


**INCLUSIVE LEADERSHIP IN
UNCERTAIN TIMES:
HARNESSING INNOVATION
FOR EDUCATIONAL
RESILIENCE**

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1

EDUCATION CHALLENGES IN 2026

Adapting to AI and Technology Integration
Mental Health and Well-Being of Staff and Students
Teacher Recruitment and Retention
Inclusion with Limited Resources
Parent Engagement

... Leadership matters more than ever

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2

That this is an age of change is an expression heard frequently today.

Never before in the history of humankind have so many and so frequent changes occurred... they have been occurring faster and faster until today humankind is almost bewildered in an effort to keep adjusted to these ever-increasing social changes.

This rapidity of social change may be due to the increase in innovation which in turn is made possible by the accumulative nature of technology.

- William Fielding Ogburn, 1922

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3

EDUCATION LEADERSHIP

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4

INTENTIONALITY MATTERS

In analysing over 300 case studies from more than 20 countries, Leithwood and colleagues (2008, 2020) found that **most successful education leaders** do the following:

- 1- set clear vision for the schools
- 2- build relationships and develop people**
- 3- adopt processes to support desired practices
- 4- improve the instructional program
- 5- grounded in using data well

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5

INCLUSIVE SCHOOLS AND ORGANISATIONS ACHIEVE BETTER RESULTS

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Exhibit 2 - A Lack of Support in Noninclusive Cultures Adversely Affects Employees' Health and Private Lives

FIGURE 1 The value of diversity of thinking

A team that has a variety of worldviews perspectives can reach untapped markets, and reach untapped markets. This opens the conversation to new, untapped markets. And with more markets comes a bigger audience which equals more profit. This can be a game-changer in the professional world.

And yet, employers still do not embrace diversity.

Roughly 57% of employees feel their company can be doing more. And 41% of managers admit to being "too busy" to implement diversity inclusion programs.

Exhibit 3 - Employees in Inclusive Companies Have More Positive Work Experiences Than Those in Noninclusive Companies

There is a widening gap between leaders and laggards

One-third of new firms we tracked since 2019 have achieved real gains in executive team diversity. However, almost 50% have made little or no progress at all, while those that have seen gender and ethnic diversity representation even go backwards.

Representation in US and UK, %	Diversity leaders	Fast movers	Stalling or laggards	Moderate movers	Laggards
Gender	5%	28%	29%	10%	28%
Ethnicity	15%	24%	22%	12%	28%

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7

DIVERSE PERFORMANCE

Organizations with inclusive cultures are:

- 2x** as likely to meet or exceed financial targets
- 3x** as likely to be high-performing
- 6x** more likely to be innovative and agile
- 8x** more likely to achieve better business outcomes

Source: Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).

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8

DIVERSE PERFORMANCE

Why is diversity & inclusion in the workplace Important?

Research has shown many benefits of a diverse and inclusive workplace:

- Higher revenue growth
- Greater readiness to innovate
- Increased ability to recruit a diverse talent pool
- 5.4 times higher employee retention

Inclusion in the workplace is one of the most important keys to retention.

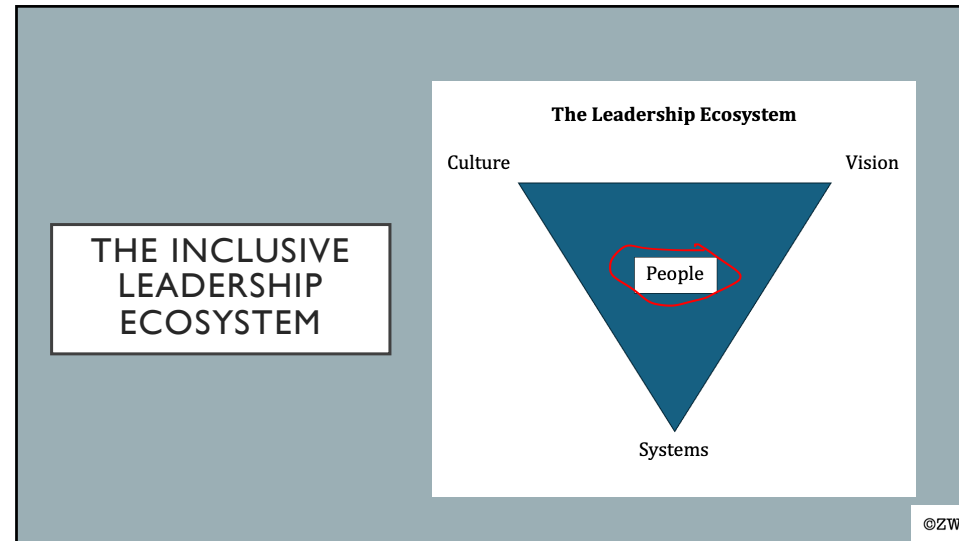
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9

