AGILE LEADERS OF LEARNING

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Our view on leadership for learning

• Relentless focus and impact on learning

• It is a practice

• The need for agility

• Most effectively exercised through the work of teams
CHALLENGES OF EDUCATIONAL CHANGE
Default approach to educational change

‘Change-as-delivery’

- Long & detailed plans
- Setting precise targets for future performance
- A focus on implementation fidelity
- Assumes predictable, linear & sequential change in a stable system
- Leaders act as though they can do things ‘for’ and ‘to’ people
Default approaches to educational change are not fit for purpose.

- Struggles to innovate when there are no clear answers
- Can’t adjust and respond throughout the change process
PIONEERING WORK

Leading change when we don’t know all the answers

> Requires rapid experimentation, exploration and failure
Supporting humans shift values, beliefs & behaviours
Rock Throwing Challenges

Complicated

Bird Moving Challenges

Complex
AGILE LEADERSHIP

Leading complex change process
Leading disciplined collective inquiry

• Inquiry: A mindset and a process for leading complex change work (Breakspear, 2016; Bryk et al., 2015; Kaser & Halbert, 2009)

▶ Rigorously seeking evidence of one’s impact

▶ Working systematically through the steps of a change process

▶ Allows for collective action

• Disciplined inquiry process

▶ Steered by the collection and response to evidence throughout the change process
Enabling adult behaviour change

- Winning and sustaining trust
- Understanding what drives other people’s behaviour
- Changing the social environment
EMBRACING AN AGILE APPROACH TO CHANGE

Rapid cycles of collective learning
AGILE MINDSET
Better all the time
LEARNING AND ITERATION

- Take small rapid action
- Learn and iterate
- Harness feedback
- Embrace ambiguity
“Continuous improvement is better than delayed perfection.”
- Mark Twain
AGILE LEADERSHIP FOR LEARNING

Agile Change Process

Clarify

Amplify

Incubate

HARNESS EVIDENCE

DEVELOP TRUST

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FOCUS ON LESS BUT BETTER

- Your job is to keep most things out of your organisation
- Focus on a small number of important things
INCUBATE
LEARN THROUGH SMALL STEPS
START SMALL
MOVE FAST
FAIL WELL
AMPLIFY
SPREAD & SUSTAIN WHAT IS WORKING
Creating a Movement
not a
Mandate
CLARIFY CANVAS

**IMPACT**

WHAT IMPACT DO WE WANT TO HAVE? (What do we want more of? What do we want less of?)

**MEASURE**

HOW WILL WE KNOW IF WE ARE HAVING THE DESIRED IMPACT?

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**PROBLEM**

WHAT SPECIFICALLY IS THE PROBLEM WE ARE TRYING TO SOLVE?

**CHANGE**

WHAT CHANGE COULD WE MAKE THAT WILL RESULT IN IMPROVEMENT?

Inspired by IHI Model for Improvement
AGILE LEADERSHIP FOR LEARNING

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Thank you!

Link to our research report: https://www.wise-qatar.org/2017-wise-research-school-leadership-policies

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