

## 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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