

NCSL Annual Leadership Conference

Leadership that makes a difference for children

Seizing Success
Annual Leadership Conference

Seizing Success 2008: NCSL Annual Leadership Conference

Birmingham, 19 June 2008

Michael Barber

World-class public services have four characteristics

**Consistent high
quality**

Responsive

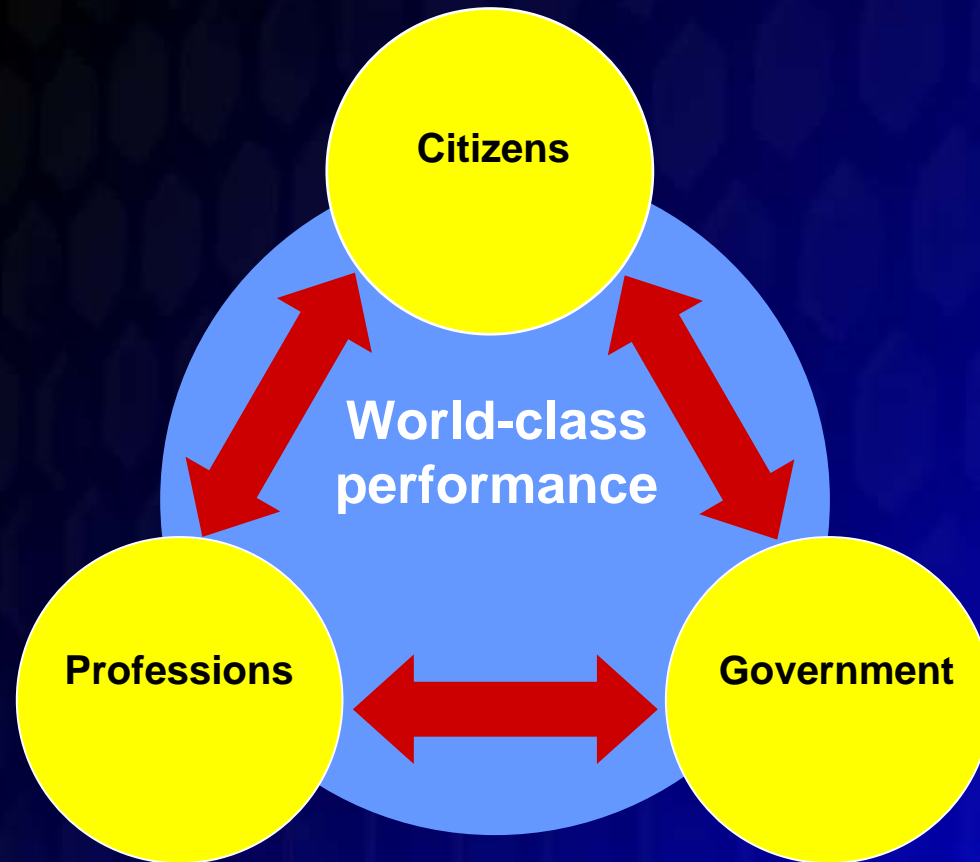
Equitable

Efficient

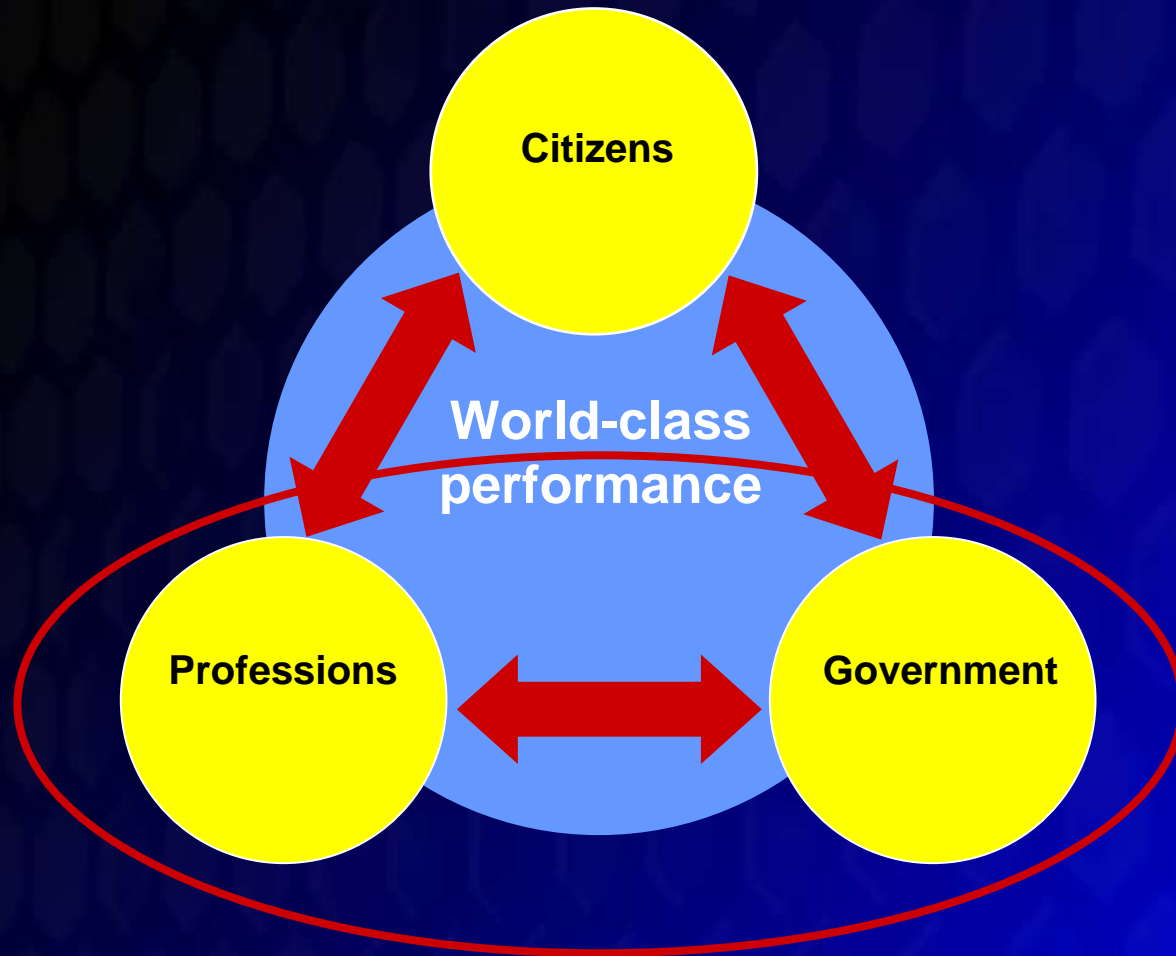
“Few countries, if any, have got more of the policy set right than England but this is yet to translate into consistent quality at classroom level.”

