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# المؤتمر الدولي لمهنة التعليم

INTERNATIONAL CONFERENCE ON THE TEACHING PROFESSION



«تعليم مستدام في عصر الذكاء الاصطناعي»

« Sustainable teaching in the era of AI »

**04-05 February 2026**

Oman Convention and Exhibition Centre (OCEC)

 EduGovOman



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# Purpose-Centred Teacher Leadership for Sustainable and Resilient Digital Transformation in Educational Institutions

**Purpose × Leadership = Transform**

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- **Impact of the 4<sup>th</sup> Industrial Revolution and COVID-19 on Education.**
- **What Purpose is Really About?**
- **Purpose-Centred Teacher Leadership.**
- **Purpose-Centred Teacher Leadership for Sustainable and Resilient Digital Transformation in Educational Institutions.**
- **Case Study.**
- **How do we begin our journey toward cultivating Purpose-Centred Teacher Leadership?**
- **Conclusion.**





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# Impact of the 4th Industrial Revolution & COVID-19 on Education.

*Changing the way that we Learn, Live, and Work*





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The Internet

Sensors

Blockchain

Cloud Technology

Connectivity,  
Data, and  
Computational  
Power

Advanced Analytics

Artificial  
Intelligence

Analytics  
and  
Intelligence

Machine Learning

McKinsey & Company. (2022, August 17).  
What is the Fourth Industrial Revolution?  
<https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-are-industry-4-0-the-fourth-industrial-revolution-and-4ir#/>

