

FUTURE LEADERSHIP

18TH INTERNATIONAL CONFERENCE FOR UNIVERSITY ADMINISTRATORS

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MARA



CONTEXT



ORGANIZATIONAL IMPROVEMENT

- Will not occur without *some change* in leadership or leadership practice



EFFECTIVE LEADERSHIP: WHAT WE KNOW

- Leadership is the key lever of improved organisational performance.
- Successful organisations have **widely and carefully distributed leadership**
- Effective leaders **grow and manage other leaders**

HOW ARE YOU

- **DEVELOPING AND GROWING OTHER LEADERS?**

YOUR LEADERSHIP MATTERS





**KEEP
CALM
AND
JOIN THE
DARK SIDE**

- But what type of **future leadership** will transform organisational *performance*?



Level 5 Executive

Level 4 Effective Leader

Level 3 Competent manager

Level 2 Team manager

Level 1 Capable individual

LEVEL 5 LEADERS

- Channel ego needs away from themselves
- Focus on larger goals
- Are ambitious for their institution and not themselves
- Widely share leadership

LEADERSHIP CAPACITY

- An organisation cannot flourish – at least, not for long – on the actions of the top leader alone. **many leaders are needed at many levels.**
(Michael Fullan, 2002)

INDIVIDUAL V COLLECTIVE



SENGE, (2006)

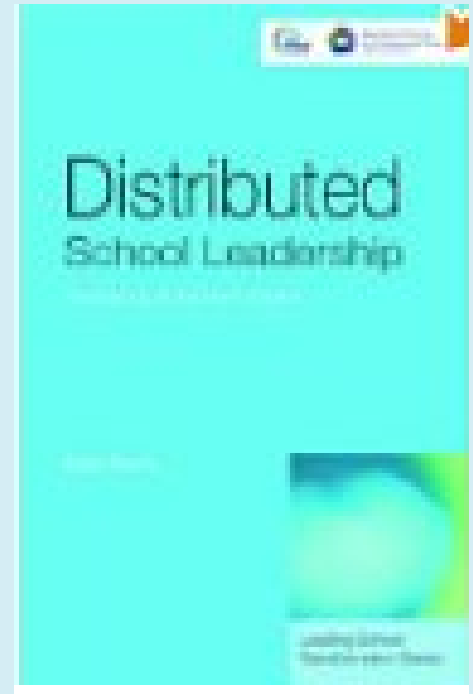
In a world of global networks, we face issues for which **top down** leadership is inherently inadequate



WHAT IS COLLECTIVE OR DISTRIBUTED LEADERSHIP?

(HARRIS, 2012)

- **Distributed leadership is exercised by a range of people within an organization, extending to those with no formal leadership status in the hierarchy.**



DISTRIBUTED LEADERSHIP IN UNIVERSITY ADMINISTRATION

(HARRIS 2008)

Is primarily concerned with the *social relationships* that influence organisational development and change.



EFFECTIVE LEADERSHIP FOR UNIVERSITY ADMINISTRATORS

- **Identify and Harness Expertise**
- **Accountability and Productivity**
- **You cannot do everything or lead everything**
- **Build powerful teams**

