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ANDY HARGREAVES.

Chapter 1 : Book Chapters - ANDY HARGREAVES

"The Naked Truth of Leadership", (with Pauline Hargreaves), Ontario College of Teachers, (in press), Exploring Leadership & Ethical Practices through Professional Inquiry. "Sustainable Leadership."

Not to be used in professional development or other settings including publication without proper attribution 1 Sustainable development Sustainable development, democracy and peace are indivisible as an idea whose time has come. Wangari Maathai Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 3 United Nations Decade of Education for Sustainable Development Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 4 Sustainability Sustainability does not simply mean whether something can last. It addresses how particular initiatives can be developed without compromising the development of others in the surrounding environment, now and in the future. Not to be used in professional development or other settings including publication without proper attribution 5 Sustainable leadership Sustainable leadership matters, spreads and lasts. It is a shared responsibility that does not unduly deplete human or financial resources, and that cares for and avoids exerting damage on the surrounding educational and community environment. Not to be used in professional development or other settings including publication without proper attribution 6 Sustainability Sustainability is the capacity of a system to engage in the complexities of continuous improvement consistent with deep values of human purpose. Fullan Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 7 Seven principles of sustainable leadership 1 Depth It matters 2 Endurance It lasts 3 Breadth It spreads 4 Justice It does not harm the surrounding environment Continuedâ€ Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 11 Principle 1: Depth Sustainable leadership matters. It preserves, protects, and promotes deep and broad learning for all in relationships of care for others. Not to be used in professional development or other settings including publication without proper attribution 12 Nelson Mandela The human body has an enormous capacity for adjusting to trying circumstances. Strong convictions are the secret of surviving deprivation: Depth Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 14 The five pillars of learning 1. Learning to know 2. Learning to do 3. Learning to be 4. Not to be used in professional development or other settings including publication without proper attribution 16 What does the doctor reply? Not to be used in professional development or other settings including publication without proper attribution 17 Activity 1. Not to be used in professional development or other settings including publication without proper attribution 19 Principle 2: Endurance Sustainable leadership lasts. It preserves and advances the most valuable aspects of learning and life over time, year upon year, from one leader to the next. Endurance Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 21 Four Issues in Succession 1. Succession and the Self 2. Not to be used in professional development or other settings including publication without proper attribution 26 Principle 3: Breadth Sustainable leadership spreads. It sustains as well as depends on the leadership of others Copyright Andy Hargreaves. Breadth Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 30 Distributed leadership sees leadership practice as a product of the interaction of school leaders, followers and their situation. Followers are themselves part of leadership practice. Not to be used in professional development or other settings including publication without proper attribution 31 Raising the temperature of distributed leadership Too hot Anarchy Assertive distribution Emergent distribution Guided distribution Progressive delegation Traditional delegation Too cold Autocracy 3. Not to be used in professional development or other settings including publication without proper attribution 32 Principle 4: Justice Sustainable leadership does no harm to and actively improves the surrounding environment by finding

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ways to share knowledge and resources with neighboring schools and the local communities. Justice Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 34 Responsible leadership Mutual relationships among the domains of ethical responsibility Starratt, 4. Not to be used in professional development or other settings including publication without proper attribution 35 Principle 5: Diversity Sustainable leadership promotes cohesive diversity and avoids aligned standardization of policy, curriculum, assessment, and staff development and training in teaching and learning. It fosters and learns from diversity and creates cohesion and networking among its richly varying components. Diversity Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 41 Principle 6: Resourcefulness Sustainable leadership develops and does not deplete material and human resources. Sustainable leadership is prudent and resourceful leadership that wastes neither its money nor its people. Not to be used in professional development or other settings including publication without proper attribution 42 Energy Restraint Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 43 Energy Renewal Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 44 Energy Release Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 45 Four Forms of Energy Renewal 1. Resourcefulness Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 47 Three Sources of Renewal Trust Confidence Positive emotion 6. Not to be used in professional development or other settings including publication without proper attribution 49 Page 83 Principle 7: Conservation Sustainable leadership respects and builds on the past in its quest to create a better future. Conservation Copyright Andy Hargreaves. Learn from the rest. Do not romanticize it. We must therefore interpret it together. Not to be used in professional development or other settings including publication without proper attribution 55 The Long and Short of Sustainable Improvement Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 60 Achievement Gains Not to be used in professional development or other settings including publication without proper attribution 61 What about the schools without gains? Leadership transitions Leadership instability Leadership isolation No prior networking experience Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 62 Short-Term Strategies Providing students with test-taking strategies Offering revision sessions after school and on weekends Creating tutoring opportunities with peer and subject specialists Celebrating student accomplishments Implementing supplementary materials using ICT Initiating parent-teacher conferences Providing nutrients before exams Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 63 Medium-Term Strategies Teacher mentor programs to assist struggling or coasting colleagues to improve instruction SAM technology learning program to track and encourage pupil homework on challenging curricula Data-informed assessment to target specific groups of pupil for further study and customized interventions School training days to enhance awareness of new approaches to raise achievement and transforming learning Copyright Andy Hargreaves. Not to be used in professional development or other settings including publication without proper attribution 65 Short Term Necessity The new reality is that governments have to show progress in relation to social prioritiesâ€within one election term [typically four years. Schools tend to focus on improving schools or remaking them anew rather than sustaining what has been created by past leaders. Similarly, leaders rarely think about how the improvement they make will survive their own departure. In this book, Andy Hargreaves and Dean Fink examine what we know about making leadership last and offer seven principles of sustainability. They provide an overview of the topic, a summary of research, examples of good practice, and guidelines for the future. Andy Hargreaves is co-director of the International Centre for Educational Change at the University of Toronto, and professor of educational leadership and change at the University of

