



Leading in Uncertain Times

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Agile learning communities to scale

The education community has collaborated internationally, nationally, and locally in an attempt to shift to a more focussed student-centred teaching, learning and assessment experience in minimum timeframes whilst ensuring equity of access and excellence for every student of every age with every learning ability.

Saavedra. (2020, March 30). *Educational challenges and opportunities of the Coronavirus (COVID-19) pandemic*. WorldBank Blogs.

DESE. (2020, April 16). *Coronavirus (COVID-19) information for schools and students*.

Ryan-Toye, M. (2018). *Universal Design for Learning: An Examination of Leadership Promoting Student Learning for All*.

Learnings from a Global Context

Technology

Systems and schools not technically and pedagogically ready and blended learning was foreign to most

1.Connections

2.Internet connections were poor for many educators, communities, businesses and families

1.Knowing the Learner

2.Some educators knew their learners really well, others did not; and this made the business of supporting them through this time hard.

3.This says something important about their role and how they perceive it.

Social Connections

Increased understanding of the value of the social function of school

1.Structures

2.Non-mandatory attendance has helped many students

3.Flexibility, in all sorts of ways, could really advance the business of learning, rather than a rigidity about e.g. attendance schedules

Higher Education

Failure of business model for higher education and also their pedagogical approaches - lectures

Equity and Access

This crisis made even more visible and has increased the equity gap

Centrality of Leadership

Leading with uncertainty



- Managing the expectation of normality while managing new opportunities that had to happen
- Letting go and supporting innovation whilst ensuring consistency, access and buy in
- Nurturing distributed leadership and owning the decisions made
- Promoting agile ways of working and learning and removing barriers whilst watching those not coping
- Maintaining agreed school community standards and expectations whilst making less visible the demands of systems
- Leading the focus on wellbeing for all



Leaders are forged in crisis

Prof Allan Walker WISE April 2020

Faculty of Education and Human Development EDUHK

We come out different
Great Leaders Shine

Shifting good to great



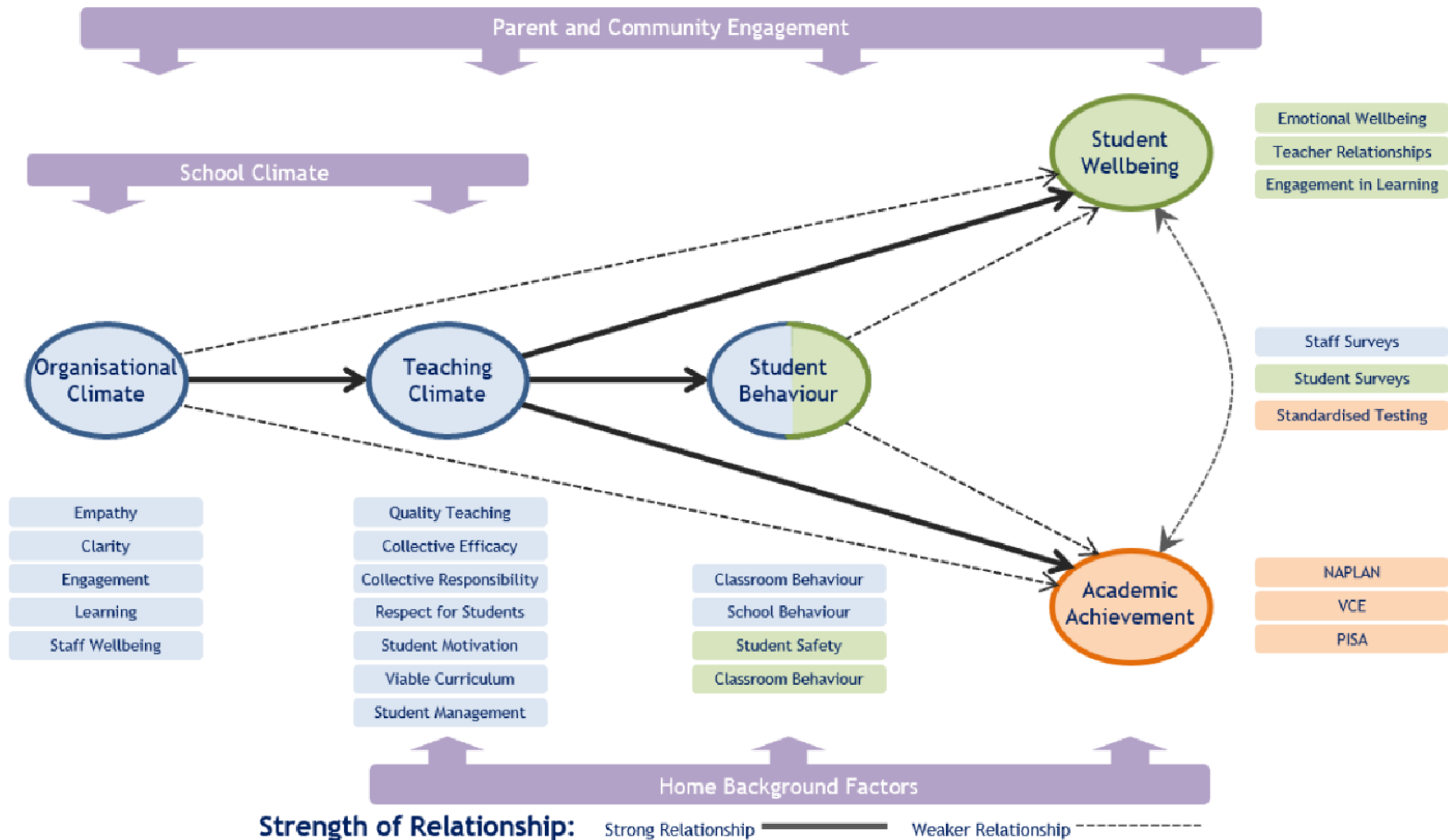
- Future focussed
- Strong values platform
- Being personable, demonstrating empathy
- Clarity regarding first things first
- Leadership is not confined or locked in bubbles but is measured through impact, compassion and standards – being a member of many
- Recognised that these times are new learning pathways for everyone including themselves - learning is authentic for everyone
- Roles and responsibilities and the recognition of equivalence in participating is significant – personal and team empowerment has driven the innovations
- What's working – what's not – living evaluation

