



# **Global challenges in the field of educational leadership**

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NZARE Education Leadership SIG Conference  
Auckland  
8 September 2017

# Introduction

“Below we have listed the principal qualities we came up with... What we would like you to do is to give the qualities a rating between 1 and 5... We emphasise that this is not an exhaustive list – the task has been compared with trying to design God so there is plenty of scope.”

**Board of Trustees newsletter to parents 1994**

# Challenge 1: Cultural concepts of leadership

**Reliance on Euro/American research concepts**

Opportunity for a broader vision

- Researching other cultural forms of NZ leadership e.g. Māori and Pasifika leadership.

# Challenge 2: Educational leadership in isolation

**Focus on schools and the early childhood sector**

## Opportunity in other contexts

- Research with other work sectors to compare and contrast leadership strategies and innovations

Example of organizational leadership across sectors:

Cultural(Māori) + Business (TQM) + Sport (Team NZ Yachting)

# Challenge 3

## Political imperatives

### **A market forces model of education and impact of inter-school competition**

#### Opportunity for leading cooperative group clusters

- Investing in Educational Success (IES) strategy – a dichotomy of collaborative competition?
- Regional clusters of schools beginning.
- Different modes and locations of leadership professional development.

#### Examples:

- Principal-directed interest
- Research into communities of practice

# Challenge 4:

## The expanded role of educators

### **Government and society's expectations of educational leaders**

Opportunity for renewed public debate on policy development

What is the future purpose of education in New Zealand?

- Humanistic?
- Vocational?
- Economic?

# Challenge 5

## Human dimensions of leadership

**There is an authentic element to be considered:  
Who is the person behind the Principal?**

Opportunity to adopt a more holistic view of leadership in principal education

- Kiwi Leadership for Principals (2008) foreshadows this view
  - Manaakitanga: Leading with moral purpose
  - Pono: Having self-belief

Example: NZ research findings from the International Successful School Principalship Project [Notman, R. (Ed.) (2011). *Successful educational leadership in New Zealand: Case studies of schools and an early childhood centre*. Wellington: NZCER Press]



**“These are the values  
that I live by. And, if you  
don’t like them, well, I  
have others!”**

**Groucho Marx**

# Conclusion

Andy Hargreaves' (2011) notion of “fusion leadership” that moves beyond traditional notions of technical competencies and skills:

“instead, it is the psychological integration of a personality and a community combined with the knowledge, empathy and strategic capability to know which parts of one's own and one's colleagues leadership are the right ones, for the right time and for the challenges at the moment. Leadership beyond expectations is not a fission of competencies but a fusion of qualities and characteristics within oneself, one's community and over time.” (p.239)

[Hargreaves, A. (2011). Fusion and the future of leadership. In J. Robertson & H. Timperley (Eds.), *Leadership and learning* (pp. 227-242). London: Sage Publications]