

Workshop 4 – Comments by Michael Schratz, Austria

SUSTAINABILITY ...

... is at the heart of all **dilemmas** in education reform (top-down versus bottom-up, short-term versus long-term results, centralization versus decentralization; informed prescription versus informed professional judgement, transactional versus transformative leadership, excellence versus equity, accountability versus ownership).

“... is the capacity of a system to engage in the complexities of continuous improvement consistent with deep values of human purpose.”

Michael Fullan (2005)
(Hargreaves & Fink, 2006)

SUSTAINABILITY ...

“... does not simply mean whether something will last. It addresses how particular initiatives can be developed without compromising the development of others in the surrounding environment now and in the future.”

(Hargreaves & Fink, 2006)

7 Principles of sustainability in leadership

Hargreaves & Fink (2006)

P 1 DEPTH

Learning and Integrity

P 2 LENGTH

Endurance and Succession

P 3 BREADTH

Distribution, not Delegation

P 4 JUSTICE

Others and Ourselves

P 5 DIVERSITY

Complexity and Cohesion

P 6 RESOURCEFULNESS

Restraint and Renewal

P 7 CONSERVATION

History and Legacy

7 PRINCIPLES OF SUSTAINABILITY IN LEADERSHIP

“The seven principles are not a menu, they are a meal!”

(Hargreaves & Fink, 2006)

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