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Responsible and Strategic Governance, Leadership and Development/Quality Management Using the ISO⁺-Model for Priority Setting

Innovate–Sustain–Optimise + Reduce/Suspend/Abolish

BIO⁺-Bevare-Innovere-Optimere + Redusere/Utsette/Avskaffe

**in the balance between demands and feasibilities
with clear school-specific priorities**

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Head of the World Education Leadership Symposium (WELS)
Head of the World School Leadership Study (WSLS) IRN of the World Education Research Association

www.Schulentwicklung.net/BIO-Strategie

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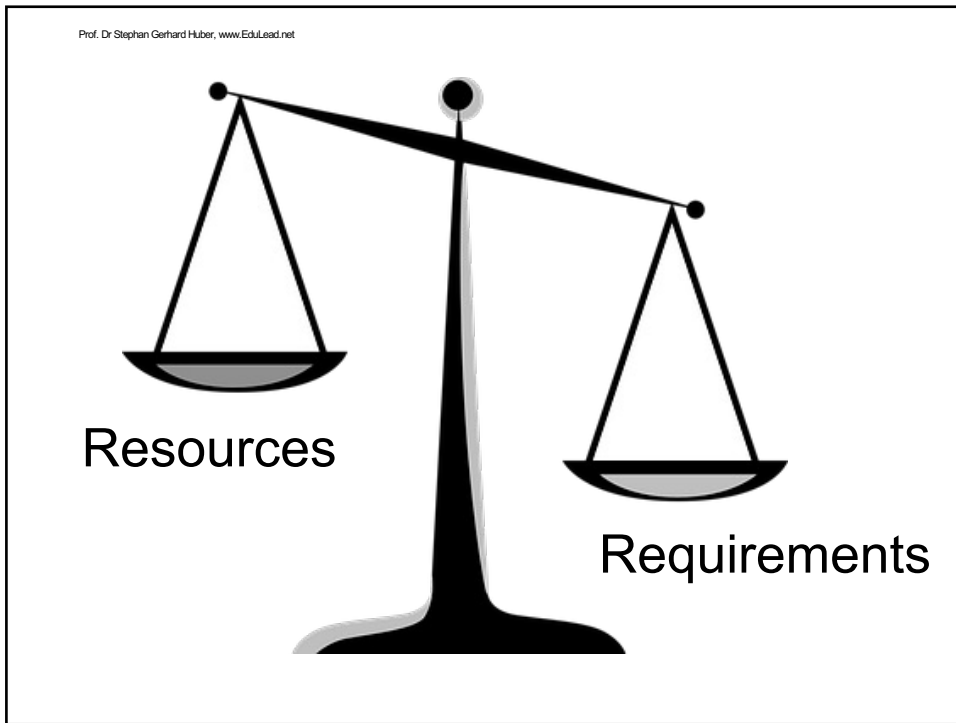
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Societal challenges and trends - Living with a VUCA future

- Volatility = future becomes unpredictable
- Uncertainty = future becomes more uncertain
- Complexity = the future is becoming more complex
- Ambiguity = future decisions become more difficult

- Democracy
 - Wars, value education and understanding, communities, populism, equal opportunities, inclusion, heterogeneity, individualisation, engagement, responsibility
- Climate and sustainability
 - Globalisation and Glocalisation, Blue Economy, Climate Escape, Mobility, Safe & Clean Energy, Urbanisation, Change-Making
- Demographic change
 - Silver Society and urban-rural movements
- NewWork
 - Work-life balance, search for meaning in work, HomeOffice & Coworking, unconditional basic income, change of requirements (creativity, social skills, personality)
- Digital transformation
 - Real-digital worlds, artificial intelligence, cybersecurity, BigData, information policy, gamification, digital ethics, dealing with disinformation.
 - Data use, connectivity, de-spatialisation, knowledge explosion (knowledge becomes more = no one knows everything anymore, knowledge becomes obsolete faster, knowledge is more accessible)
- Crises
 - War in Ukraine, Covid-19, security, resilience, skills shortage
- Health
 - Bio-boom, happiness orientation, mindfulness, self-tracking, self-optimisation, drugs, gender shift, role models, sexuality

