

SLOs and Management vs Leadership

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**Why should schools
be transformed into
learning
organisations????**

Why should schools be transformed into learning organisation??

- ▶ Schools nowadays are required to learn faster: growing pressures of a rapidly changing environment.
- ▶ Many schools however, look much the same today as they did a generation ago, and too many teachers are not developing the pedagogies and practices required to meet the diverse needs of 21st-century learners.
- ▶ Schools should be re-conceptualised as “learning organisations” that can react more quickly to changing external environments, embrace innovations in internal organisation, and ultimately improve student outcomes.
- ▶ To become more resilient

The school as a learning organisation (SLOs)

- ▶ *A learning organisation is a place where the beliefs, values and norms of employees are brought to bear in support of sustained learning; where a “**learning atmosphere**”, “**learning culture**” or “**learning climate**” is nurtured; and where “**learning to learn**” is essential for everyone involved*

Characteristics of integrated SLOs model proposed by OECD UNICEF

developing and sharing a vision centred on the learning of all students

creating and supporting continuous learning opportunities for all staff

promoting team learning and collaboration among all staff

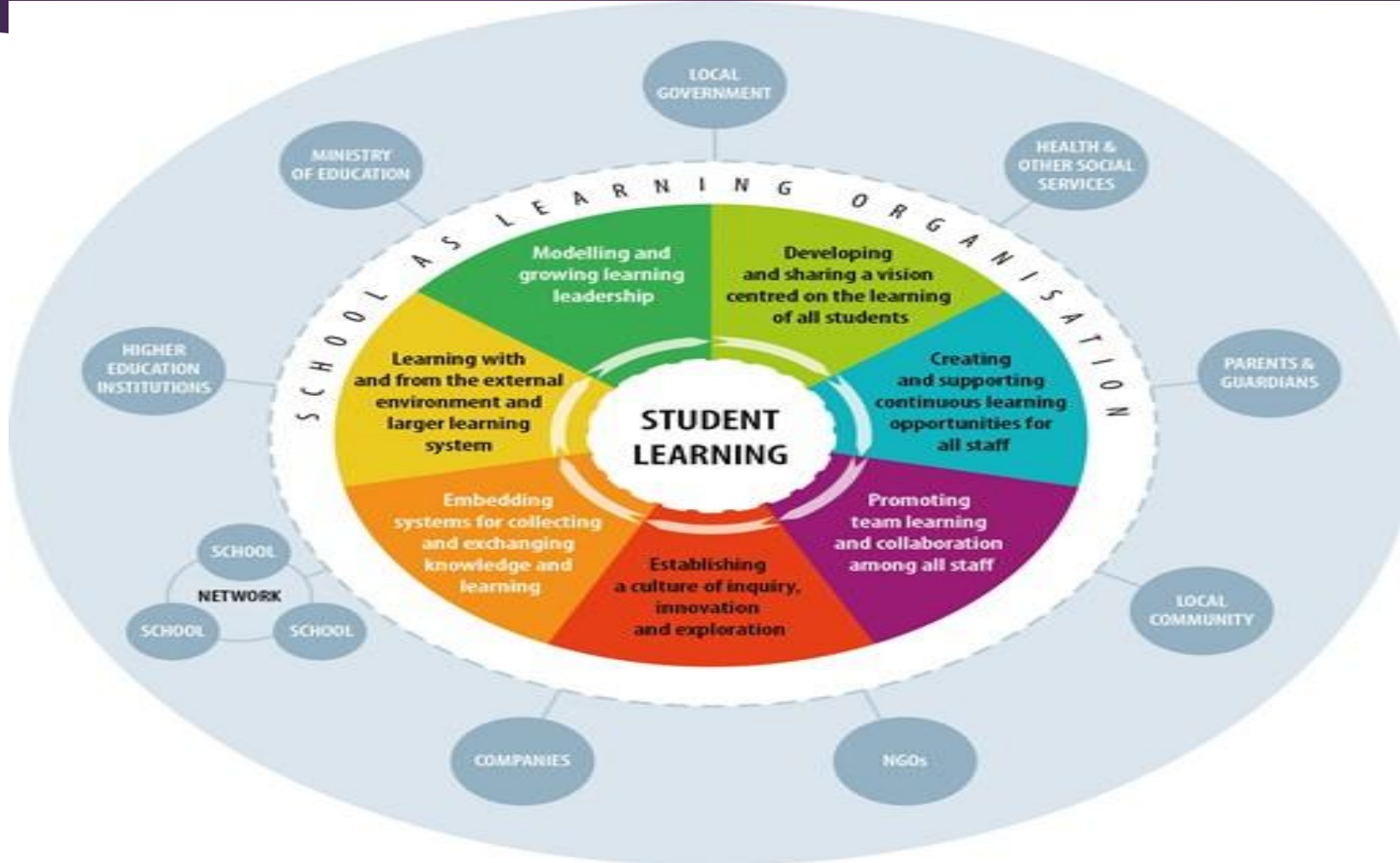
establishing a culture of inquiry, innovation and exploration

