

Schools as 'Reservoirs of Hope'

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In the new landscape, schools are:

- **HAVENS OF HISTORY:** retaining the best of all our past educational experience, moderating & modernising it for the 21st century
- **CITADELS OF CALM:** preserving a still centre at the heart of the turning world in which an individual's values and vision can be laid down, developed and come to personal and social maturation
- **BULWARKS OF BELIEF:** demonstrating a faith above all in the holistic nature of education, and seeking to develop students who are whole, rounded, empathetic and spiritual human beings
- **RESERVOIRS OF HOPE:** sustaining leadership as a values-based activity and maintaining a values-driven vision for the future to give a sense of purpose, meaning & hope to the school community



The background of the slide is a photograph of a sunset. The sun is low on the horizon, partially obscured by a layer of clouds. The sky is a deep orange and yellow. The water in the foreground is dark and reflects the light from the sun. In the background, there are dark, silhouetted mountains.

School Leaders as Reservoirs of Hope

- **securing value systems by reflecting on / articulating core values & sources**
- **ensuring that these values translate into the habitual practices of the school**
- **sustaining these values through range of personal replenishment strategies**

VALUES-LED LEADERSHIP

Values are what we live by. They tell us how to behave in our dealings with others. They define our morality and our aspirations. They represent our vision of the person we would like to be.

Layard & Dunn: A Good Childhood: searching for values in a competitive age, 2009, 73



The culture of a school is based on the enduring values of the head, who encourages them amongst the rest of the staff. Thus the head becomes both a professional and a spiritual & moral role-model ...

Nias, Southworth & Campbell: Whole School Curriculum Development in the Primary School, 1992

Setting high values has always been at the heart of what I do. It's the most important thing you do as head. And your values have to come through everything you do.

Pat Davies, Chingford Hall Primary School, UK Headteacher of the Year 2011,



VALUES FOR AUSTRALIAN SCHOOLING

Care and Compassion

Care for self and others

Doing Your Best

Seek to accomplish something worthy and admirable, try hard, pursue excellence

Fair Go

Pursue and protect the common good where all people are treated fairly for a just society

Freedom

Enjoy all the rights and privileges of Australian citizenship free from unnecessary interference or control, and stand up for the rights of others

Honesty and Trustworthiness

Be honest, sincere and seek the truth

Integrity

Act in accordance with principles of moral and ethical conduct, ensure consistency between words and deeds

Respect

Treat others with consideration and regard, respect another person's point of view

Responsibility

Be accountable for one's own actions, resolve differences in constructive, non-violent and peaceful ways, contribute to society and to civic life, take care of the environment

Understanding, Tolerance and Inclusion

Be aware of others and their cultures, accept diversity within a democratic society, being included and including others

CHARACTER IS DESTINY

— George Eliot

Australian Values-Education Framework

seeks to secure...

- self-confidence
- optimism
- high self-esteem
- personal excellence
- capacity to exercise judgement in matters of morality/ethics/social justice
- make rational and informed decisions
- accept responsibility for own actions.

Nine Values for Australian Schooling

- Care and Compassion
- Doing Your Best
- Fair Go
- Freedom
- Honesty and Trustworthiness
- Integrity
- Respect
- Responsibility
- Understanding, Tolerance, Inclusion



The curriculum should reflect values in our society that promote personal development, equality of opportunity, economic wellbeing, a healthy and just democracy, and a sustainable future.

These values should relate to:

- *ourselves*, as individuals capable of spiritual, moral, social, intellectual and physical growth and development
- *our relationships*, as fundamental to the development and fulfilment of happy and healthy lives, and to the good of the community
- *our society*, which is shaped by the contributions of a diverse range of people, cultures and heritages
- *our environment*, as the basis of life and a source of wonder and inspiration that needs to be protected.

ENGLISH HEADTEACHER VALUES

Alan Flinham: *Reservoirs of Hope: sustaining spirituality in school leaders (CSP 2010)*

- **Equality:** all are of equal worth and value
- **Social Justice:** every child is good at something and deserves the best we can offer irrespective of social or cultural background
- **Integrity:** personal values such as honesty, truthfulness, humility, fallibility
- **Community:** collective values such as trust, respect, tolerance, forgiveness & reconciliation

