





Expectations

Being a successful leader in a Hierarchical Individual learning environment means bringing the external requirements of a governing institution (frequently state or federal government) into the work and practices of the organization.

Knowledge & Skills Requirements

A Hierarchical Individual learning environment typically values a leader who:

- Manages successful superior-subordinate relationships.
- Focuses the organization and its learners on clear performance targets.
- Marshals the human and material resources of the organization in the service of those performance targets.
- Builds and sustains stable relationships with learners and their families based on high expectations.



Expectations

Being a successful leader in a Hierarchical Collective learning environment means leading according to the requirements of an external authorizing environment, while also encouraging and enforcing the norms, values, principles, and practices specific to the learning community.

Knowledge & Skill Requirements

A Hierarchical Collective learning environment typically values a leader who:

- Articulates and models the key values of the organization.
- Incorporates external requirements into the specific values and practices of the community.
- Builds and sustains stable relationships with learners and their families based on norms specific to this learning community.



Expectations

Being a successful leader in a Distributed Individual learning environment means articulating an appealing vision of learning that is shaped by the needs, preferences, and dispositions of individual learners.

Knowledge & Skill Requirements

A Distributed Individual learning environment typically values a leader who:

- Responds to learner needs and interests, and considers how they will change over time.
- Is unafraid to embark on new, entrepreneurial ventures.
- Builds and inspires a team of collaborators with diverse knowledge and skillsets.
- Mobilizes human and material resources to respond to learner needs.
- Closely monitors learners' engagement, interest, and connections to the learning environment.



Expectations

Being a successful leader in a Distributed Collective learning environment means identifying and supporting the common values, beliefs, and goals that bind the learning community together. Often it means openness to sharing ownership of an educational vision with the community.

Leadership Knowledge & Skills

A Distributed Collective learning environment typically values a leader who:

- Inspires individuals and organizations with common interests to operate in networked relationships.
- Recognizes shared community values and articulates them within the community and the larger world.
- Identifies community members' resources, and motivates members to share them.
- Brings resources from the external world into the community while maintaining community norms and standards.