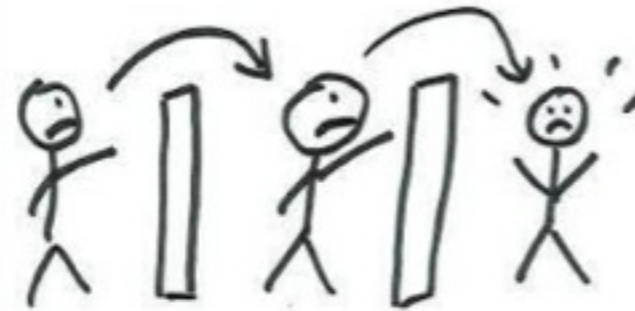
“stop and fix problems as they occur rather than pushing them down the line to be resolved later”

Jeffrey Liker and David Meier, Toyota Way Fieldbook



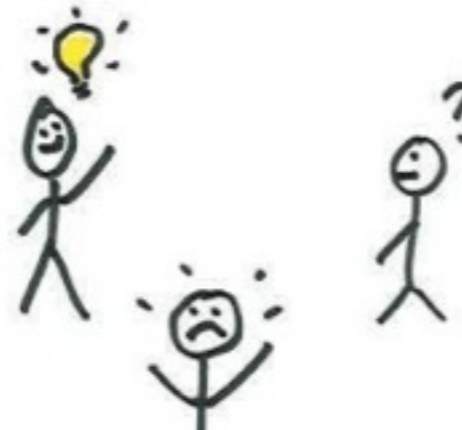
The Industrial Model

The essence of Lean is **engaging everyone** in identifying and solving problems



Authority-focus

- “Whose job is this?”
- “Not my problem”



Responsibility-focus

- “What is the right thing to do?”
- “How can I help?”

Scarcity inspires creativity and innovation.

How can you harness that inspiration?

Identify an area of your school development that *could* be fixed with more money. If only you *had* the money, which you *don't*.

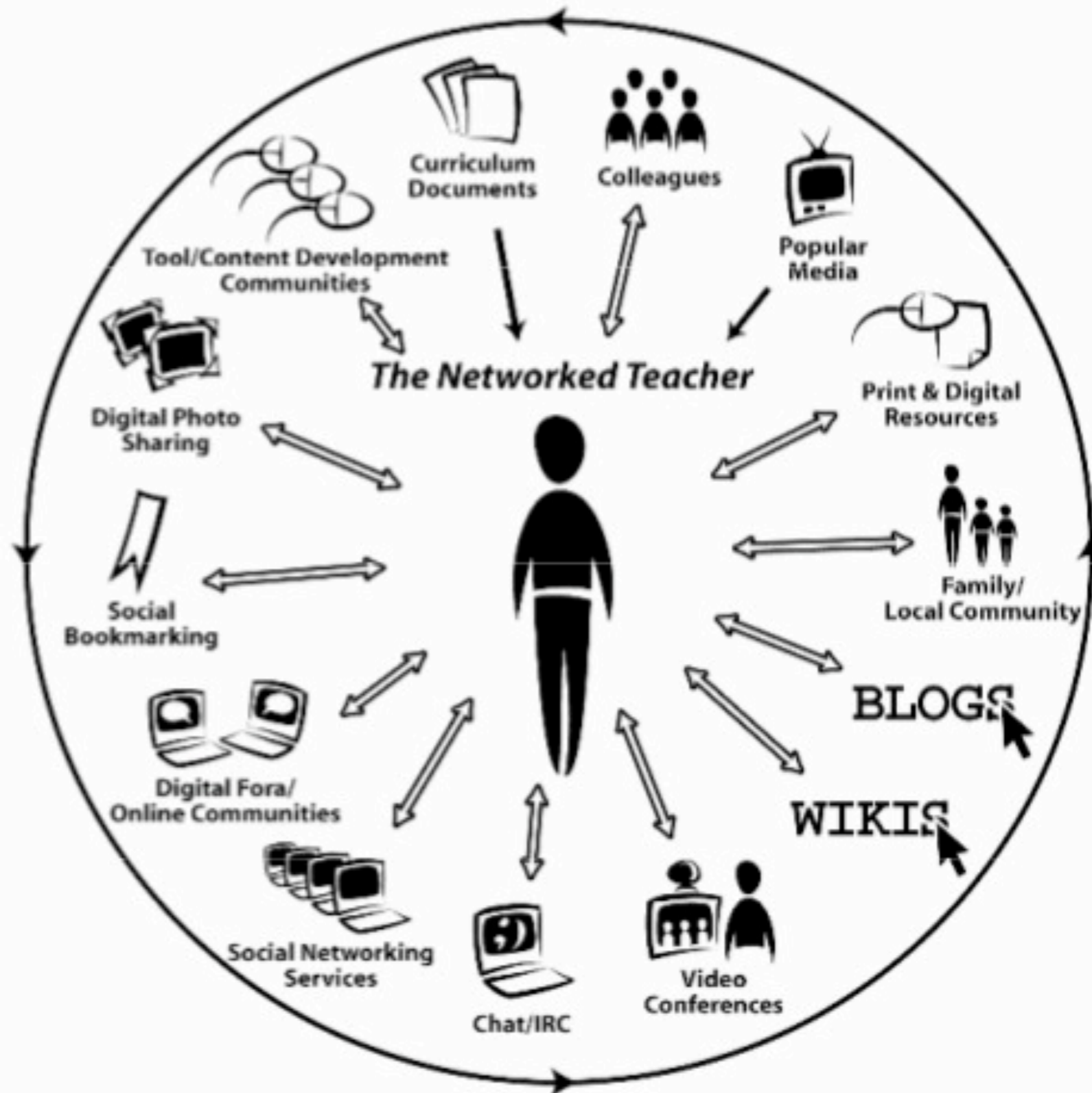
Describe to the group the outcomes that you want to achieve.