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Nott ingham and the Nation al Col lege for School L eade rship in E ngland. Hargreav es consul ts w idely in th e Un ited S tates, Europe, an d Austr alia and is the author of numerous books including L earning to Change. Su stainabl e Lea dership Pa ym ent En clos ed. Pri ces l isted are for do m estic Un ited S tates cu stom ers and are sub ject M erchand ise Sur face 2-Da y 1 -Da y to c h ange w ithou t no tice. Av ailab ility sub ject to stoc k on ha n d. P lease call Not to be used in professional development or other settings including publication without proper attribution 76 Thank you Copyright Andy Hargreaves.

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Chapter 2 : Sustainable leadership / Andy Hargreaves, Dean Fink. - Version details - Trove

ANDY HARGREAVES. *About Speaking Resourcefulness: Restraint and Renewal. From Reform to Renewal: A New Deal for a New Age.*

Decision-Making in Educational Leadership: Principle, Policies and Practice, Springer Books. Understanding how the Hidden Curriculum Influences Relationships, pp. Educators, professionalism and politics, World Yearbook of Education London, Sage Publications, Ch. Labouring to Lead, in Hargreaves, A. Three Weddings and a Funeral. Sustainable Professional Learning Communities. Paul Chapman Publishing with Fink, D. Corwin Press The Parent Gap. Kluwer Academic Publishers, The Autobiographic Adventure "theory and practice. The Carousel of Leadership Succession. Ser Professor Na Era da Insegurança. Identidades Re construídas, Portugal: Uma perspectiva internacional, Madrid: The Emerging Apartheid of School Improvement. Teaching as a Paradoxical Profession: Implications for Professional Development. Continuing teacher Education and School Development. The Three Dimensions of Educational Reform. Essays from an Interdisciplinary Symposium. Peter Lang Publishers, From Piaget to the Present. Os professores em tempos de mundança. Teaching in a Box: Emotional Geographies of Teaching. Teachers, Colleagues, Communities, and Social Change. A Social Movement for Educational Change? Teaching and Leading on the Sharp Edge of Change. Ethnographic Studies of Teaching and Learning. London and New York: Padres y profesionales docentes: Una agenda educativa posmoderna. In Aprender Para el Futuro: Nuevo Marco de la Tarea Docente. Teachers and Educational Reform. Open University Press, with Roy Evans. From Reform to Renewal: A New Deal for a New Age. Association for Supervision and Curriculum Development. New Ways to Think about Teachers and Time. Falmer Press, with Ivor Goodson. Stockholm Institute of Education Press. El desarrollo profesional y las políticas del deseo: Critical Teacher Development in the Postmodern Age. New Paradigms and Practices. The Balkanization of Teaching. Changing Work Cultures of Teaching. Australian Council for Educational Administration. The Contexted Curriculum, critical introduction to Goodson, I. Open University Press, New York: Individuals, Colleagues and Contexts. The Micropolitics of Teacher Collaboration. New York and Philadelphia: The Crisis of Motivation and Assessment. Decomprehensivization, In Hargreaves, A. A Test for Socialism. Holt, Rinehart and Winston. Some Dilemmas for Records of Personal Achievement. Teachers, Hegemony and the Educationist Context. Origins, Ideology and Practice. Synthesis and the Study of Strategies. Interaction in a Middle School Classroom. Routledge and Kegan Paul.