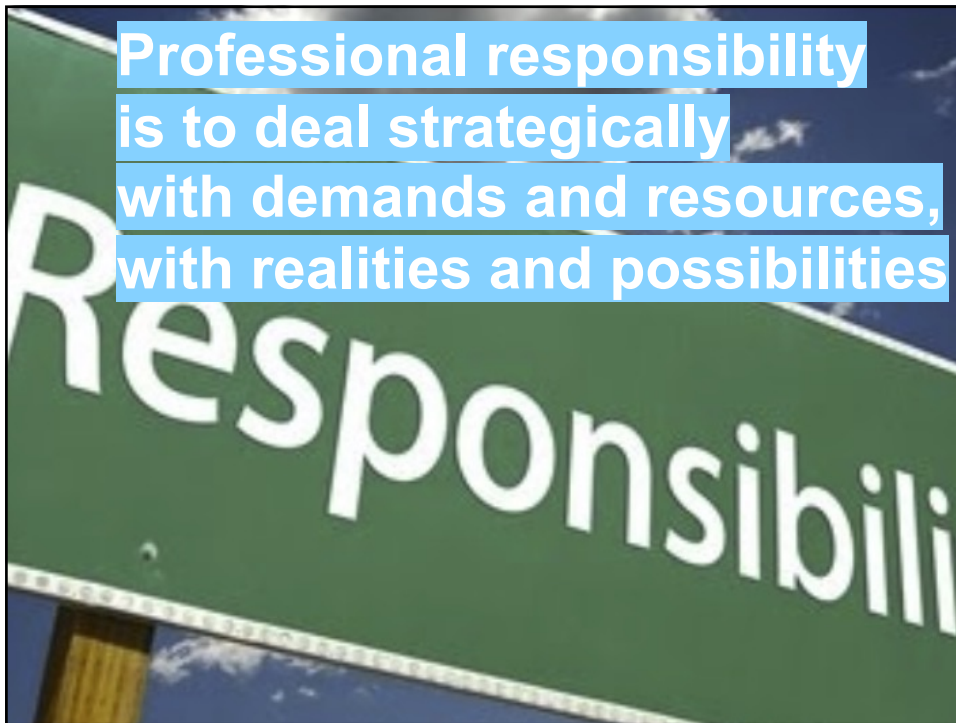
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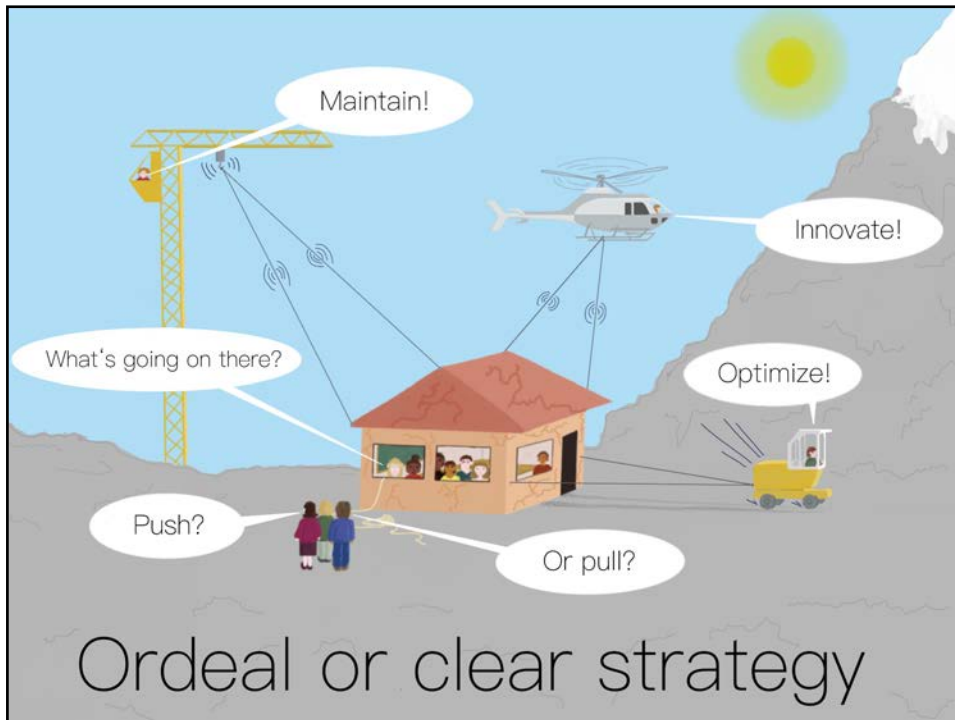
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Quality management

