

# *What works when improving schools*

*A practical insight to the works of a principal*

Sharing by :

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## **Mrs Jenny Yeo**

- Teacher
  - Outram Primary, Anglo-Chinese Primary
- HOD
  - Fairfield Methodist Primary
- Vice-Principal
  - Rosyth School, Peiying, St. Hilda' Primary
- Principal
  - Kheng Cheng School, Radin Mas Primary, South View Primary



## **Profile of 2 Schools**

- Neighbourhood schools
- More than 2000 pupils
- Double Sessions
- Staff - a balance of very young and experienced teachers
- Pupils - mainly HDB flat dwellers

## **Formula for improving school:**

$$g=[(5L+3P)(2v+3c)]^i$$

## **5L - 5 Forces of Leadership** *(Thomas Sergiovanni - Model of Transformational Leadership)*



- **Technical Leadership**  
Demonstrate capacity to effectively optimise the school's financial, physical and human resources through sound management practices and organisational systems and processes that contribute to the implementation of the school's vision and goals.
- **Human Leadership**  
Demonstrate ability to foster a safe, purposeful and inclusive learning environment, and the capacity to develop constructive and respectful relationships with staff, students, parents and other stakeholders.
- **Educational Leadership**  
Demonstrate capacity to lead, manage and monitor the school improvement process through a current and critical understanding of the learning process and its implications for enhancing high-quality teaching and learning in every classroom in the school.
- **Symbolic Leadership**  
Demonstrate capacity to model important values and behaviours to the school and community, including a commitment to creating and sustaining effective professional learning communities within the school, and across all levels of the system.
- **Cultural Leadership**  
An understanding of the characteristics of Effective Schools and a demonstrate capacity to lead the school community in promoting a vision of the future, underpin by common purposes and values that will secure the commitment and alignment of stakeholders to realise the potential of all students.

## **3P - Working with People**

### **Staff:**

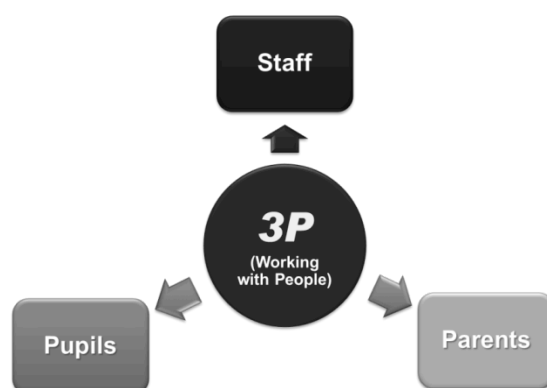
- Change mindsets through sharing of stories and singing of songs
- Motivate the staff
- Set high expectations
- Develop professionalism /competencies pedagogical skills

### **Parents:**

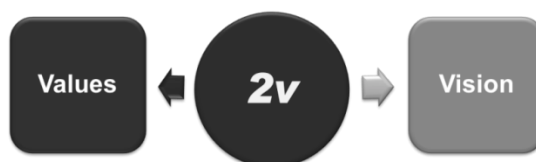
- Harness their support
- Tap on their expertise

### **Pupils:**

- Motivate through stories and singing of songs
- Set high expectations
- Enrich their learning

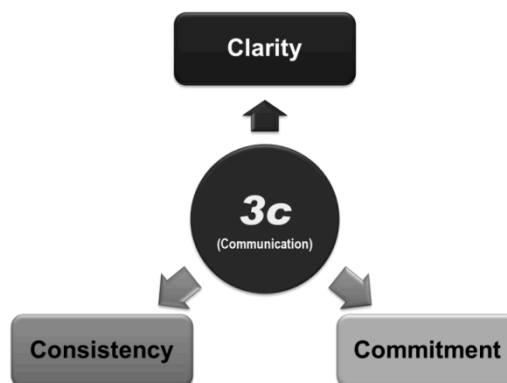


## 2v – Vision and Values



<b>RMPS Vision:</b> A World Class School Where each child is nurtured:	<b>SVPS Vision:</b> A Vibrant Learning Organization – The Best from All, in All
<ul style="list-style-type: none"> <li>To be the best he or she can be</li> <li>To show a sense of moral integrity, patriotism and social responsibility</li> <li>To be an independent learner and creative thinker</li> <li>To acquire a healthy lifestyle and be appreciative of the aesthetics</li> <li>To be a dynamic team player proficient in communication and IT skills.</li> </ul>	Mission: To nurture and inspire all to be useful citizens, men and women of character with a passion for learning and serving.
<b>RMPS Values:</b>	<b>SVPS Values:</b>
<b>CIRCLE</b> <ul style="list-style-type: none"> <li>Care and Concern</li> <li>Integrity</li> <li>Respect</li> <li>Continuous Learning &amp; Creativity</li> <li>Loyalty</li> <li>Excellence</li> </ul>	<b>I C 2R 2S</b> <ul style="list-style-type: none"> <li>Integrity</li> <li>Care &amp; Concern</li> <li>Respect</li> <li>Resilience</li> <li>Self Discipline</li> <li>Spirit of Excellence, Innovation and Enterprise</li> </ul>

## 3c – Communication with Clarity, Consistency & Commitment



## Power of “ i ” – innovation – to propel school forward

- Emphasize on harnessing Technology to engage pupils in learning
- Drive Innovation in learning
  - Innochef programme for every level
  - Dance programme for every level
  - Bi-annual school musical
  - Mini Olympic Games Day
  - Literature Appreciation for P4 & P5 (VP)
  - Critical Literacy (Teachers)

## Formula - Bottom Line 1:



## Formula - Bottom Line 2: Dare to dream Dreams

Focus on building a **Premiere School** by pursuing **Academic Excellence** and providing a **Holistic Education** to our pupils.

### Andy Buck's observation of successful schools in UK

1. Great schools are led by leaders who are ambitious for their school not themselves. They appear to be driven by a moral purpose to do the right thing for their schools and young people they serve.
2. Horizon scanning is essential to ensure any successful school remains at the forefront of innovation and development. Great schools are not islands. They seek to work with others to help improve learning across the system, driven by the moral purpose to do so.
3. In great schools, the leaders show courage and conviction, particularly in challenging situations. They have the courage to take calculated risks, even if this involves going out on a limb.
- 4a. Leaders in the best schools say it as it is. They are honest and show integrity in the way they communicate.
- 4b. In successful schools, leaders keep things simple. A lack of complication in the way messages are communicated brings clarity, consistency and trust.
5. Great schools are very clear about exactly what they are trying to achieve and the two or three key elements in their work that will enable them achieve it.
6. A clear pedagogical approach underpins many of the most successful schools. In great schools, leaders establish a track record of personal success. They deliver on what they promise.
7. To gain consistency, great schools aim to get buy in from all stakeholders wherever possible.
8. The best leaders take time to show staff they care.