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
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 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,
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 Flintham: 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 Flintham: *What’s Good About Leading Schools in Challenging Circumstances* (NCSL, 2006)

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