# Four Foundational Disruptive Technologies of Industry 4.0

Autonomous  
Guided Vehicles

Robotics and Automation

Human-  
Machine  
Interaction

Virtual Reality  
and Augmented  
Reality

Nanoparticles

Advanced  
Engineering

Additive  
Manufacturing

Renewable  
Energy

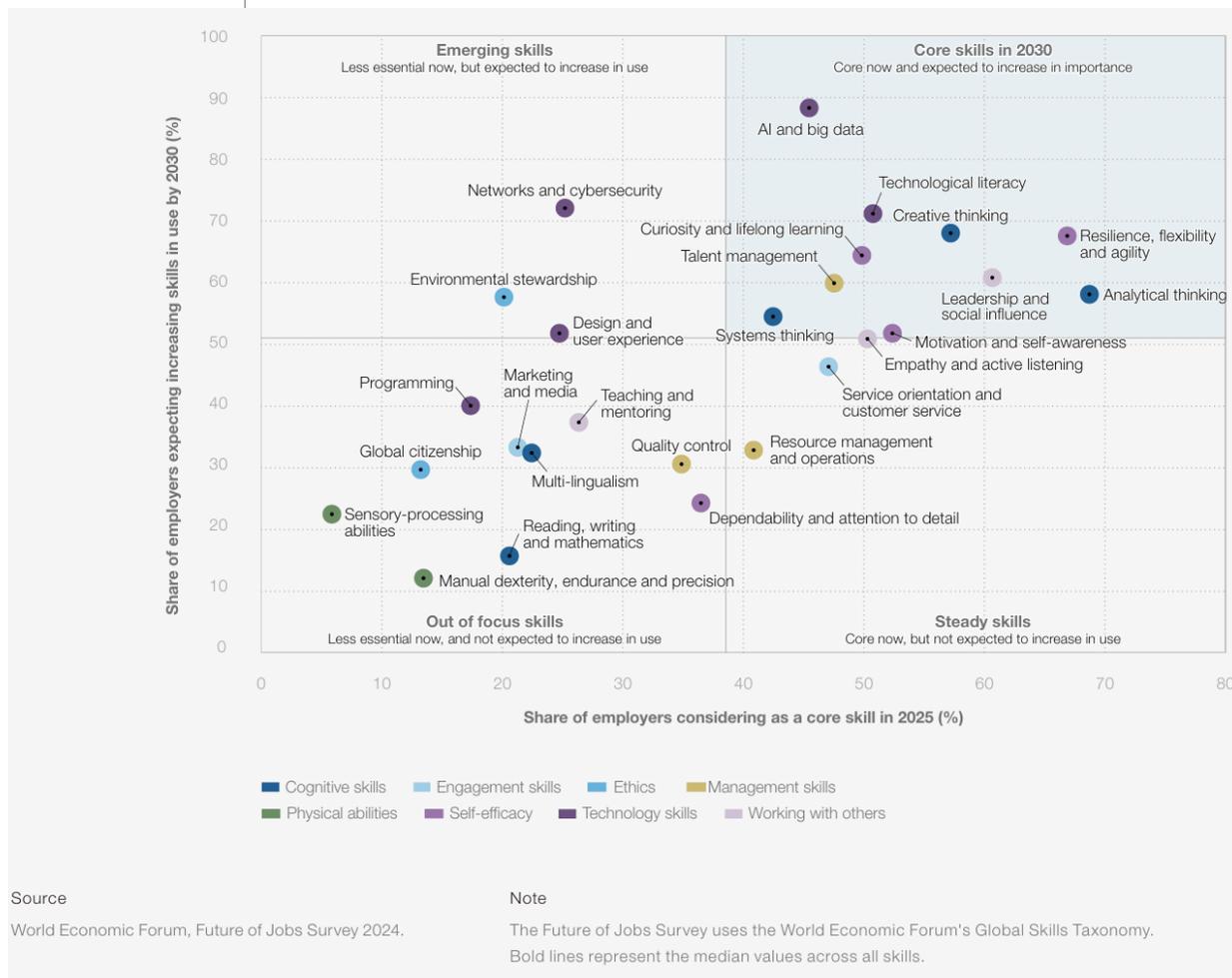


# Expected Core Skills in 2030



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**FIGURE 3.6 Core skills in 2030**  
Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



Category	Core Skills
<b>Technology</b>	<ul style="list-style-type: none"> <li>AI &amp; Big Data,</li> <li>Technological Literacy</li> </ul>
<b>Cognitive</b>	<ul style="list-style-type: none"> <li>Creative Thinking</li> <li>Analytical Thinking</li> <li>Systems Thinking</li> </ul>
<b>Self-Efficacy</b>	<ul style="list-style-type: none"> <li>Resilience, Flexibility, and Agility</li> <li>Curiosity and Lifelong Learning</li> <li>Motivation and Self-Awareness</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>Talent Management</li> </ul>
<b>Working with others</b>	<ul style="list-style-type: none"> <li>Leadership &amp; Social Influence</li> <li>Empathy &amp; Active Listening</li> </ul>

World Economic Forum. (2025, January 7). The Future of Jobs Report 2025. p. 41  
<https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

