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John Hood - a study in leadership

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Started by **will787** at 11:07am May 19, 2005 BST

Recent reports on Oxford University suggest an interesting case study in organisation development or whatever you want to call it.

<http://educationtalk.guardian.co.uk/WebX?50@johnhood@.7747938e/7>

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will787 - 10:45am Jun 8, 2005 BST (#5 of 15)

sorry about the :

unusual in a headline

the Guardian web machine is not expecting this

suggest copying the whole line

ULYSEES - 02:40pm Jun 13, 2005 BST (#6 of 15)

Robin, The 'case' of Dr. John Hood at Oxford university, has nothing to do with 'leadership' but everything to do with neutralising the tradition of Oxbridge scholarship, disposing of its critical collective memory, installing the

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Clean Slate Myth of Neo-liberal imperialism and re-engineering the institution into a global corporation housing fetishised and commodified mental objects. This crass plutocratic engineer is bent on the mission of the standardisation of education throughout the globe, which as we all know, destroys all cultural difference, tradition, art, religion and hope. To call this kind of phenomenon 'leadership' is to spit in the face of the Christian monks who founded the British Universities. A touch of Havel's greengrocer here methinks! Robin

will787 - 06:58pm Jun 15, 2005 BST (#7 of 15)

Well, there is a conference on 'leadership' for FE coming up.

<http://www.rethinkingleadership.co.uk>

See 'why is there no FE folder' in Welcome.

Most of the keynote speakers are from HE.

John Hood as leadership is interesting as academics are commenting based on their own situation, not some abstract theory.

Some of the 'modern' ideas could be relevant. Is there a case for more central organisation of libraries given the use of Google etc. At least one building could be used for web access supported by increased sales of coffee.

will787 - 11:12am Jun 19, 2005 BST (#8 of 15)

http://www.boston.com/news/world/articles/2005/06/12/proposals_spur_battle_over_oxfords_modern_identity/?page=2

quote from Boston Globe article

"People thought he would bring a breath of the great wide world into this place," said professor Alan Ryan, warden of New College. But Hood "comes in used to a much more managerial kind of system and behaves like every other CEO."

for another quote, see 'Are British Universities world class?'

will787 - 08:09am Jul 2, 2005 BST (#9 of 15)

extract from website on critical management conference coming up next week

<http://www.dialspace.dial.pipex.com/town/close/hr22/cms2005/Keynotes.htm>

BULLET PROOFING

Marilyn Strathern

ABSTRACT

How might one critique good practice? With the double resonance of ethical behaviour and effective action, standard of measurement and target to which to work, 'good practice' is held to bring its own reward. Organisations will be more effective in their performance if they are at once explicit about their goals and honest about their behaviour. Explicitness is often achieved through documentation, and it is a mundane and routine documentary practice that is the subject of this paper. It takes the apparently innocuous format of bullet points -- such are found in university mission statements -- to address Barnett's observation: 'The existence of a mission statement is tantamount to an admission by the university that it is missionless: as a general idea, the university is without mission' [Realizing the university in an age of supercomplexity]. In raising a query about the drive to explicitness, this paper tries to find a narrative form that will not immediately acquiesce in the consumption of criticism. For in a world where criticism is gobbled up as more information, consumer preference or just another instance of explicitness, to answer the question in the coinage of criticism as such would only result in bigger and better good practice.

Could someone post a report on what she is getting at?

Some explicitness could be welcome. Is it a business school? Is it the department for Foucault studies? It can be confusing, especially when there appear to be claims of offering useful stuff for practicing managers. Of course if no such claims are being made, it would be useful to make this clear as well.

ULYSEES - 03:25pm Jul 2, 2005 BST (#10 of 15)

Will 787 presents a good example of the dilemma currently faced by those who are engaged in the practice of educating within the institutions of 'public' education today. It is quite obvious to me, as it is to many others both university teachers, school teachers and many members of the wider population, that hitherto public educational institutions are now in the grip and control of private interests and new elites. The ideological shibboleth that disguises the real intentions of the takeover is 'accountability' but in practice this amounts to irresponsibility and a corruption of the proper moral and traditional purposes of modern education, let alone that of the earlier pre-modern period. The whole apparatus of testing, assessment, performance appraisal, monitoring, inspections, league tables, is a structural path for diverting the desire for the Common good (and the internal goods of practices) into the desire to acquire the lesser private goods of powerful individuals.

