

School Leadership Case Study Reflection Workbook

Purpose

Use this workbook with school leadership teams, middle leaders or professional-learning groups to examine a real school problem before deciding what should change. It is designed to turn a case study into disciplined professional reasoning rather than a discussion about who was right or wrong.

How to Use the Workbook

1. Select one case from the School Transformation Case Studies library.
2. Read the case without trying to solve it immediately.
3. Complete the seven reflection stages below individually or as a team.
4. Compare different interpretations of the evidence.
5. Agree one practical action and one review point.

Stage 1 — Define the Problem

What appears to be the immediate problem?

What deeper system problem may sit underneath it?

What would happen if nothing changed?

Stage 2 — Separate Evidence from Assumption

What facts are verified?

What information is reported but not yet verified?

What important evidence is missing?

Which assumptions could distort the decision?

Stage 3 — Identify the Root Cause

Is this primarily a people problem, process problem, policy problem, capacity problem, communication problem or governance problem?

What conditions allowed the issue to continue?

Which part of the system should have detected it earlier?

Stage 4 — Map the Stakeholders

Who is affected directly?

Who has decision authority?

Who needs to be consulted?

What confidentiality, safeguarding or fairness considerations apply?

Stage 5 — Compare Leadership Options

Option A:

Benefits:

Risks:

Evidence required:

Option B:

Benefits:

Risks:

Evidence required:

Option C:

Benefits:

Risks:

Evidence required:

Stage 6 — Decide and Implement

What decision is proportionate to the evidence available now?

What must happen immediately?

What can wait until more evidence is available?

Who owns each action?

What must be communicated, to whom, and through which channel?

Stage 7 — Review and Institutionalise

What evidence will show whether the action worked?

When will the decision be reviewed?

What policy, SOP, checklist, role clarification or training should change so the same problem is less likely to recur?

What should the school stop doing?

Leadership Reflection Summary

Problem:

Evidence:

Root cause:

Decision:

Owner:

Review date / review point:

System change required:

Five Questions for a Leadership Team

1. What problem are we actually solving?
2. What do we know, and what are we assuming?
3. Does this decision strengthen institutional capacity or create dependence on one person?
4. What will students or teachers experience differently because of this decision?
5. What should become clearer in the system after this case?

Suggested Cases to Start With

School Digital Governance

<https://dranupsharma.com/post/school-digital-governance-institutional-control-case-study/>

Academic Calendar Planning

<https://dranupsharma.com/post/school-academic-calendar-learning-time-case-study/>

Curriculum Planning in Schools

<https://dranupsharma.com/post/curriculum-planning-system-schools-leadership-case-study/>

Developmental Classroom Observation

<https://dranupsharma.com/post/developmental-classroom-observation-culture-leadership-case-study/>

Student Wellbeing and Safeguarding

<https://dranupsharma.com/post/student-wellbeing-safeguarding-school-leadership-case-study/>

Teacher Recruitment

<https://dranupsharma.com/post/teacher-recruitment-demo-lesson-leadership-case-study/>

Complete case-study library

<https://dranupsharma.com/school-transformation-case-studies/>

About This Resource

This workbook is a practitioner reflection tool. It is not a validated research instrument, legal protocol or substitute for safeguarding, medical, regulatory or specialist advice. Schools should apply their own policies and applicable requirements when dealing with real cases.