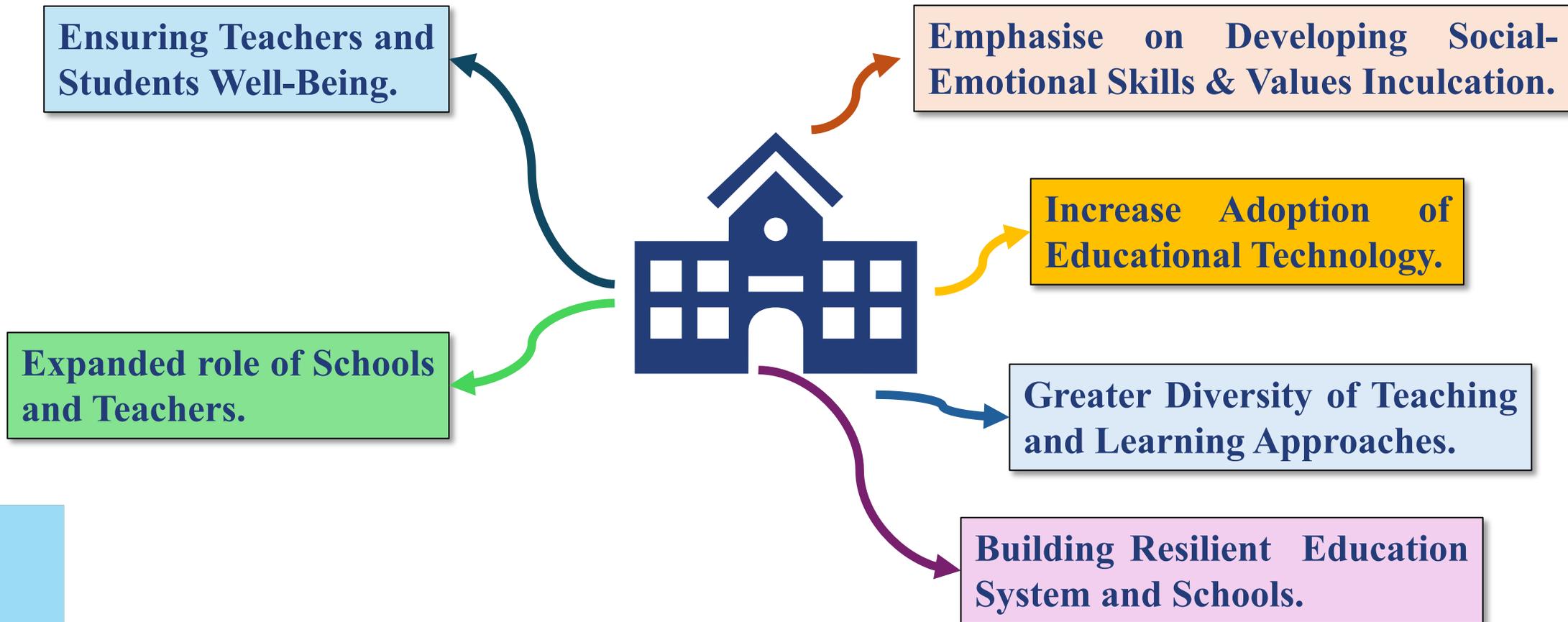
# Impact of COVID 19 on Education



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## Challenges

## Opportunities



# Results from TALIS 2024: The Demands of Teaching



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## Classroom Management and Discipline

- Maintaining classroom discipline.
- Has greater impact on novice teachers.

## Teacher Accountability

- Addressing concerns from parents or guardians.
- Students' social and emotional well-being.
- Students' achievements.

## Adapting teaching to student diversity of needs

- Modifying lessons for students with special education needs.
- Diversity and equity issues.