Each person write one question to clarify/further *your* thinking.

Identify a question that you will pursue.

Mess with me, mess with my family

What is your network health status?



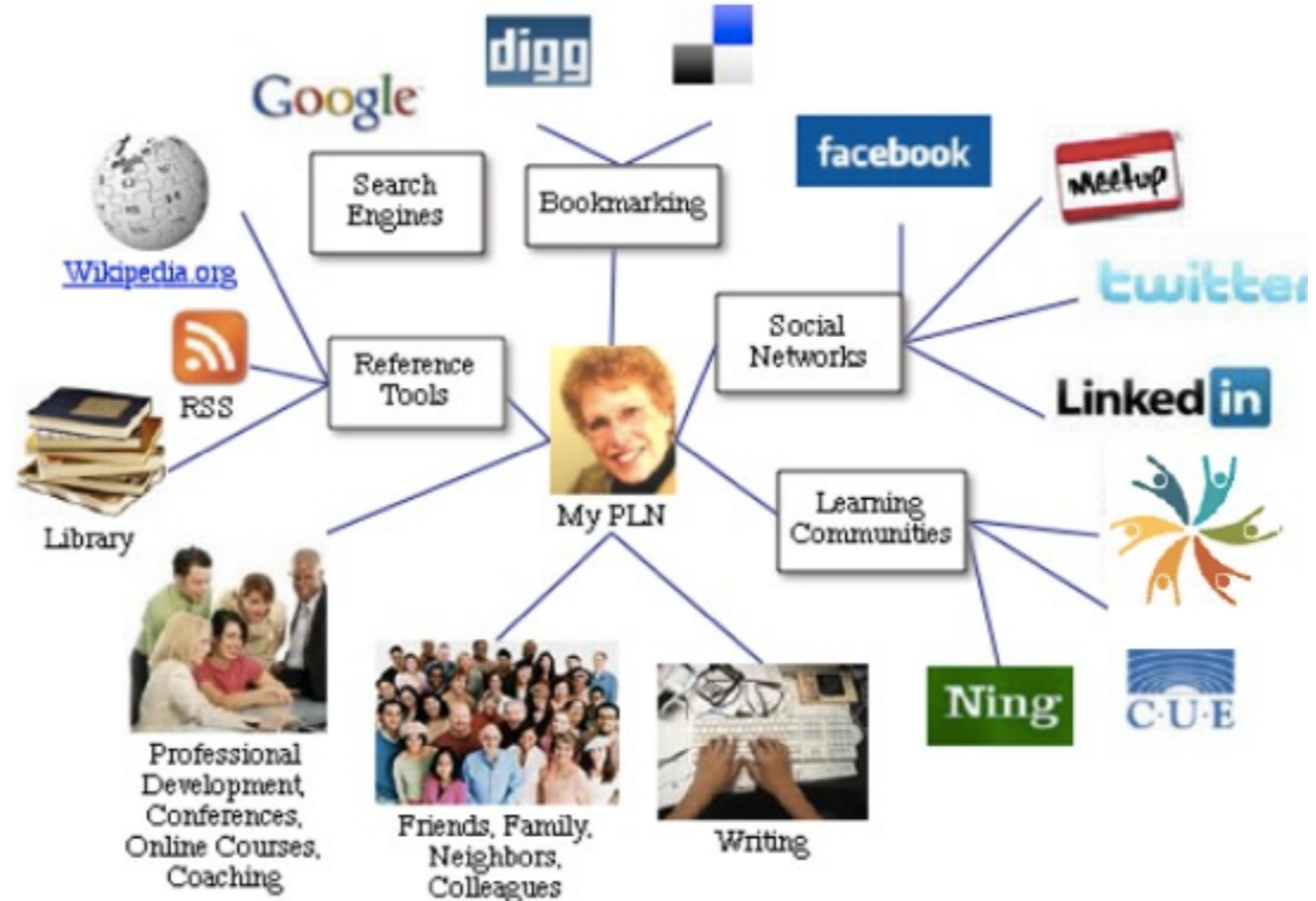
Who influences you?

Inspired?

Role modelled?

Awakened?

Challenged?



Who influences you?

Inspired?

Role modelled?

Awakened?

Challenged?

	Often	Sometimes	Never
Inspired			
Role modelled			
Awakened			
Challenged			
<i>Useful</i>			

Who influences you?

Inspired?

Role modelled?

Awakened?

Challenged?

	Often	Sometimes	Never
Inspired	John		
Role modelled		Jim	
Awakened			Julie
Challenged	Jane		
<i>Useful</i>	Jake		

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