embedding systems for collecting and exchanging knowledge and learning

learning with and from the external environment and larger learning system

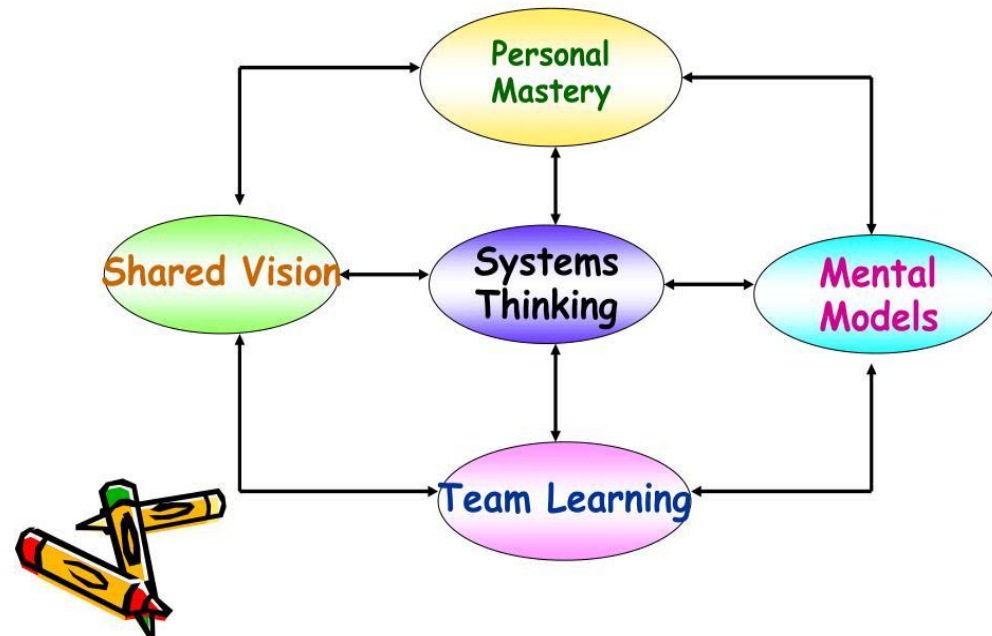
modelling and growing learning leadership