YOUR ECOSYSTEM MATTERS

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10



11

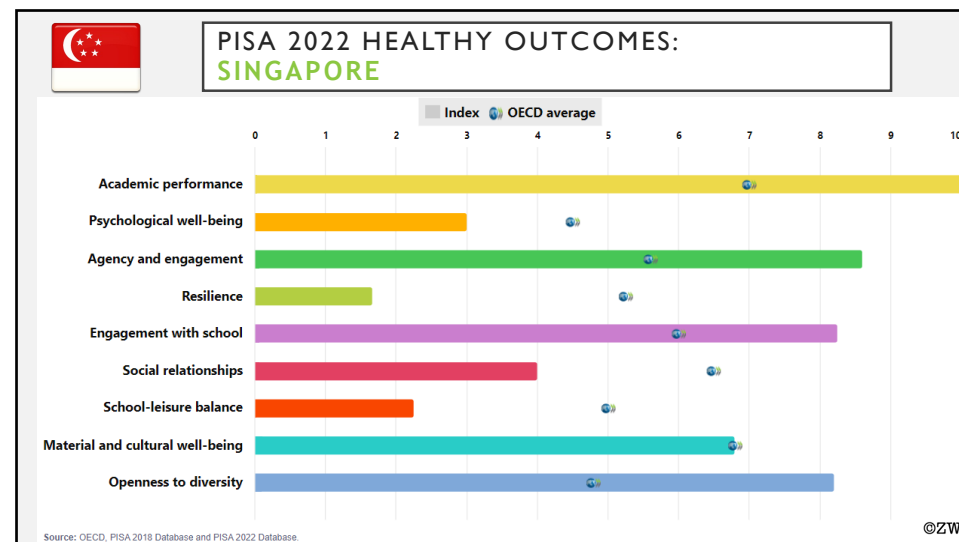


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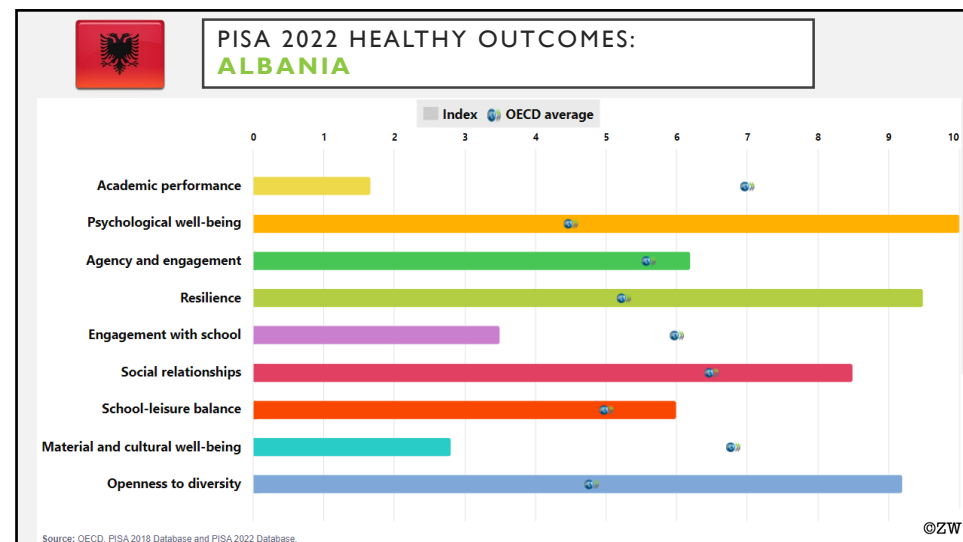
DO PEOPLE KNOW YOUR VISION?