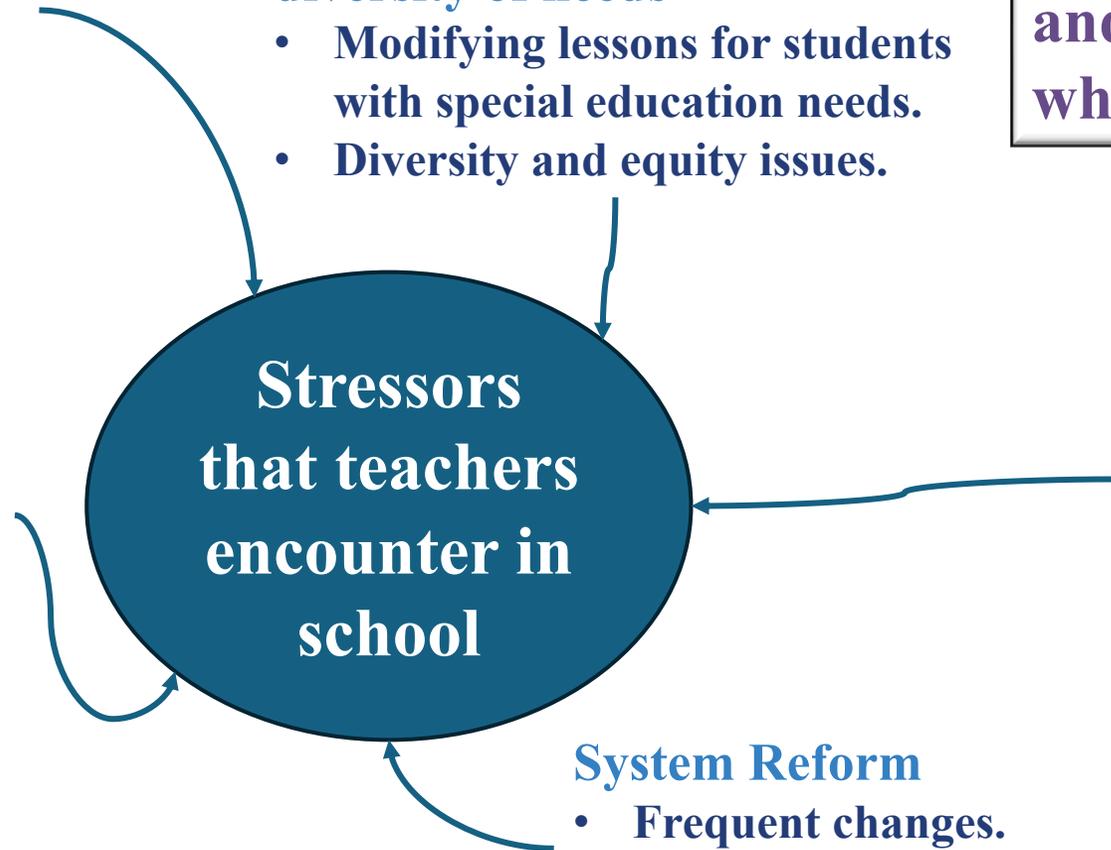
**With all these challenges and changing demands, what should we prioritise?**

## Workload

- Lesson preparation
- Volume of teaching
- Excessive marking
- General administrative work
- Lack of support to implement reforms

## System Reform

- Frequent changes.
- Lack of support to implement reforms.



**Stressors  
that teachers  
encounter in  
school**

# Navigating the VUCA-BANI Era



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<b>Volatile</b>	<b>Brittle</b>
<b>Uncertain</b>	<b>Anxious</b>
<b>Complex</b>	<b>Non-linear</b>
<b>Ambiguous</b>	<b>Incomprehensible</b>

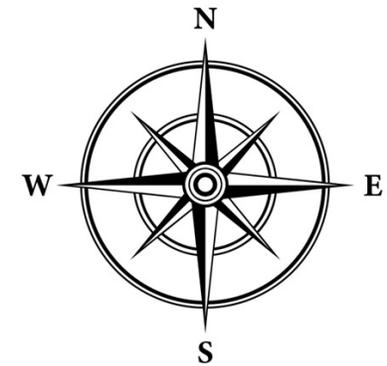
**“In a world full of uncertainty, you have to stand for a goal that will matter above all else. (Purpose) will bring coherence and determination to your evolving tactical response.”**

Hirt, M., Smit, S., Bradley, C., Uhlaner, R., and Mys, M. (2020, April 2). Getting ahead of the Next Stage of the Coronavirus Crisis. McKinsey & Company: Strategy & Corporate Finance Practice. p. 7. <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/getting-ahead-of-the-next-stage-of-the-coronavirus-crisis>





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# What is Purpose Really About?



# What is Purpose Really About?



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**“Purpose asks the fundamental question, “How can I be useful to others?””**

Heng, M. A. (2024-02-27). Inspiring Purpose in High-Performance Schooling. [[VitalSource Bookshelf version]]. Retrieved from vbk://9781003846642 p. 75

## An example of a Purpose-Driven School Leader: Mr Peng Kimchhen, Former Principal of Wat Bo Primary in Cambodia

**“I’m worried about the children: Non-targeted education gives only knowledge but [does not build] character, which can ruin a person and society.”**

Rohany, I. (2021, May 2). Primary school principal in Siem Reap concerned over students as he sets to retire. CamNess. <https://cambodianess.com/article/primary-school-principal-in-siem-reap-concerned-over-students-as-he-sets-to-retire>