Andreas Schleicher, Head
OECD – PISA

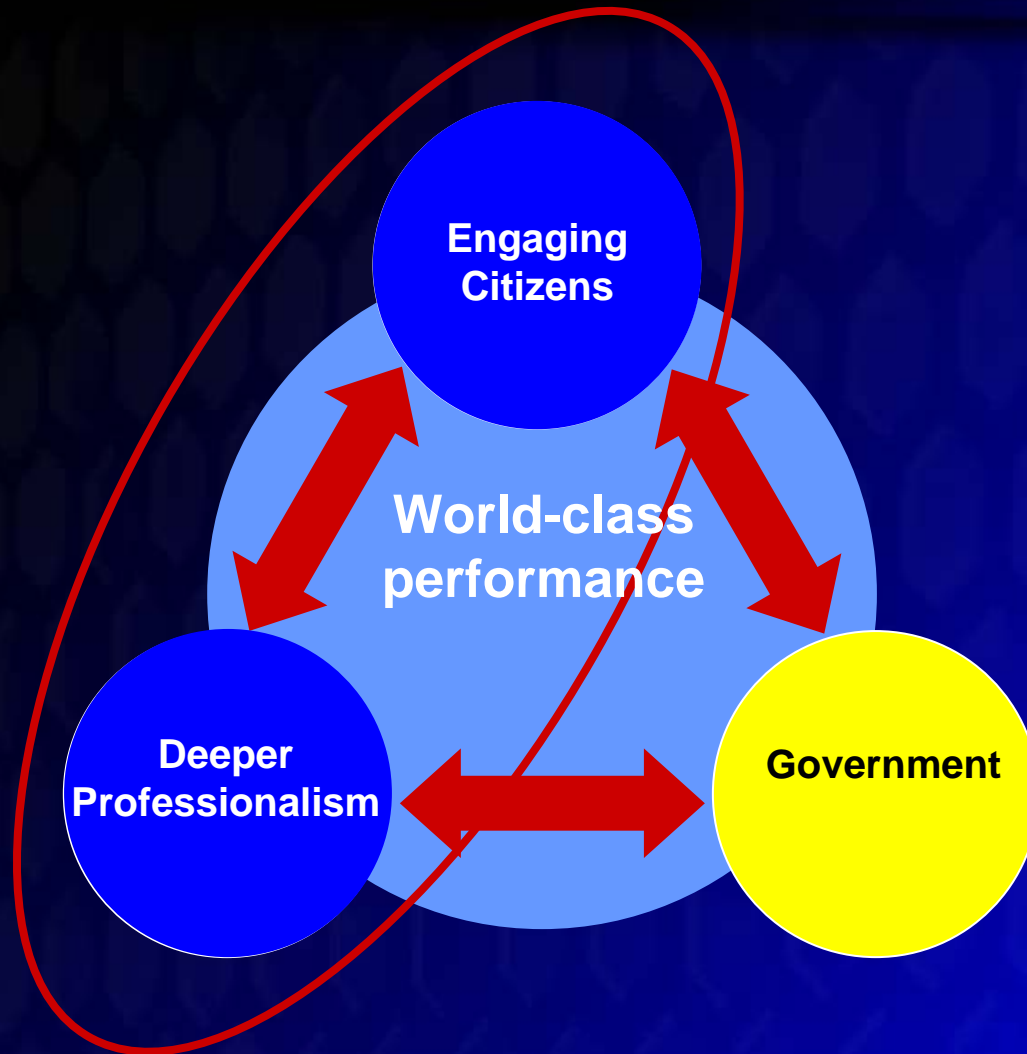
Successful reform depends on the relationship between three key actors



