

Distribution of School Leadership Pointers for policy development

ENCOURAGE DISTRIBUTION OF LEADERSHIP

- Develop leadership teams and distribute tasks formally by establishing institutional team structures and other bodies
- Develop *ad hoc* groups based on contextual or current challenges or needs with participation based on expertise rather than on position
- Encourage distribution of leadership across teaching and other school staff to strengthen succession planning and management
- Distribute leadership across schools to benefit from economies of scale, especially in smaller schools with fewer staff

SUPPORT DISTRIBUTION OF LEADERSHIP

- Extend leadership development to middle level management and to potential leaders in the school
- Consider modifying accountability mechanisms to match distributed leadership structures
- Reinforce the concept of distributed leadership teams in national frameworks and develop incentive mechanisms to reward participation and performance in these teams

SUPPORT SCHOOL BOARDS IN THEIR TASKS

- Ensure consistency between the objectives and expectations of school boards
- Clearly define the roles and responsibilities of boards towards schools and principals and ensure appropriate support to board members
- Improve recruitment and selection processes to encourage representativeness, high quality and engaged candidates with suitable skills
- Develop support structures to ensure active participation in school boards, with opportunities for skills development on topics related to school governance, including school evaluation and school improvement

FURTHER READING

These general pointers for policy development are drawn from the Thematic Review of School Leadership, which examined policies and practices for school leadership in 22 countries. The findings of this review are presented in *Improving School Leadership Vol. 1 Policy and Practice*, published in June 2008. Background reports prepared by 21 countries, Case Studies on System Leadership, the Improving School Leadership toolkit and other documents of the review are also available on the OECD website www.oecd.org/edu/schoolleadership.