Strategy: contextual integration, balance and sequence logic

I-S-O Strategy: Innovate, Sustain, Optimise

Sustain
Keep the proven

Innovate
Introduce something new

Optimise
Make what is in place more effective / efficient

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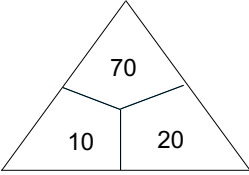
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Quality management

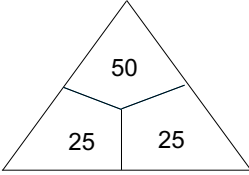
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I-S-O Strategy: Innovate, Sustain, Optimise



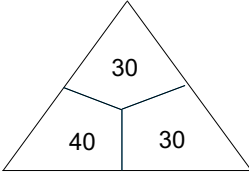
Lighthouse School

Focus on Sustainability



Ambitious School

Focus on Continuous Improvement



School in a difficult situation / failing school

Focus on Innovation

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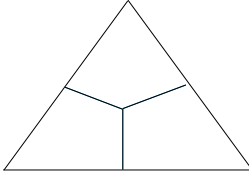
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Quality management

Strategy: contextual integration, balance and sequence logic

I-S-O Strategy *PLUS* or *ISO-A* or *ISO-S*

Sustain
Keep the proven



Innovate
Introduce something new

Optimise
Make what is in place more effective / efficient

Plus: Reduce/ Suspend / Abolish
Elaborate activities with little benefit temporarily or permanently

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Task

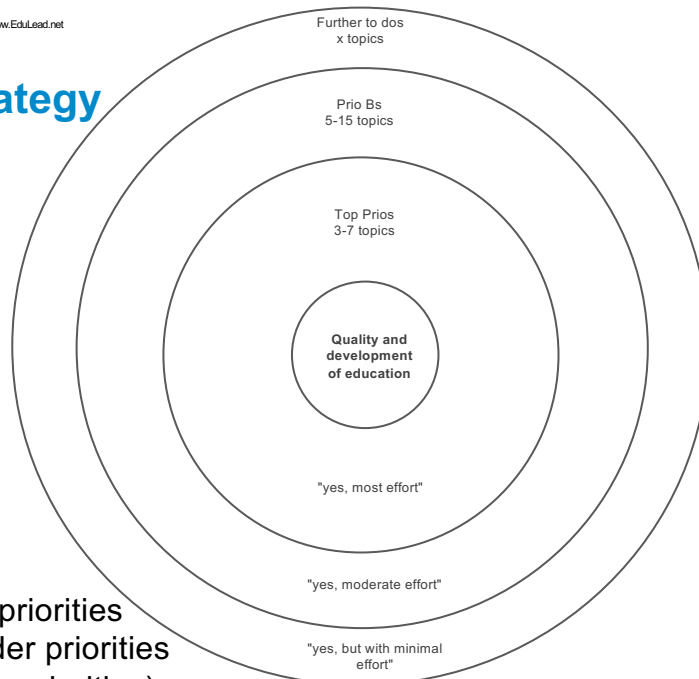
1. choose perspective: school management, school as a whole, field of action of school design, thematic focus
2. brainstorming *ISOplus ISODiet ISO-A*
3. determine strategy mode: sustainability or "reinvention" ("tradition" vs. "revolution")
4. set priorities in ISO according to strategy mode
5. working with strategy levels
6. brainstorm measures per goal
7. select measures

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ISO Strategy

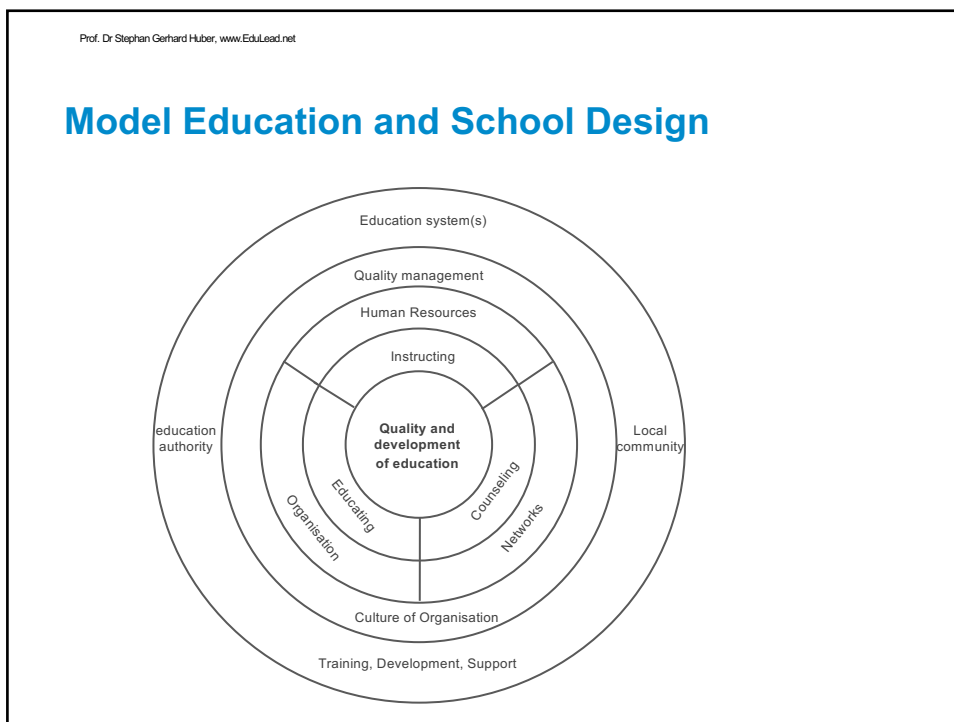
"Reduce/
Suspend / Abolish"
Safe time/resources