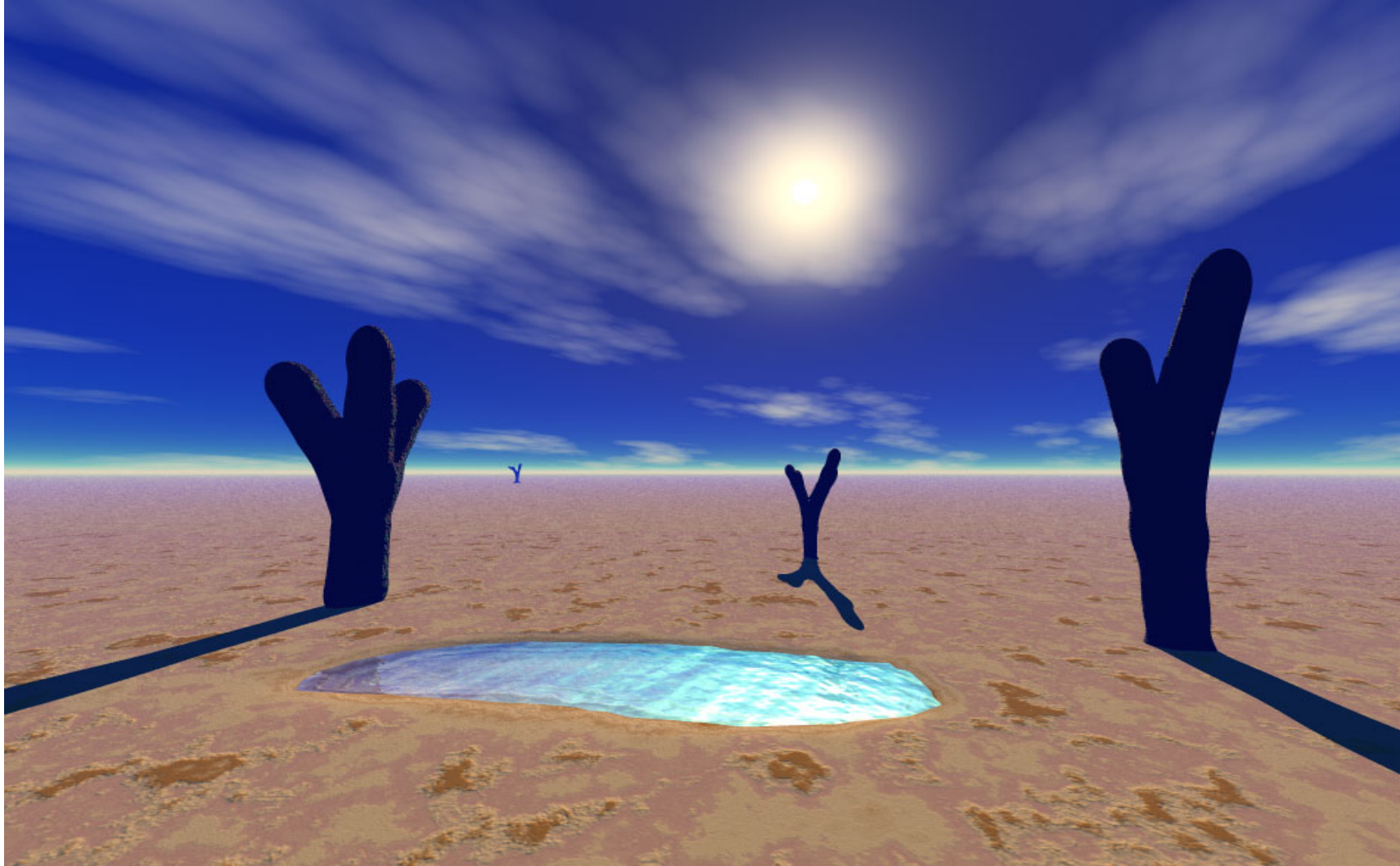
Source of value systems may be generational, egalitarian and/or faith-based on 'Golden Rule'

VALUES IN PRACTICE

Alan Flinham: *What's Good About Leading Schools in Challenging Circumstances* (NCSL, 2006)

ATTRIBUTES/BELIEFS	BEHAVIOURS
Primacy of relationships	Displays high levels of Emotional Intelligence
Inclusive individualism	Demonstrates respect for each individual & needs
Equality	Commitment to equal opportunities for all
Aspiration	High aspirations...setting the bar high, no excuses
Conviction	Not being pushed around by every wind of change
Tenacity	Resilience no matter what the personal cost
Courage	Calculated or instinctive risk-taking
Humility	Prepared to admit that haven't got all the answers
Positivity	Projecting the positives / nagging at the negatives
Passion for improvement	Consistent passion and enthusiasm for the role
Integrity	Modelling values, as seen in practical actions
Collaboration	Building supportive teams, in mutual trust & belief
<i>Can</i> make a difference	Identifying and celebrating small tastes of success

VALUES SUSTAINED



1. belief, support & external networks 2. compartmentalise 3. retreat & reflect

KEY MESSAGES



1. SECURE YOUR VALUES 2. EMBED YOUR VALUES 3. SUSTAIN YOUR VALUES