Characteristics of the integrated model



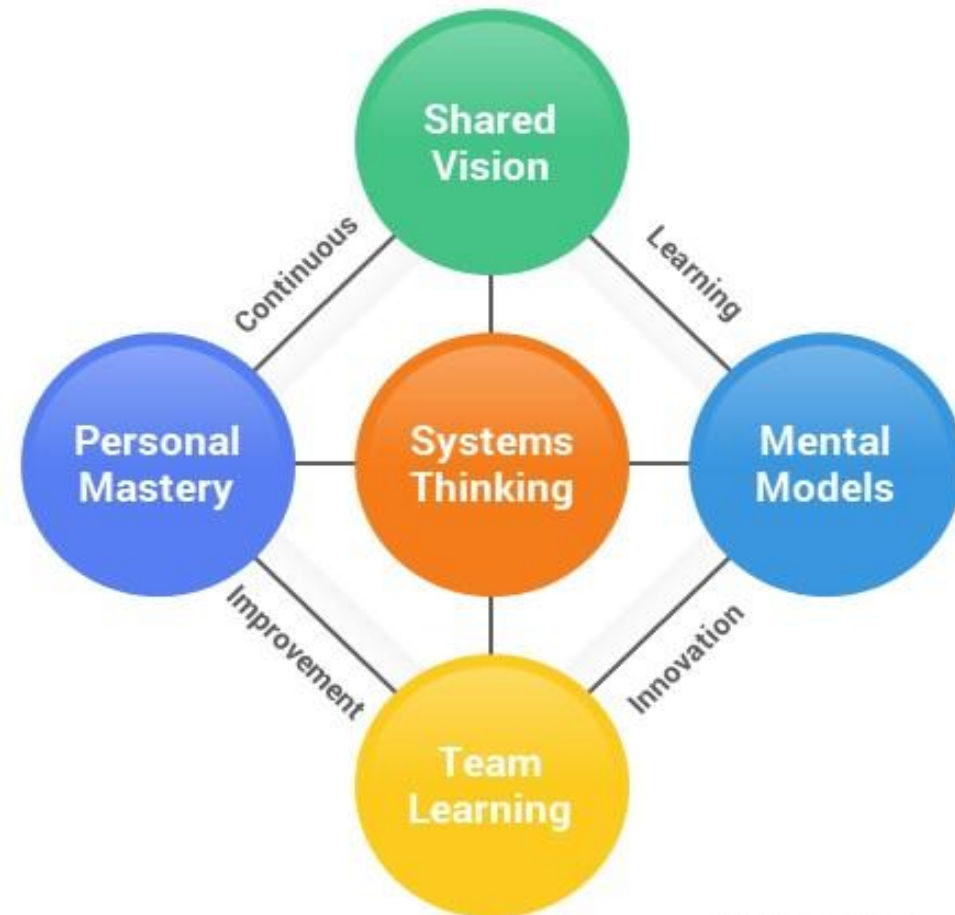
SLOs by Peter Senge

- ▶ The 'Learning Organisation' is a concept first described by Peter Senge as an organisation where people continuously learn and enhance their capabilities to create.
- ▶ It consists of five main disciplines:



Senge's Five Learning Disciplines

	Personal Mastery It is a discipline of continually clarifying and deepening our personal vision, focusing our energies, developing patience, and seeing reality objectively.
	Mental Models They are deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action.
	Shared vision Unearthing shared 'pictures of the future that foster genuine commitment and enrollment rather than compliance.
	Team Learning It is suspending assumptions and genuinely thinking together (dialogue).
	Systems Thinking It is the integrating all of the other disciplines into a holistic approach to understanding and acting