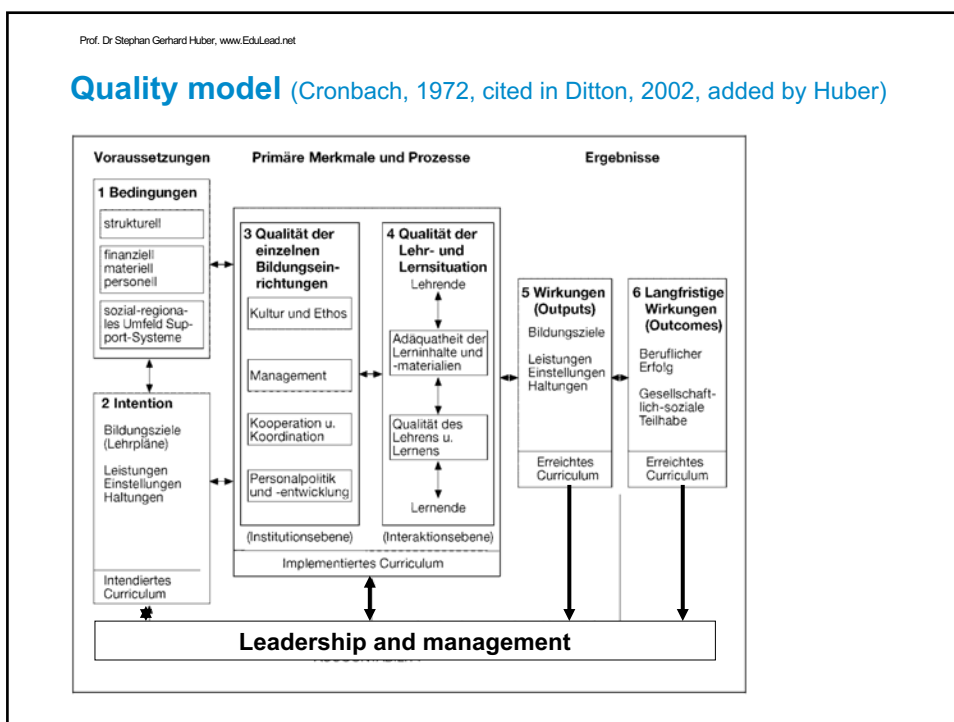
Weightings

- First order priorities
- Second order priorities
- (Third order priorities)

