

# School leadership for the 21<sup>st</sup> century.

---

Anne Looney  
@annelooney  
anne.looney@dcu.ie

# The balcony view



# Spectators and audiences?



# Research on 21<sup>st</sup> century school leadership points to dispositions and competences

---

- Honesty and Integrity
- Ability to trust and empower
- Positive energy
- Confidence
- Commitment and Persistence
- Willingness to learn, unlearn and relearn
- Creative and Innovative
- Ability to inspire
- Intuitive

# Standards for school leaders/leadership

---

Standards are codified representations of knowledge and skills.

They may not be effective in representing dispositions and competences.

Attempts to articulate standards may focus attention on

**WHAT LEADERS DO.....**

Rather than

**WHO THEY ARE.....**

# Options for school leaders...

---

CATALYST

COUNTERPOINT

CASUALTY