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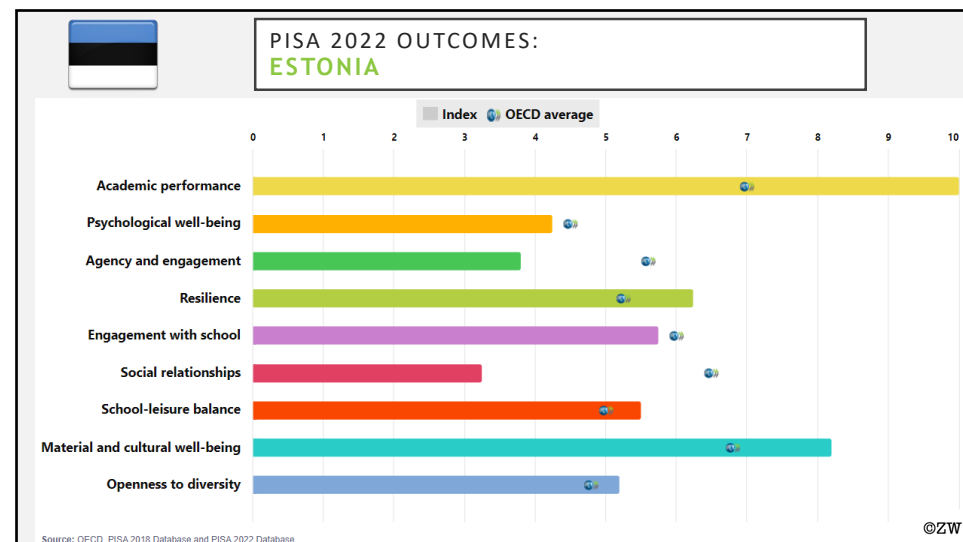
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14



15



16

WHAT BEHAVIOURS ARE YOU
CELEBRATING?

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17

MY DEPARTMENT CORE **BEHAVIOURS**

VALUE

Caring
Courage
Gratitude
Accountability
Fun

CORE BEHAVIOUR

Assume and Show Good Intent.
Talk to People, Not About People.
Give Credit to Others.
Do the Work.
Have Fun. Stay Playful.

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18

WHAT ARE YOUR INSTRUCTIONAL
PILLARS AND SYSTEMS?

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19

A LEADER'S JOB IS TO FOCUS ON A
HEALTHY ENVIRONMENT, NOT A
HAPPY ONE

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20

PRACTICAL SOLUTIONS MATTER IF IMPLEMENTED WELL

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21

PROFESSIONAL LEARNING

Sustained, long-term professional development (PD) generally produces better learning outcomes, deeper practice change, and stronger performance improvements than **one-time speeches or workshops**.

Why?

- Cognitive and Behavioral Change
- Practice Application
- Cultural Shifts

22

REFERENCES ON PROFESSIONAL DEVELOPMENT

Yoon et al. (Stanford/IES PD study) – effects of sustained PD on student achievement. (edpolicy.stanford.edu)

Blank & de las Alas (CCSSO meta-analysis) – professional development effects in math and science. ([SEDL](http://SEDL.org))

Higher Learning Lab PD review – synthesis across multiple educational contexts. (Higher Learning Lab)

Systematic review of teacher PD and student outcomes – supports long-term, collaborative PD. (ScienceDirect)

23

GRISSOM, EGALITE AND LINDSAY (2021)

The difference an education leader can make:

- as much as three-months of learning in mathematics and reading
- improved attendance
- improved teacher satisfaction and working conditions
- reduced teacher turnover

“Education leaders really matter. Indeed, given not just the magnitude but the scope of leader effects, which are felt across a potentially large student body and faculty in a school, **it is difficult to envision an investment with a higher ceiling on its potential return than a successful effort to improve school leadership.**”

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24

A light gray rectangular slide with a black border. At the top center, a white rectangular box contains the text "PRACTICAL SOLUTIONS MATTER" in bold, with "(GURR, 2023)" below it. Below this box, the text "Leadership ideas are of limited use if they are not reflected in practice (Gurr, 2023)." is displayed in purple. The next line reads "The best education leaders need to be practical leaders as well as thought leaders." with "practical leaders" in purple. The final line states "Theory is important, but effective implementation even more so." in purple. In the bottom right corner, there is a small white box with the text "©ZW".

PRACTICAL SOLUTIONS MATTER
(GURR, 2023)

Leadership ideas are of limited use if they are not reflected in practice (Gurr, 2023).