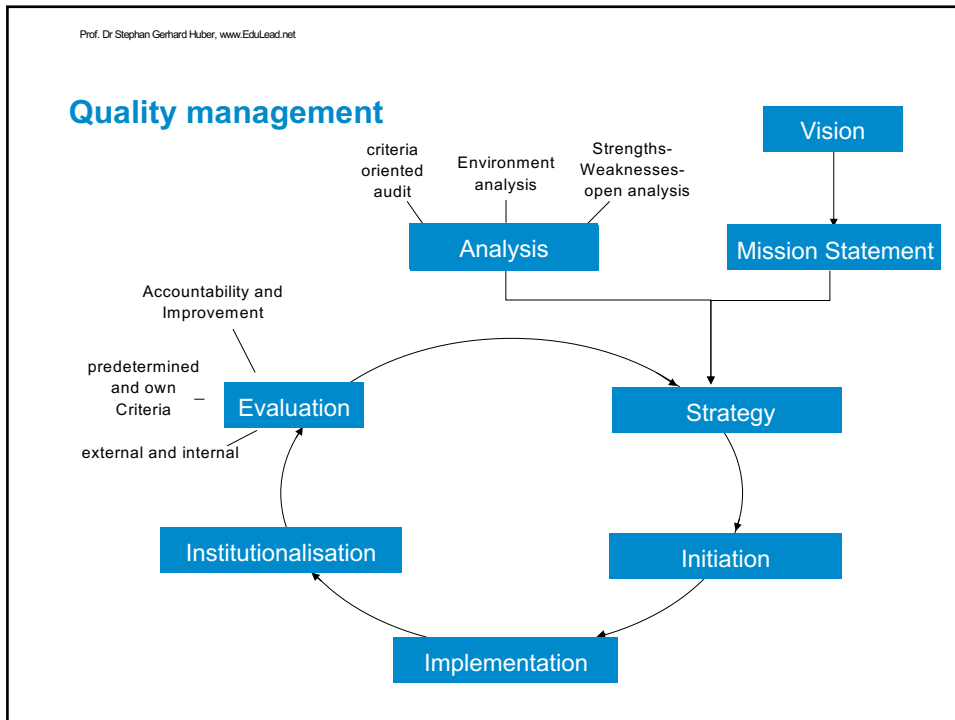
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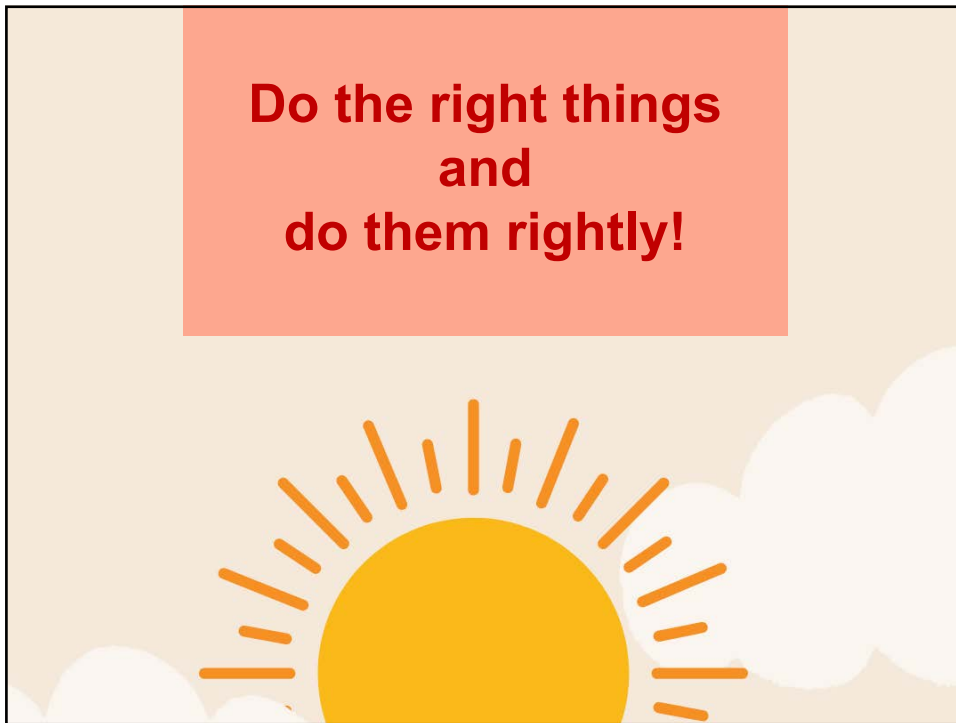
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Best Practice Next Practice