Leadership v/s management

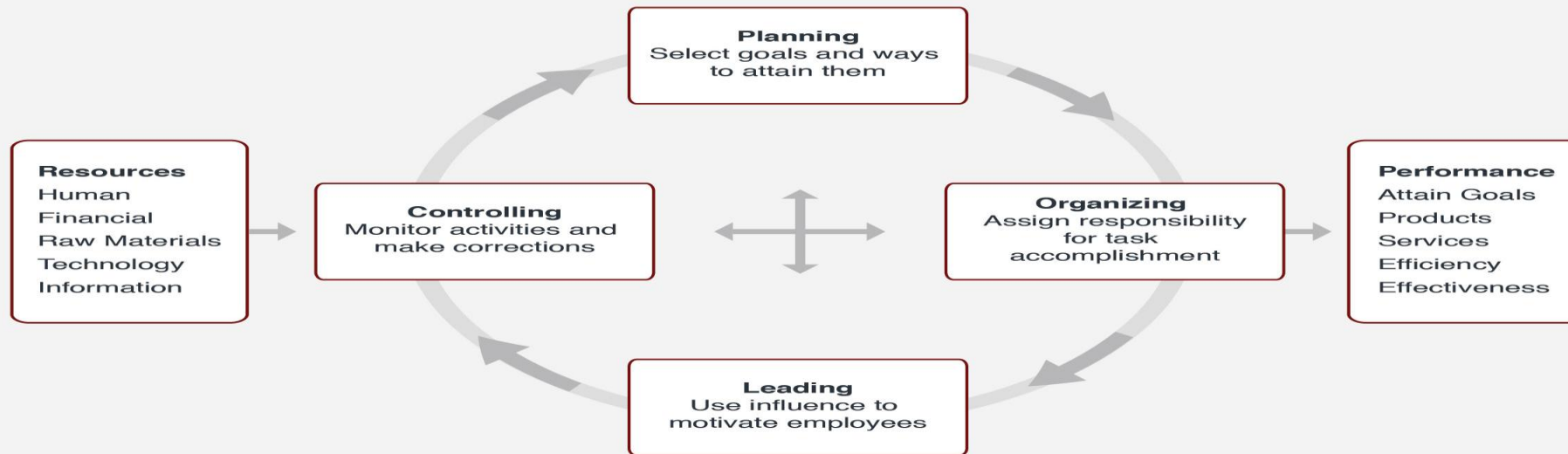


What is management??

- ▶ Management is a multi-purpose organ that manages business and manages managers and manages workers and work.”
- ▶ It is also the act of getting people together to accomplish a goal

Four management functions

Managing Functions



Leadership vs Management

Leadership

- Focuses on people
- Creates a vision
- Looks into the future
- Empowers
- Develops change
- Uses influence

VS

Management

- Focuses on things
- Executes a plan
- Focused on the present
- Controls
- Manages change
- Uses authority



The most notable differences between management and leadership

- ▶ **People vs Things:** Leaders focus on people, while managers focus on tasks or things.
- ▶ **Vision vs Execution:** Leaders create an idea and managers execute it.
- ▶ **Creating ideas vs Maintaining a system:** Leaders develop ideas, while managers maintain a system.
- ▶ **Aligning vs Organizing:** Leaders align people and managers coordinate and organize them.
- ▶ **Culture vs Day-to-day:** Leaders shape the workplace culture, while managers shape the day-to-day.
- ▶ **What and Why vs How and When:** Leaders ask What and Why, while managers ask How and When.

Difference between leadership and management

Factors	Leadership	Management
Focus	Setting shared vision, motivate people, guide people	Implement the vision, plan, organise and coordinate goals
Style	Transformational	Transactional
People and tasks	People centered	Task centered
Age or stability	Focused on leading change	Focused on stability
Hierarchy/ power	At any level, bottom up or top to bottom	Top down
Power	Personal charisma	Formal authority
Have	Followers	Subordinates

Activities performed by school head

- ▶ Formulate aim/ mission and vision of school
- ▶ Design and implement policies
- ▶ Devise school improvement/ development plans
- ▶ Cater for the needs/ styles/ development of learners + manage behaviour
- ▶ Ensure that National curriculum is implemented: maintain continuity
- ▶ Deploy staff effectively
- ▶ Effective use of time/ resources/ space
- ▶ Market the school
- ▶ Manage finances/ budgeting / ensure Health and safety guidelines
- ▶ Manage staff/ people/ parent
- ▶ Communication
- ▶ Development of staffs
- ▶ networking:/ represent school
- ▶ Evaluation
- ▶ Manage change

What should school leaders do?

**Promote
inclusion**

Ethical

**Build
teamwork**

**Lead
professionally**

Shared vision

Servant leader

**Social
architect**

Role model

**Adapt to
change**

**Effective
communicator**

**Be available:
time**



THANK YOU!