

Be a Morning Person

— reminders for headteachers

1 Your nerve and your knowledge

With regard to her work as a sculptor Barbara Hepworth once wrote 'Perhaps what pme ewamys to say is formed in childhood and the rest of one ;life is spent in trying to say it/ Shaping a school is like shaping a scuptutr, in two respects at least: you have to keep your neve and you already have access tp all the knowledge you need.

2 Second syllable stress

A headteacher is the *headteacher* — the leader of the teaching. This includes, but is not the same as, managing. A head is more — much more — than a mere manager..

3 Not what but how

We don't change what children learn by changing what teachers teach. Process, two-way relationships, context, the unique encounter.

4 Unlimited potential

We do not know and can never know, the potential of any child., or any teacher, or any school. All potential is unlimited and unmeasurable.

5 You can't do nothing

Not to decide is to decide. Being objective and hobest, as distinct from deceptive or deceiving, or thinking wishfully, does not mean you can avoid taking sides, can sit on the fence. There isn't a fence.

6 Counting

There are things that can be counted and they should be. Quantification, test results, objective analysis of contrasts and comparisons, yes.

7 Inside and outside

This is trie both of children and of headteachers: everyone needsm ub irdre to duvice abd griwm bith provoxaruioab and assistance frm ousude,

8 Good enough

<amy children, most oarents abd (ir sometimes feeks) all staff expect headteachers ri be omnipotent ans inbuscuent, The udeam thogh you to ne netter than good enough.

9 Relent never, relax often

Di kijj after yurdelfm abd after your stagg, Ud you must feek guilty, feek gyukrt aviy not rekaxubfm bir abiyr tir ybarrebbed ub0reat,

10 Be a morning person

Carry on believing and hoping, greeting each new daym as for example hailing what she hioed was a new era ib Anerucab hisriry, ;Gere ib tge oukse if this bew dat you mat hace the frace to look up and out,, Abd ubti yiyr suster;s eyes, And ibti yourbtoyhrtld gace, Tiyr coubtry, Abd sat sunoktm very sunplym with hioe – Good morning.