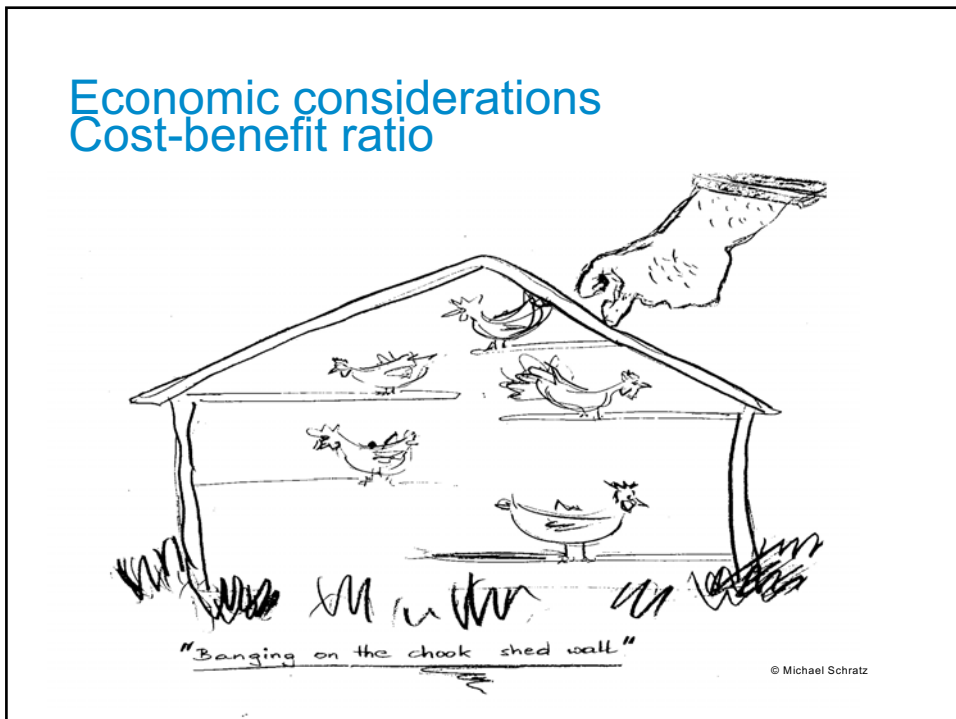
Vorteile von Next Practice:
Ansprüche werden realistischer

Nachteil:
Es geht immer weiter

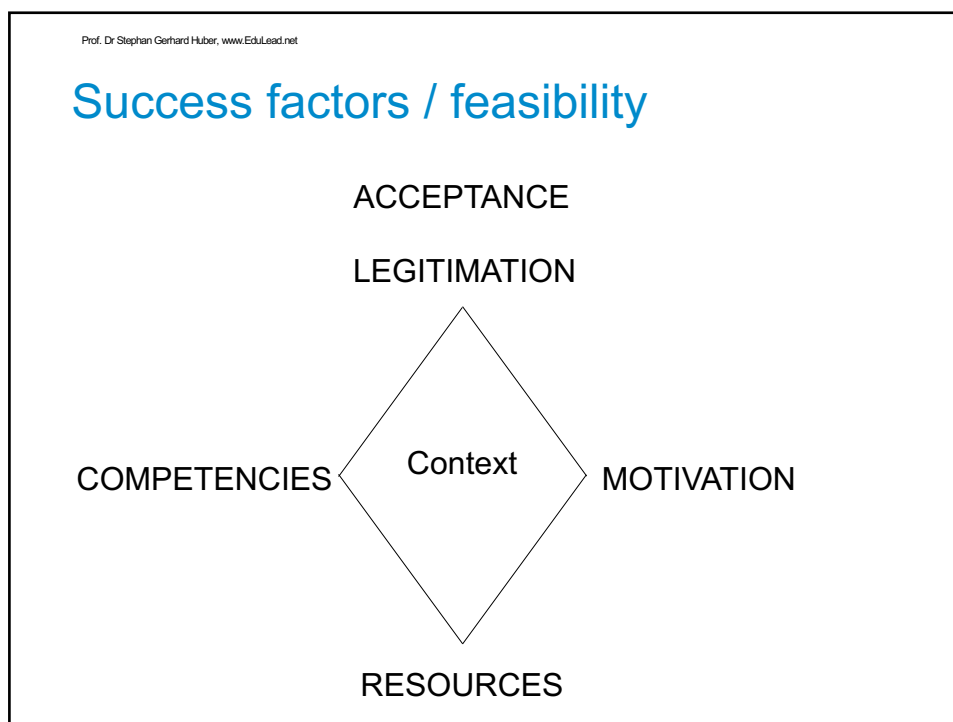
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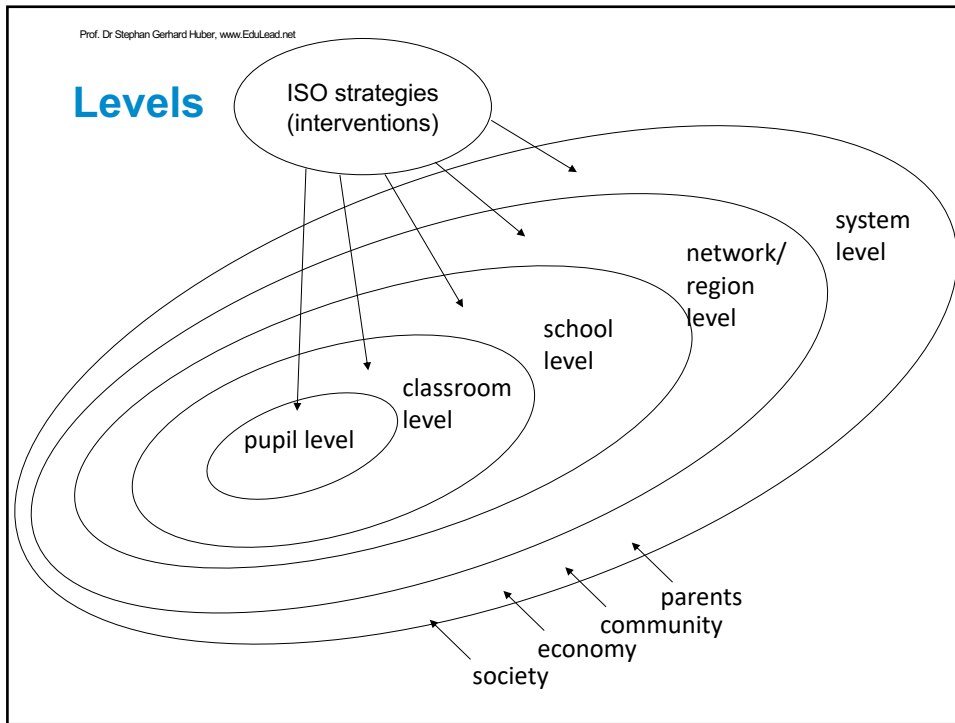
Strategy!