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Chapter 3 : Leadership - Andy Hargreaves

ANDY HARGREAVES is the Thomas More Brennan Chair in Education in the Lynch School of Education at Boston College. He is the author of numerous books including Learning to Change from Jossey-Bass. DEAN FINK is an independent consultant with experience in more than thirty countries.

History and Legacy The principle that most addressed my concern was number 4 – Justice: Hargreaves and Fink emphasize community, relationships, cultural diversity and concern for human welfare over individualism, competition, and focus on the accumulation of resources. They stress that committing to public education means committing to the public good and fulfilling our moral duties of equality and justice for all. Ensuring a quality education for every student ensures that both our public and individual self-interests are served. For educational leaders, this means caring for the interests of students in our own jurisdictions as well as those in neighboring schools and districts. Accumulating resources such as teacher skill, student talent, and material resources draws away from those with greater needs. Taking out students and staff with the greatest intellectual, social, and economic capital leaves behind the unskilled, disadvantaged, and neediest. What then are the solutions? Hargreaves and Fink propose a number of solutions to this lack of justice and inequality: Paired schools Successful schools are paired with ones that are struggling. Peer-to-peer mentorship is established for counsellors, administrative teams, and teacher teams. Leadership is distributed and shared throughout both schools. Networked districts Specialist schools are established in cooperation with neighboring districts. For example, the Knowsley Education Authority in England, in partnership with the surrounding secondary schools and community college, established a shared collegiate. The authority has plans to take down their secondary schools and build in their place a network of learning centers. Findings reveal that one third of students are attending collegiate programs and more students are staying in school after age 16. Another engaged with its community about the impact it would have and as a result initiated a quota system to ensure that it was not drawing disproportionately from any one school. Collective accountability School accountability measures are often used to compete with other schools. In BC, Canada, the Fraser Institute ranks schools according to their provincial test results and graduation rates. The rankings put pressure on schools to compete – both for students and the best teachers. Alternatively, schools are coming together to engage in cycles of inquiry to improve school performance. The New York City Department of Education has institutionalized collaborative practices between schools through its Interschool Collaborative Learning Program, which seeks to build the capacity of its school communities through interschool collaboration, leadership development, and resource sharing. We want to provide the best opportunities for our students and to have them thrive. The traps here are: Sustainable leadership is socially just leadership, nothing simpler, nothing less. About the Author Dr. Ann Skelcher Ann is our Senior Engagement Consultant and comes to Thoughtexchange from a 34 year career in education, eight of which she spent serving as a classroom and special education teacher. She then moved into leadership roles as vice-principal and principal at both the elementary and secondary levels. As well, she has shared her work on school culture, parent engagement, and student assessment in BC, Alberta and Nunavut. Time with her supportive and loving partner, two grown children and four grandchildren as well as quiet time in the garden, yoga, and forest walks keep Ann energized and balanced.

Chapter 4 : Sustainable Leadership - Andy Hargreaves, Dean Fink - HÅftad () | Bokus

Description This expanded and thoroughly updated edition of the popular anthology assembles the best book excerpts, articles, and reports that define and drive the field of educational leadership today.

Chapter 5 : Table of contents for Sustainable leadership

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The Jossey-Bass reader on educational leadership. Linda Lambert --Resourcefulness: restraint and renewal / Andy restraint and renewal / Andy Hargreaves.

Chapter 6 : Sustainable leadership | Tracy Yip - blog.quintoapp.com

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Chapter 7 : Sustainable Leadership : Andy Hargreaves :

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Chapter 8 : Sustainable Leadership - Andy Hargreaves, Dean Fink - Google Boeken

Reading Sustainable Leadership by Andy Hargreaves and Dean Fink framed my experience in a perspective I had never considered. "The fates of schools are almost always intertwined. What leaders do in one school affects the fortunes of students and teachers in other schools around them.

Chapter 9 : Library Resource Finder: Staff View for: The Jossey-Bass reader on educational le

Educa tion, Andy Hargreaves, Consulting Editor. â€¢ This landmark book focuses on the important (but neglected) topic of leadership succession in schools. â€¢ Offers a concise, practical, and easy-to-read guide for the busy professional.