

Seven Principles of Sustainable Leadership

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**Sustainable development,
democracy and peace are
indivisible as an idea whose time
has come.**

**Wangari Maathai
Kenya's deputy Environment Minister
Nobel Peace Prize Acceptance Speech
Oslo, 10 December 2004**

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Seven Principles of Sustainable Leadership

Sustainable leadership is characterized by:

1. Depth It matters
2. Endurance It lasts
3. Breadth It spreads
4. Justice It does no harm to the surrounding environment.
5. Resourcefulness It conserves expenditures and does not burn people out
6. Diversity It promotes diversity and cohesion; avoids standardization
7. Conservation It honours the past in creating the future

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

A. Hargreaves & D. Fink, "Three Dimensions of Educational Reform," *Educational Leadership*, April, 2000.

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

Fualln M. (2004). Leadership and Sustainability, Corwin.

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Depth



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The human body has an enormous capacity for adjusting to trying circumstances. I have found that one can bear the unbearable if one can keep one's spirits strong even when one's body is being tested. Strong convictions are the secret of surviving deprivation: your spirit can be full even when your stomach is empty.

Nelson Mandela

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Standards and Sustainability

Learning → Achievement → Testing

NOT

Testing → Achievement → Learning

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The Five Pillars of Learning

1. Learning to know
2. Learning to do
3. Learning to live together
4. Learning to be
5. Learning to live sustainably

UNESCO *Learning: The Treasure Within*, 1996.









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“The unconscious realms of the human mind will successfully accomplish a number of important tasks *if they are given the time*. They will learn patterns of a degree of subtlety which normal consciousness cannot even see; make sense out of situations that are too complex to analyze; and get to the bottom of certain difficult issues much more successfully than the questing intellect.”

(Guy Claxton, *Hare Brain, Tortoise Mind*, p4)

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Slow forms of knowing

-  are tolerant of the faint, fleeting, marginal and ambiguous
-  like to dwell on details that do not fit or immediately make sense
-  are relaxed, leisurely and playful
-  are willing to explore without knowing what they are looking for
-  see ignorance and confusion as the ground from which understanding may spring
-  are receptive rather than proactive
-  are happy to relinquish the sense of control over the directions the mind spontaneously takes
-  treat seriously ideas that come 'out of the blue'

From Guy Claxton, *Hare Brain, Tortoise Mind*, 1997

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Slow schooling

-  starts formal learning later
-  reduces testing
-  increases curriculum flexibility
-  emphasizes enjoyment
-  doesn't hurry the child
-  rehabilitates play alongside purpose

From Carl Honore, *In Praise of Slowness*, 2004

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Endurance



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“It is a common defect in men not to consider in good weather the possibility of a tempest.”

Nicos Machievelli, *The Prince*, 1532

“All leaders, no matter how charismatic or visionary, eventually die.”

Jim Collins & Jerry Porras, *Built to Last*, 1994, p31

Few things succeed less than leadership succession.

Andy Hargreaves & Dean Fink, *Sustainable Leadership*, 2005

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Four Issues in Succession

1. Succession Planning
2. Succession Management
3. Succession Duration & Frequency
4. Succession and the Self

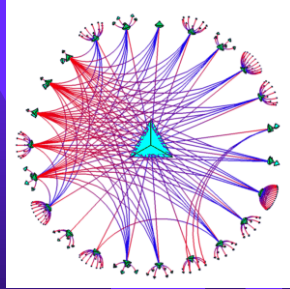
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Succession Planning Patterns

	<i>Continuity</i>	<i>Discontinuity</i>
<i>Planned (purposeful)</i>	Planned Continuity	Planned Discontinuity
<i>Unplanned (accidental/uninten- tional)</i>	Unplanned Continuity	Unplanned Discontinuity

Hargreaves & Fink, *Sustainable Leadership*, Forthcoming, Jossey-Bass

Breadth



Visualizing the Structure of the World Wide Web in 3D Hyperbolic Space

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“No one leader, institution or nation can control everything without help.”