Strategy!

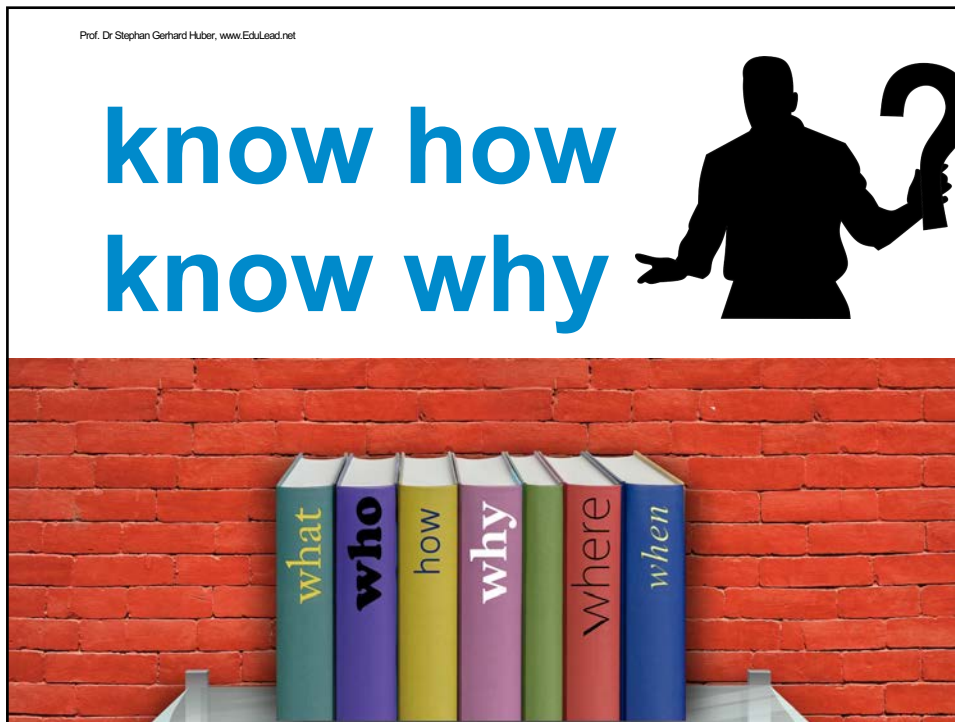
Strategy!

To promote learning and especially education!