Hart, P.M., Scollay, C.E., & Lewis, J. (2018). *When Schools Flourish and Improvement Succeeds: The Importance of a Positive Team-Based Organizational Climate*. Paper presented at the 2018 Annual Meeting of the American Educational Research Association, New York

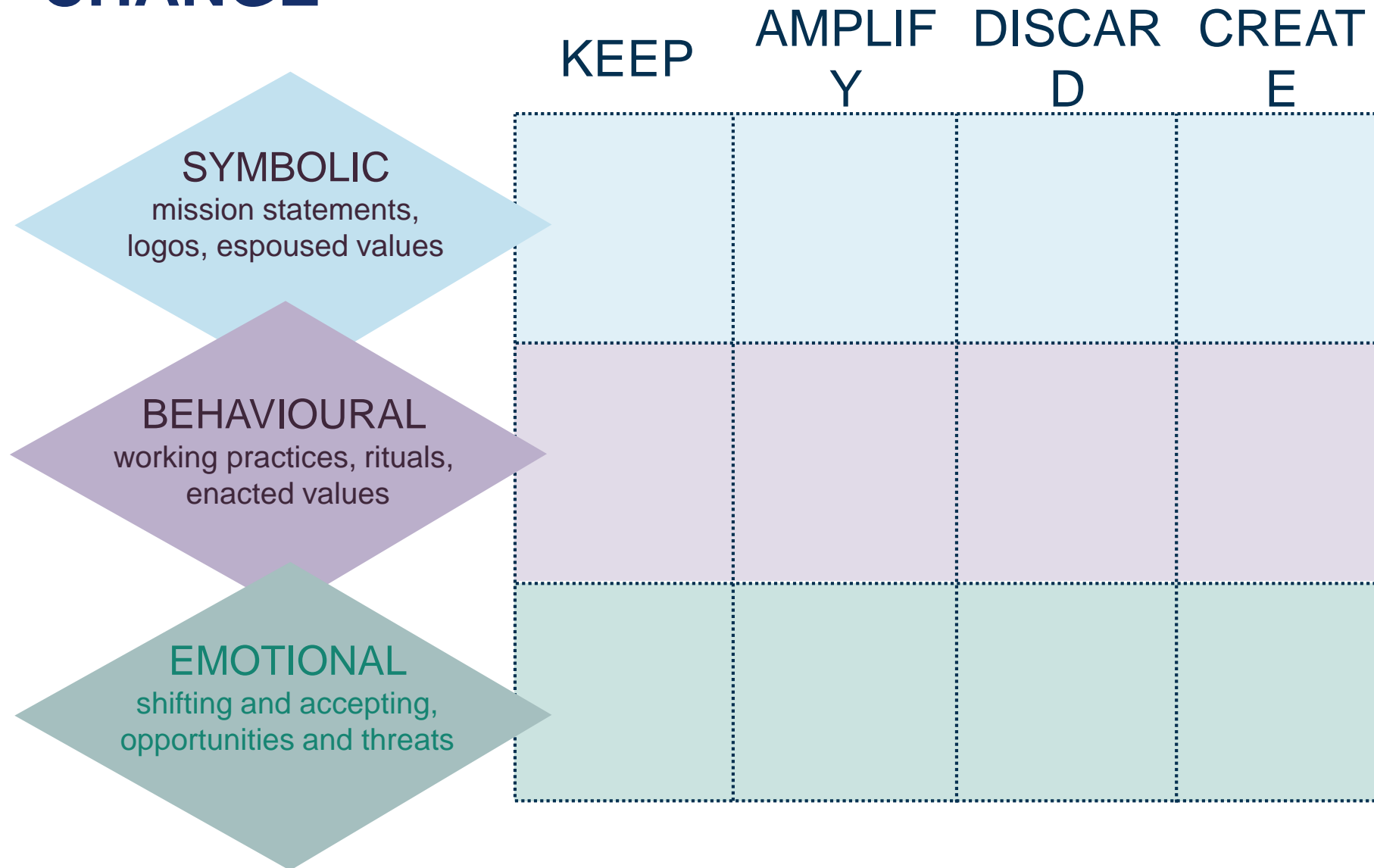
Koehn, N. (2020, April). *Real Leaders Are Forged in Crisis*. Harvard Business Review

Walker, A. (2020, April). *Leading in Crisis*. Presentation to the World Innovation Summit for Education

Leading for Authentic Change




A FRAMEWORK FOR CULTURAL CHANGE





Reflective Practice – personal and organisational

- What has been successful?
 - What has stopped us from growing?
 - What do we need to create/adapt?
 - What do we need to stop?
 - How will I reconnect?
 - What are now my valued relationships?
 - What is my legacy?
- 

The background is a complex, low-poly geometric pattern. It features a color gradient from warm oranges and yellows on the left to cool blues and greys on the right. A large, white, diamond-shaped area is positioned on the right side, containing the text. The overall style is modern and minimalist.

Thank You