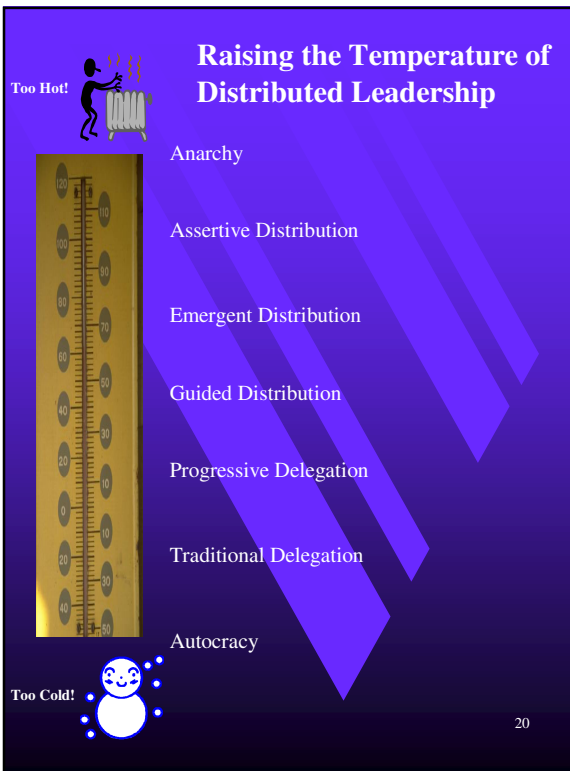
Hargreaves, A. *Teaching In The Knowledge Society*, 2003.

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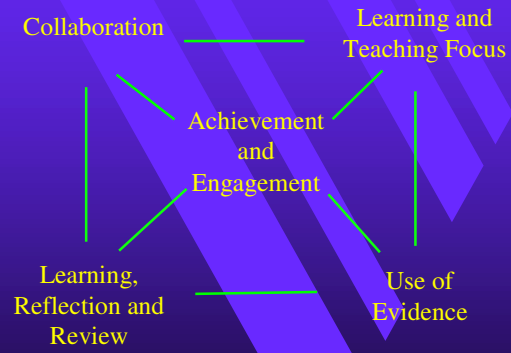
Distributed leadership sees leadership practice as a product of the interaction of school leaders, followers and their situation.

- ✓ Leadership practice involves multiple individuals within and outside formal leadership positions
- ✓ Leadership practice is not done to followers. Followers are themselves part of leadership practice.
- ✓ It is not the actions of individuals, but the interactions among them that matter most in leadership practice.

Jim Spillane, "Distributed Leadership", *Kappa Delta Pi*, winter 2005.



Professional Learning Community



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Justice



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“The wise and virtuous man is at all times willing that his own private interest should be sacrificed to the public interest of his own particular order of society.”

Adam Smith, *The Theory of Moral Sentiments*, 1809, p321

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Sustainability and Social Justice

- ✓ do not steal your neighbor's capacity
- ✓ use multiple indicators of accountability
- ✓ emphasize collective accountability
- ✓ coach a less successful partner school
- ✓ make a definable contribution to the community your school is in
- ✓ pair with a school in a different social or natural environment
- ✓ collaborate with your competitors

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Resourcefulness



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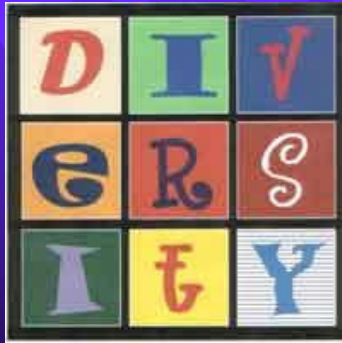
Four Forms of Energy Renewal

1. Physical Renewal
2. Emotional Renewal
3. Intellectual Renewal
4. Spiritual Renewal

From Loehr and Schwartz *The Power of Full Engagement*

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Diversity



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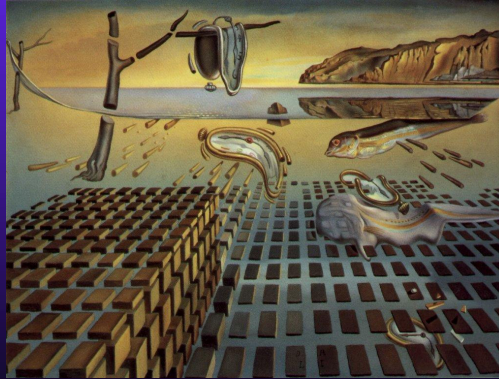
**“You learn more from
people who are different
from you, than ones who
are the same.”**



(Hargreaves & Fullan: [What's Worth Fighting For Out There?](#) Teachers' College Press, 1998)

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Conservation



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Modes of Organizational Forgetting

	New Knowledge	Established Knowledge
Accidental	Failure to consolidate DISSIPATION	Failure to maintain DEGRADATION
Purposeful	Abandoned innovation SUSPENSION	Managed Unlearning PURGING

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PROFESSIONAL LEARNING

series editors: Ivor Goodson and Andy Hargreaves

Teaching in the Knowledge Society

education in the age of insecurity



Andy Hargreaves

ANDY HARGREAVES
DEAN FINK

SUSTAINABLE LEADERSHIP