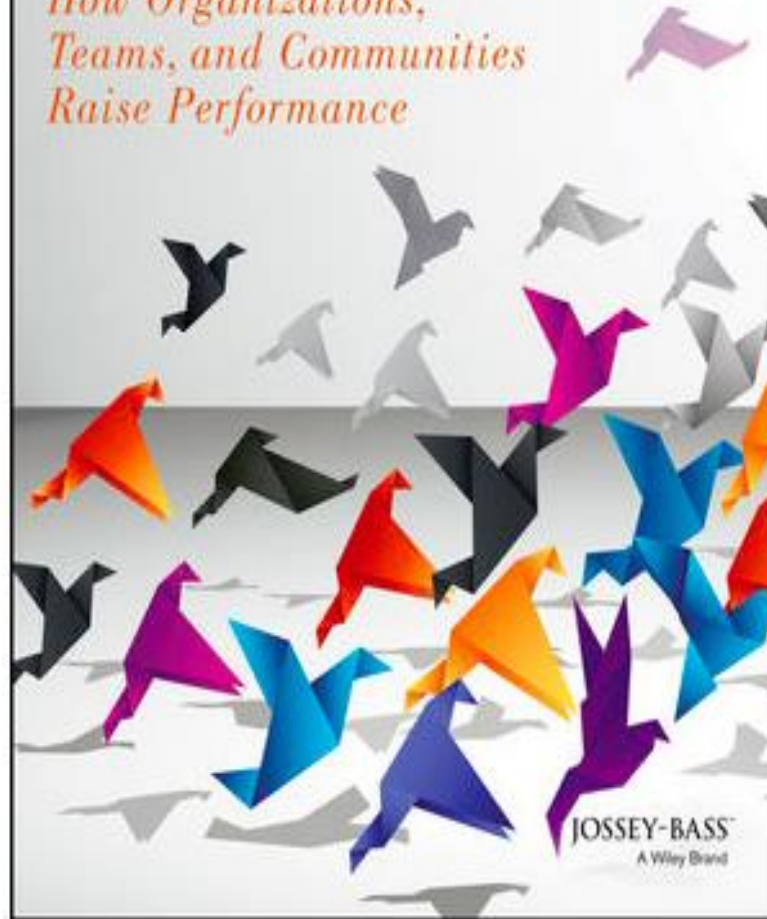
HIGH LEADERSHIP PERFORMANCE IN DIFFERENT SECTORS



ANDY HARGREAVES | ALAN BOYLE | ALMA HARRIS

UPLIFTING LEADERSHIP

*How Organizations,
Teams, and Communities
Raise Performance*



JOSSEY-BASS
A Wiley Brand

Uplifting Leadership

Hargreaves, Boyle and Harris (Wiley Press, 2014)

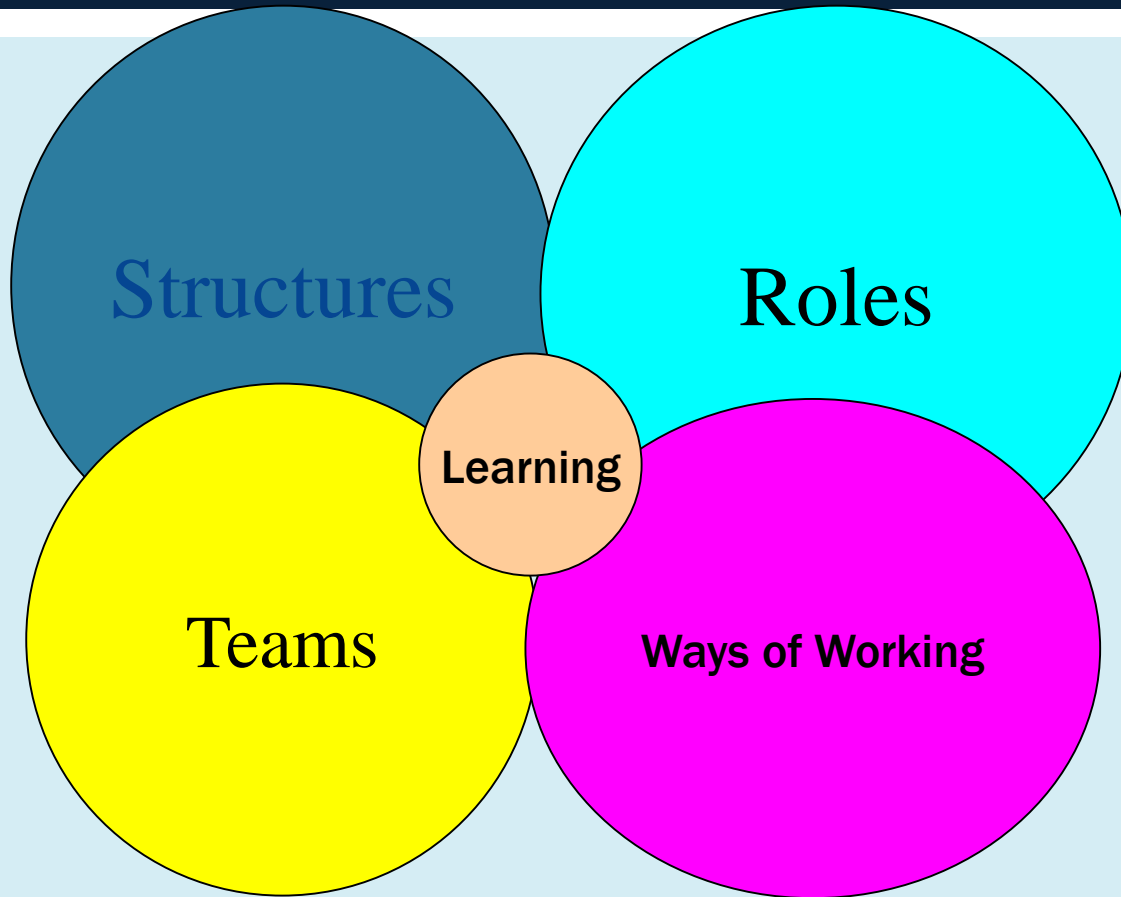
- **Distributed leadership as a deliberate strategy to raise performance.**