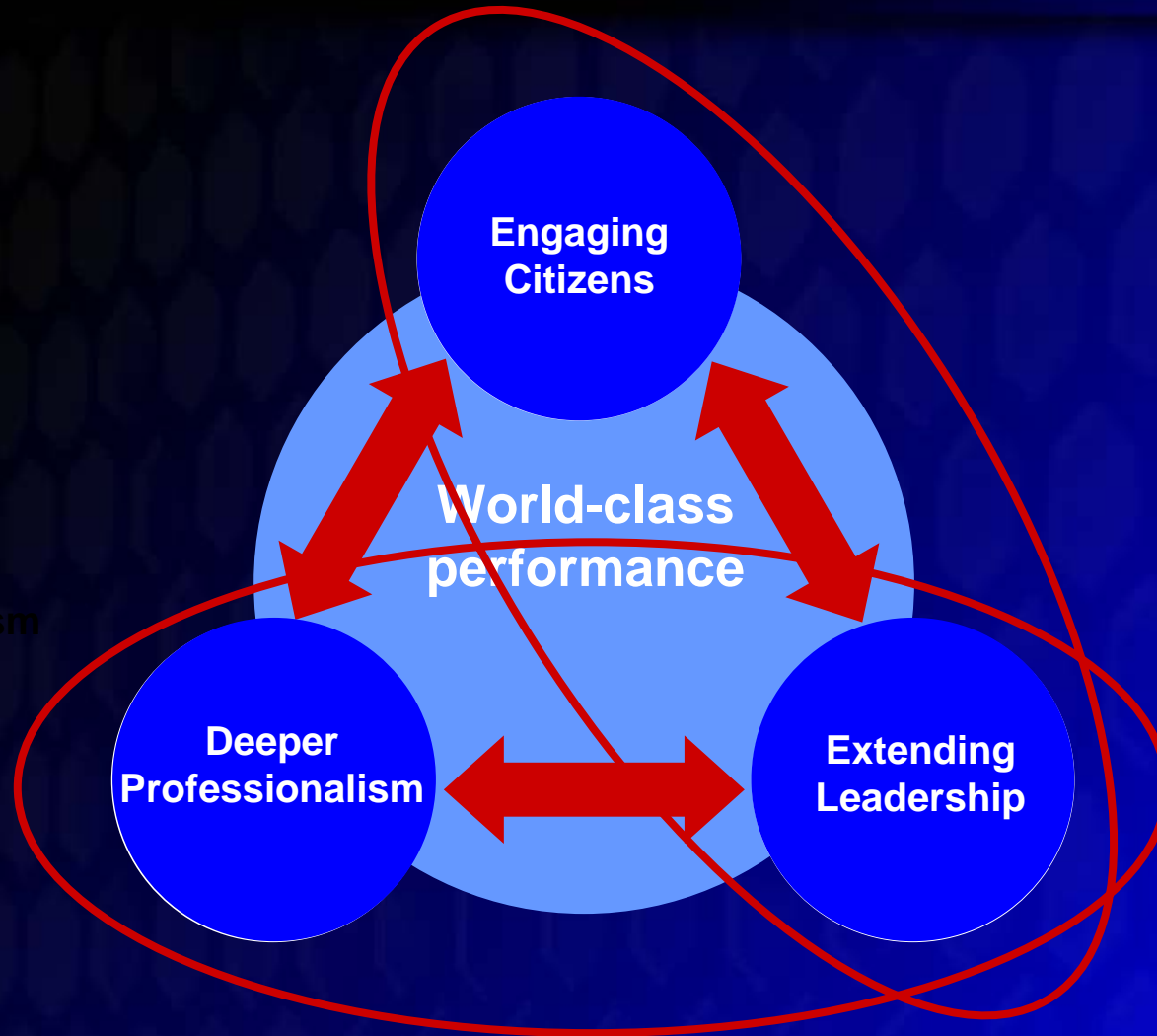
The last decade of reform was shaped by the interaction of professions and government



The next decade should be shaped by the interaction of professions and citizens



This will change the nature of government's role



The approach to reform needs to change as systems improve



“You can mandate awful to adequate, but you cannot mandate greatness; you have to unleash it.”

Joel Klein

How the relationship between government and professions could transform public services

| Phase of development | Awful to Adequate | Adequate to Good | Good to Great |
|------------------------|----------------------------|--------------------------|--------------------------|
| Chief focus of system | Tackling under-performance | Improvement | World-class performance |
| Role of Government | Prescribing | Regulating | Enabling |
| Role of profession | Implementing | Accommodating | Leading |
| Nature of relationship | Top-down and antagonistic | Negotiated and pragmatic | Principled and strategic |
| Time horizon | Immediate | Medium-term | Continuous |
| | | | |
| Chief outcomes | Reduced failure | Uneven improvement | Consistent quality |
| What citizens think | Reduced anxiety | Growing satisfaction | Active engagement |