

10 Conclusion

This book has attempted to give an account of how strategic management of school development should be organised. I want to emphasise a number of points from sections of the book as final advice:

- There is a need to understand the concept of strategy to appreciate the difficulties and make a more realistic assessment of what is possible. A clear understanding facilitates adaptation of the process.
- Schools are different from other organisations and how they devise strategy, but that has advantages as well as limitations.
- Leadership is important but so are management and administration. Leadership needs to be contingent and adapt to the internal situation and the external context. For strategy it is the proactive and symbolic elements of leadership which will be important. Strategic thinking and the cognitive processes are vital.
- A long-term approach to school improvement is important. This needs to include the organisational dimension of survival and success. The what and how of school improvement should start from the school's aims and its long-term intentions. An evaluation of these is part of the strategic analysis process. Longer-term aims should be aspirational.
- Three organisational approaches to improvement in the longer term are organisational learning, core competences and benchmarking.
- The strategic planning model for schools has three conceptual stages and three operational stages. Planning the operational stages is vital to ensure a productive planning process. Inevitably the plan of operational stages will need modifying but the plan will give an overview that makes modifications more effective.
- Strategic analysis involves assessing a school's current performance, assessing environmental influences both currently and making predictions about the future, and recognising the values and priorities underlying its current organisational culture. Data collection, analysis, interpretation and judgement are required.
- The added ingredient for an aspirational strategy for the future is to incorporate a vision of the future. This is a vision of what stakeholders would prefer the school to be like in the future. From the results of strategic analysis and the incorporation of a future vision strategic options need to be created. These need to be evaluated before the final choice is compiled.
- Planning the implementation of strategy is vital but expect this to be interactive like 'design and build' rather than rigidly following a precise plan.
- Regard the first attempt at strategic planning as a pilot with lessons to be learned to apply to the next planning process. Hoping for too much from the first exercise is likely to result in disillusionment.
- Take on what is manageable but challenging.
- Develop strategic thinking and become more aware of conceptual frameworks which are being used.
- Encourage others to think strategically and to be on the look-out for ideas and data.

Activities

No	Title	P/S (Primary or secondary schools)	Area	Activity
S1	Success criteria	Both	Strategic analysis (SA)	Prioritising
S2P	School image	P	SA	Rating of items
S2S	School image	S	SA	Rating of items
S3P	Environmental scanning: local	P	SA	Rating of items
S3S	Environmental scanning: local	S	SA	Rating of items
S4P	Environmental scanning: national	P	SA	Rating of items
S4S	Environmental scanning: national	S	SA	Rating of items
S5	Status of children	B	SA (school culture)	Discussion of 3 ideas
S6	Organisational culture	B	SA	Identifying 3 positions
S7P	Organisational culture	P	SA	Discussion of sentences
S7S	Organisational culture	S	SA	Discussion of sentences
S8P	School performance	P	SA	Rating of items
S8S	School performance	S	SA	Rating of items
S9	Achievement of school aims	B	SA	Analysis/completion
S10	Effort on school aims	B	SA	Estimation
S11	Contribution to school aims	B	SA	Estimation
S12	Staff audit	B	SA	Data collection
S13	Accommodation audit	B	SA	Data collection
S14	SWOT analysis	B	SA	Completion
S15	Strategic issues identification	B	Strategic choice (SC)	Analysis
S16	'Vision of success': statement completion	B	SC	Sentence completion
S17	'Vision of success': scenario building	B	SC	Scenario writing

**STRATEGIC MANAGEMENT FOR SCHOOL DEVELOPMENT:
LEADING YOUR SCHOOL'S IMPROVEMENT STRATEGY**

Teaching Support Staff

Name	Job Title	Pay Scale	Hours per week	Weeks per year	Age	Years in school	Qualifications	IT expertise	Recent INSET	Safety course	Other work experience	Interests relevant to school
Addresses and phone & fax numbers, e-mail addresses of all staff												