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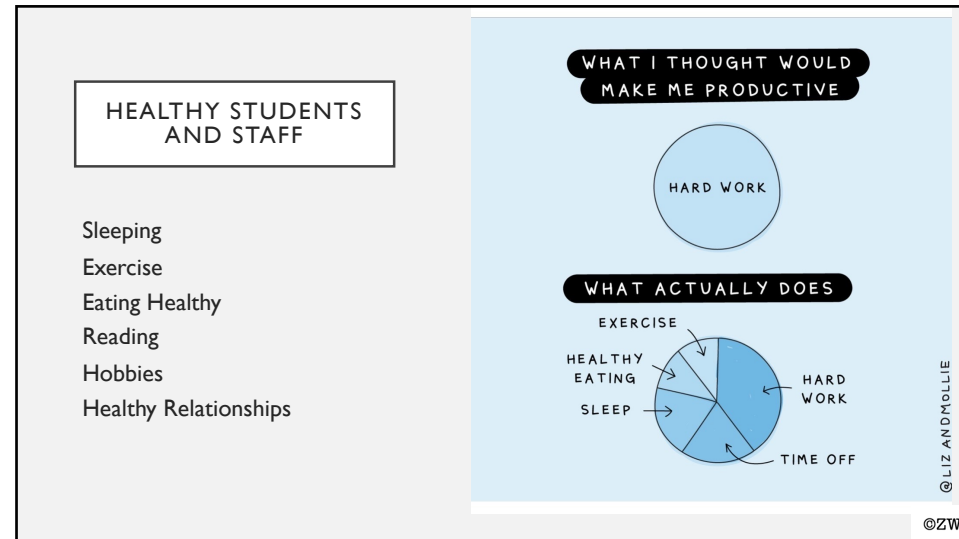
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A solid orange rectangular slide with a black border. In the center, a white rectangular box contains the text "YOU MATTER" in bold. In the bottom right corner, there is a small white box with the text "©ZW".

YOU MATTER

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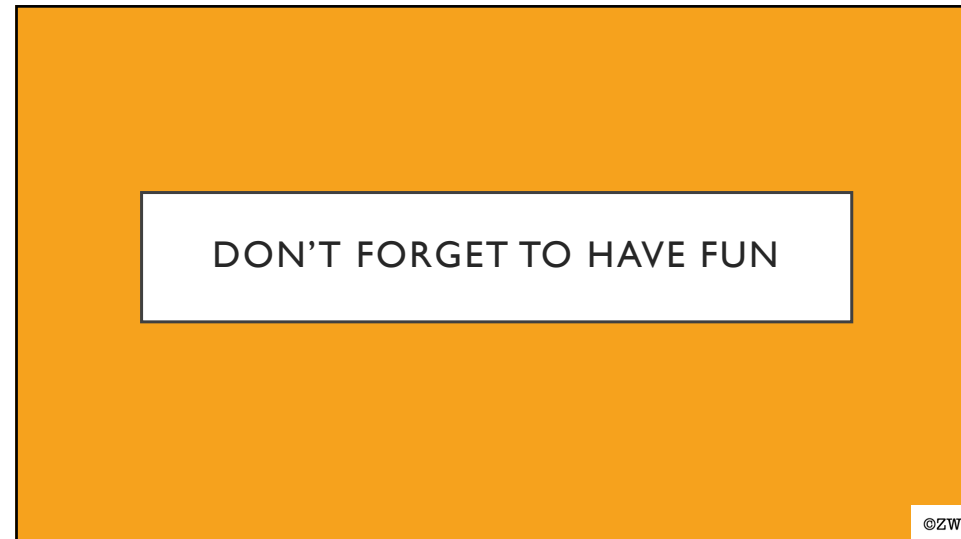
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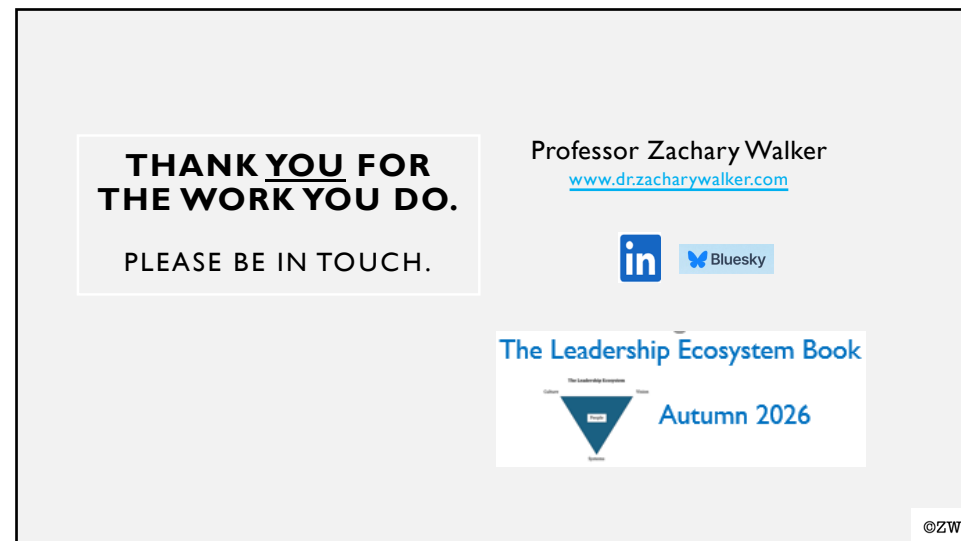
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28



29



30