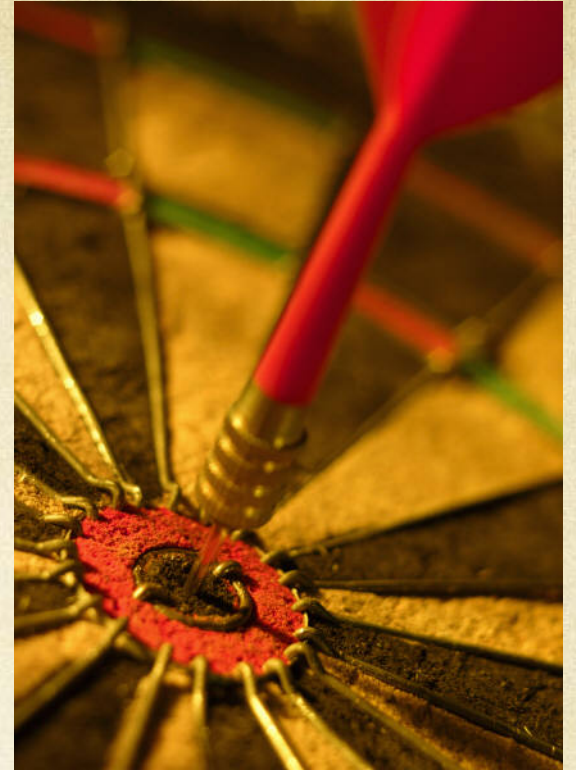


It is the mark of an
educated mind to be
able to entertain a
thought without
accepting it.

Aristotle



Target Setting

The promotion of a tool to an ideology

- I discovered the brutally simple motivation behind the development of impositions of all systematic instructional programmes and tests - lack of trust that teachers can teach and students can learn.'
- Frank Smith 'Insult to Intelligence'
- 1986.

Targets in practice

- I imagine a school system that recognizes learning is natural, that a love of learning is normal, and that real learning is passionate learning. A school curriculum that values questions above answers...creativity above fact regurgitation...individuality above conformity.. and excellence above standardized performance..... And we must reject all notions of 'reform' that serve up more of the same: more testing, more 'standards', more uniformity, more conformity, more bureaucracy.
- Tom Peters Author 'Re-imagine' 2003.

Servicing and maintaining

- Targets require:
 - [a] to be developed
 - [b] to be monitored
 - [c] to be evaluated
 - [d] to be re-cast
- All of this is also taking place against a backdrop in schools that is constantly changing as the next initiatives are visited upon our schools.

Target setting an empty culture

- Like the American military in Vietnam is incapable of managing people and fails to address the facts on the ground
- It is about the avoidance of blame
- 'This acceptance (that neither success or failure are what it seems to be) produces work environments that are genuinely risk friendly, which is to say failure tolerant...Those who are passionately engaged in a task they care about are the ones most likely to achieve success...This is the samurai way.'
- Farson and Keyes 'Whoever Makes the Most Mistakes Wins' 2003.

There is an alternative

- The alternative is to stop considering our young people as homogenous group
- Government and their agents need to take a holistic view of the young people in our classes
- They need to make real its commitment to them by addressing all the factors that impact upon their learning
- We need to see long term strategies that are cross departmental, aimed at ensuring the imagined similar capacity to learn is created

TARGET THE TARGET

- 'What worked yesterday is the gilded cage of tomorrow.'
- Peter Block Business, Philosopher Author of 'The Answer to No is Yes'