

Conceptualizing the school principal's role

- **Management is concerned with getting done through people....**
- **Leadership relates to the capacity to influence others towards a common goal...**

Development of management theories

- Classical (1880-1940)
- Neo-classical (1920-1960)
- Modern management (1950 onwards)

'fashions'

- Scientific management
- Administrative Theory
- Bureaucracy
- Human relations
- Behavioural
- Systems Theory
- Contingency Theory
- Organizational Theory
- Operations research

What do managers do?

- **‘Prevoir’- forecast/plan**
- **Organize- build structures, processes, people**
- **Co-ordinate- bind together activities and efforts**
- **‘Commander’- bring order to, keep active**
- **Control- monitor progress, check outcomes**

Fayol 1916

What do managers do?

- **Plan-** establish goals and strategies
- **Organize-** deploy people and resources
- **Control-** monitor progress and outcomes
- **Select/train/develop** staff
- **Motivate staff-** extrinsic and intrinsic
- **Innovate-** improve products, methods, add value

Drucker 1956

Goal-setting important because....

- Cognitive function- **focus**
- Symbolic function- **rationale**
- Legitimates- **required behaviours**
- Evaluative function- **'standards'**
- Motivational function- **identity**

Simon 1958

Transformational leadership

- ‘Such leadership occurs when one engages with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes, which may have been related but separate... become fused.’

Burns 1978

The cul-de-sac.....

- **Leadership is about influencing people towards common goals**
- **Leadership is based on shared values and beliefs that tap into followers motivations**
- **School principal training should focus the development of 'transformational leadership' skills**

The landscape....

- Expectations run ahead of resources
- External accountability, 'high-stakes testing'
- 'Raise the bar, narrow the gap'
- Managing contraction
- Requires both transactional and transformational approaches
- But in schools under pressure transactional strategies seem most effective

The highway.....

- **Management is about getting things done through people**
- **Management is enacted through accountability and authority patterns that create homes for decisions**
- **Management is underpinned by relationships**

Key principles of organization

- **Accountability**
- **Authority**
- **Delegation**

Context for school principals -focus for research efforts?

Reconceptualizing

- **Relationships with the 'system'**
- **Relationships with the community**
- **Relationships with other agencies**
- **Relationships with staff**
- **Relationships with students**

Developing the skills needed to manage these relationships-
focus for principal training?

- **Identifying the relationships that are important**
- **Creating conditions in which relationships flourish**
- **Reinforcing relationship structures**
- **Interpersonal/communication skills**
- **Disturbance/conflict handling-
non-avoidance**