This is a system of generative conflict and rivalry, normative injustice and serial vengeance. The solution engaged by neo-liberal elites who benefit from this situation is to increase the extent of social and political control by increasing and extending the role of regulatory bodies who are simply there to protect private interests.

[will787](#) - 03:23pm Jul 4, 2005 BST (#11 of 15)

Ulysees,

I still think there will be some form of quality system because of accountability and also the complexity associated with using technology.

Deming was covered on radio 4 last week (still online at Radio 4)

<http://www.bbc.co.uk/radio4/news/inbusiness/index.shtml>

Most of what I hear about quality in education is as dreadful as you imply. Deming was opposed to targets and 'objectives', but has some idea about quality.

Is there any form of quality that could contribute to

collegiality

personal development

knowledge creation

?

[will787](#) - 11:08am Jul 6, 2005 BST (#12 of 15)

Googling on 'anti-performativity' turns up a paper at the Critical Management Studies conference

<http://www.mngt.waikato.ac.nz/research/ejrot/cmsconference/2005/proceedings/criticalpractices/Grey.pdf>

'Anti-performativity' remains a 'core proposition' of CMS. However, "In Weberian terms, performativity is the elevation of an exclusively instrumental rationality to the detriment of value rationality. Thus performativity does not by any means exhaust all the possibilities of action or 'performance'."

Could someone explain what this means? I still have the impression that CMS is hostile to any form of 'prescription' or claim that business schools can offer anything useful to practitioners.

Specifically, what could this mean for quality theory? Currently my impression is that there is hostility towards anything to do with quality.

The word 'hostile' comes from the paper, explaining that many one source of staff for UK business schools was 'a collection of people, trained to be hostile to positivism, trained in critical traditions in social science, and often radicalised by the class, feminist and ecological politics of the 1980s.'

Quality is represented as being only based on positivism.

In a brief history of business schools it is also stated that "the collapse of the 'American management mystique' opened up even the heartlands to other influences, most notably some version of Asian management practice."

This is not expanded or explored. There is a Deming half hour on the BBC website at the moment

<http://www.bbc.co.uk/radio4/news/inbusiness/index.shtml>

I think the programme is wrong in underestimating the Japanese contribution to the ideas Deming later tried to promote in the US. But I think there could be more study of 'some version of Asian management practice'. I seems to start with practice, but there could be a theory as well.

The mention of theory is to try to get some interest in quality from UK academics.

will787 - 11:12am Jul 6, 2005 BST (#13 of 15)

Meanwhile, I know that 'are UK universities world class' is another topic but more or less back on this one, I think John Hood is a fairly normal person with ideas about management that would seem ok in most places.

I notice the PDFs for the conference are hosted in New Zealand.

The Cambridge real time event warns presenters that 'there are no Powerpoint facilities' so they have to provide film.

will787 - 10:58am Oct 1, 2005 BST (#14 of 15)

I have done a report on Google University for OhmyNews

http://english.ohmynews.com/articleview/article_view.asp?article_class=4&no=250780&rel_no=1

In it I suggest that John Hood has suggested getting rid of duplicate copies

of books in the various libraries. Not sure if this is still the plan or whether this was a rumor. Just what is it that some people might object to?

will787 - 08:19pm Oct 10, 2005 BST (#15 of 15)

Extract from FT report <http://news.ft.com/cms/s/92d1499a-38da-11da-900a-00000e2511c8.html>

At the heart of the tensions to date has been the idiosyncratic Oxford system of running subject departments (such as business, French or philosophy) and colleges, which cater for the social life of students. Templeton College, situated a few miles from the centre of Oxford, acted as a college but also developed a niche in running management programmes before the creation of the Saïd school.

In the new deal, all executive short programmes will be transferred from Templeton College to the Saïd Business School and the faculty at the college – Templeton fellows – will change employer, from the college to the school. Those outside the university might characterise the deal as a takeover bid by the Saïd school of Templeton, but those on the inside prefer to describe it as a “reconfiguration”.

“We have all recognised that dual branding was not necessarily helpful,” says Mr Hood. “[We] have recognised that a full-service business school is desirable in competing in an international arena.”

Is this the sort of thing people are worried about? Seems fairly sensible.

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