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Education is important for everyone

**Life satisfaction/
Job perspectives**

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Education is important for society

Dealing/coping with challenges

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Education as personality development

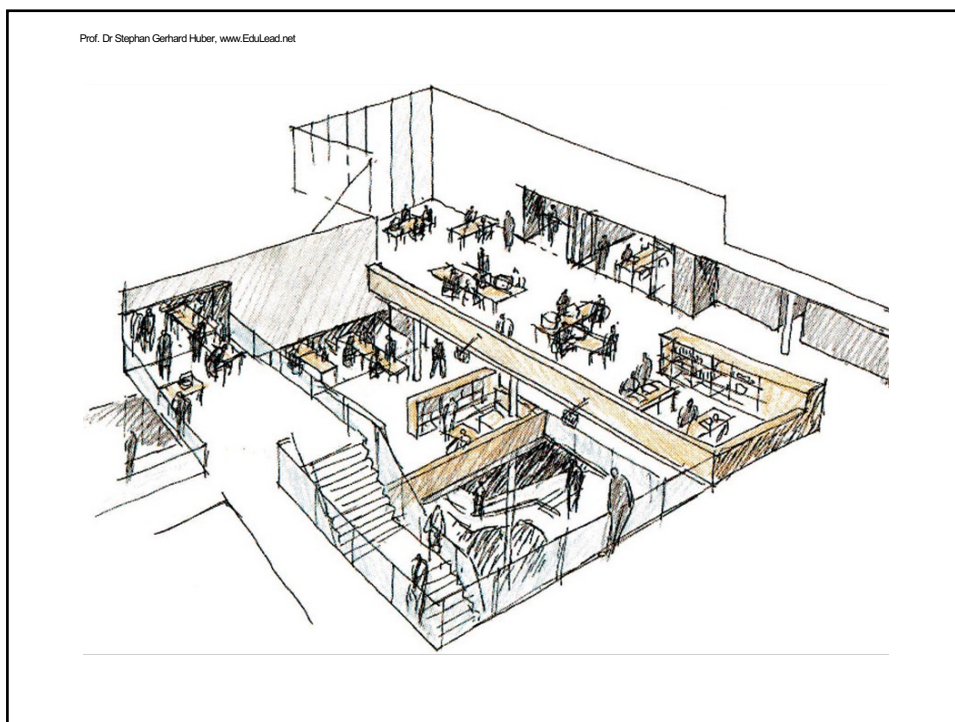
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Big construction site:

**Education for all
Educational Equity,
Equality and Excellence**

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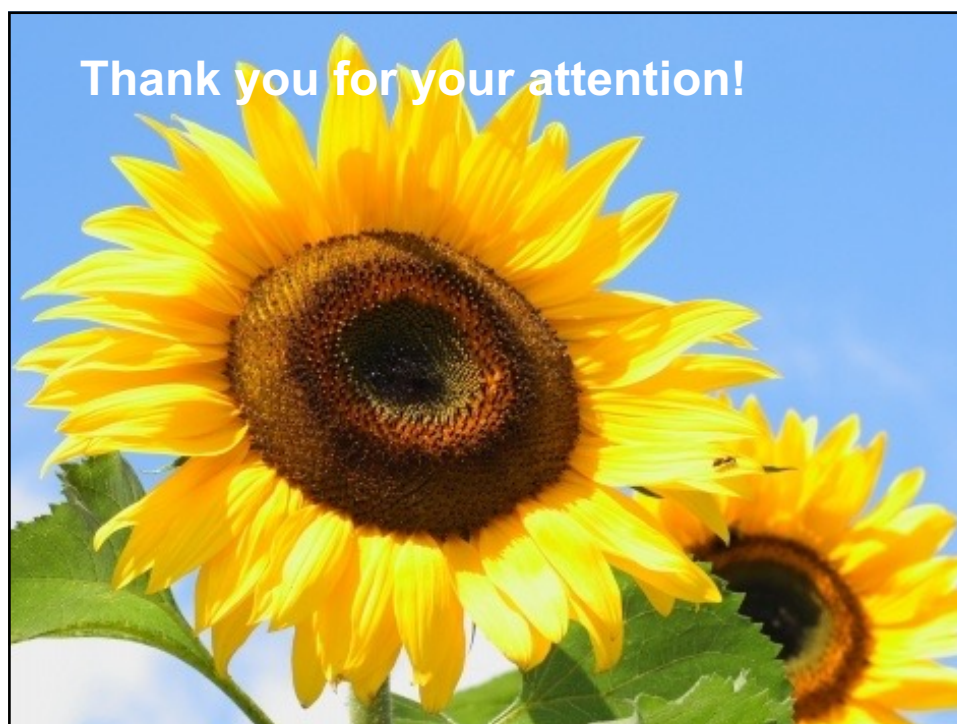
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Slides and Infos
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