Collaborating And Competing



PUTTING DISTRIBUTED LEADERSHIP INTO ACTION



BARRIERS

BARRIERS

- Time
- Micro-politics
- Loss of focus
- Loss of Power
- Trust
- Underperformance

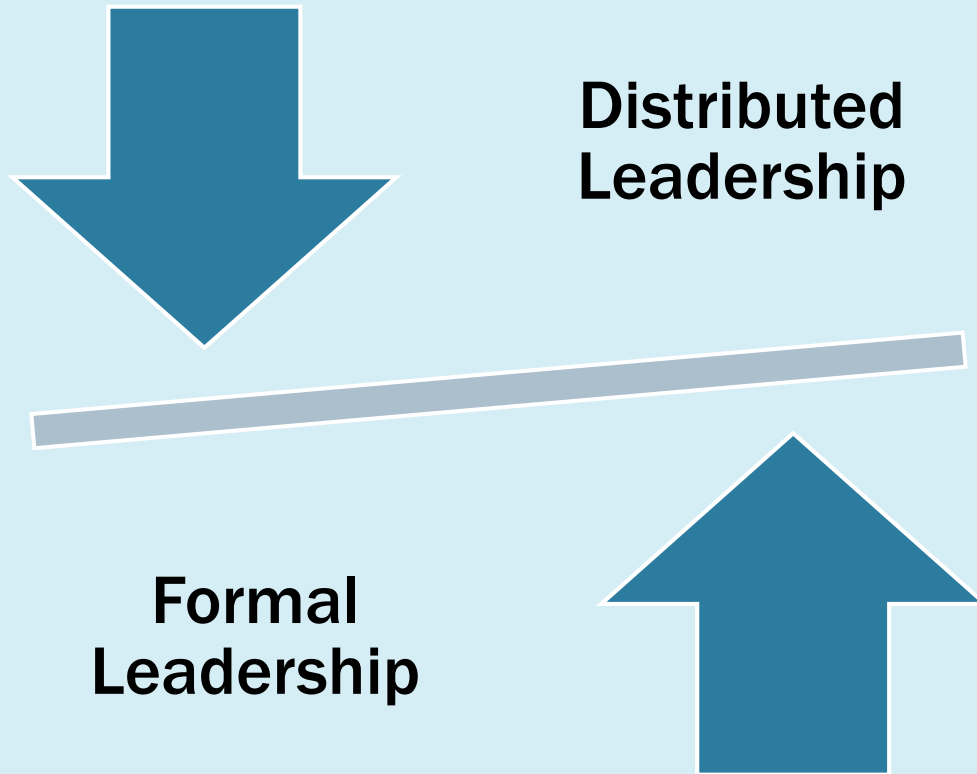
BENEFITS

- **Less Pressure on your Time**
- **More Gets Done**
- **People feel valued**
- **There is good team spirit**
- **You are preparing future leaders**

IEL TEAM



PARADOX



DISTRIBUTED LEADERSHIP (HARRIS 2008)

Doesn't mean everyone leads but that everyone has the potential to lead under the right conditions.



CONTEXT





TRUE LEADERS
DON'T CREATE
FOLLOWERS,
THEY CREATE
MORE LEADERS

THE FUTURE LEADERS



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Welcome to my website



Welcome to my website. I hope you find it informative and useful. I am committed to working with schools and school systems to raise achievement and to secure effective learning for all students in all settings. I am also passionate about working with schools in the most disadvantaged contexts.

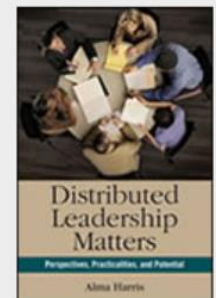
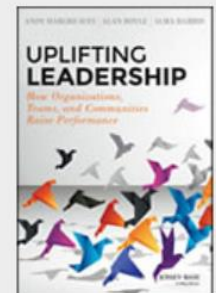
My research areas include school leadership, organisational change, system improvement and transformation.

In 2009-12, I was a Senior Policy Adviser for the Welsh Government assisting with system transformation and reform. During this time I led the National Professional Learning Communities (PLC) programme that involved all schools in Wales.

I am a Professor of Educational Leadership at the Institute of Education, London. Currently, I am working at the University of Malaya, Malaysia, where I am Professor and Director of the 'Institute for Educational Leadership'. I am leading a major research project focusing on 7 different education systems (Malaysia, Hong Kong, Singapore, Australia, Russia, Indonesia and England).

To enquire about conference inputs and workshops please [contact me](#).

What's New



TERIMA KASIH
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