**“To become a good leader, I follow one ‘don’t’ and five ‘dos’. Don’t be selfish. Do be willing, patient, hard-working, honest and devoted,”**

Sochan, R. (2019, August 5). Siem Reap’s Wat Bo primary school seen as model in Kingdom. The Phnom Penh Post. <https://www.phnompenhpost.com/national/siem-reaps-wat-bo-primary-school-seen-model-kingdom>



# What does Purpose Really Do?



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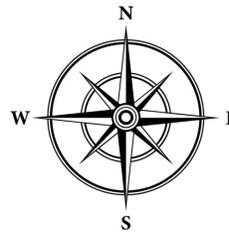
## Motivational

- Purpose gives meaning to the work that is being done, “builds a shared sense of identity”, and “motivate stronger teamwork and collaboration”

Gulati, R. (2022). Deep Purpose: The Heart and Soul of High-Performance Companies. Penguin Random House. p. 66

## Directional

- Purpose provides Coherence to Strategies that Drives Growth and Channels Innovation.



## Relational

- Purpose provides the rationale of building longer-term partnerships
- Purpose “enhances the quality of relationships by fostering trust and comity\*”

Gulati, R. (2022) Deep Purpose: The Heart and Soul of High-Performance Companies. Great Britain: Penguin Random House. p. 60

## Reputational

- Purpose helps anchor core values and build “affinity, loyalty, and trust with customers”

Gulati, R. (2022) Deep Purpose: The Heart and Soul of High-Performance Companies. Penguin Random House. p. 54

\*comity: “polite or friendly behaviour that shows respect, especially in public life”



# What is the difference between Mission, Vision, and Purpose?



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“A Mission Statement is a definition of the company’s business, who it serves, what it does, its objectives, and its approach to reaching those objectives.”

“A Vision Statement is a description of the desired future state of the company. An effective vision inspires the team, showing them how success will look and feel.”

“A Purpose Statement is an explanation of the company’s motivations and reasons for being, and why it works the way it does.”

Bain & Company. (n.d.). Purpose, mission, and vision statements. <https://www.bain.com/insights/management-tools-mission-and-vision-statements/>

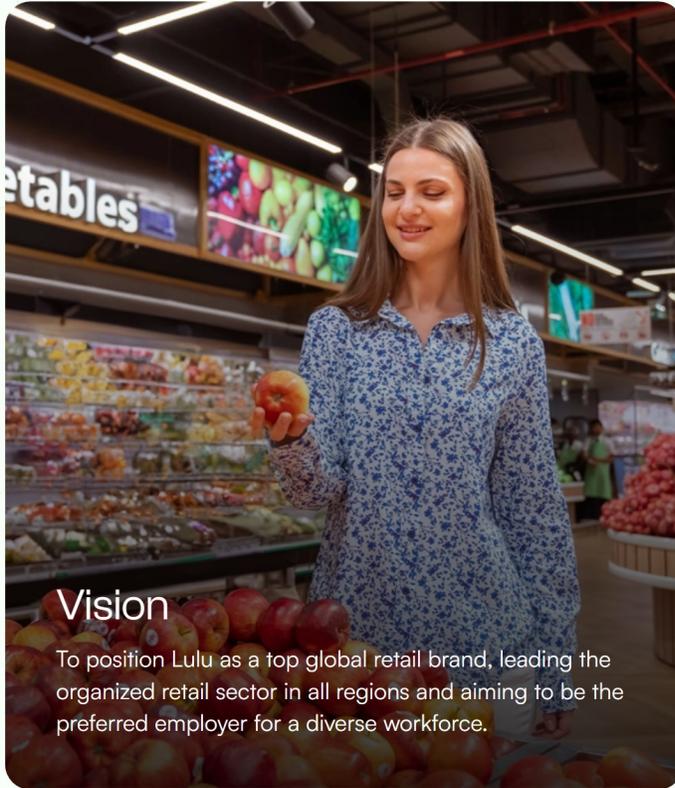


# Examples of Mission, Vision, and Purpose Statements: LuLu Retail



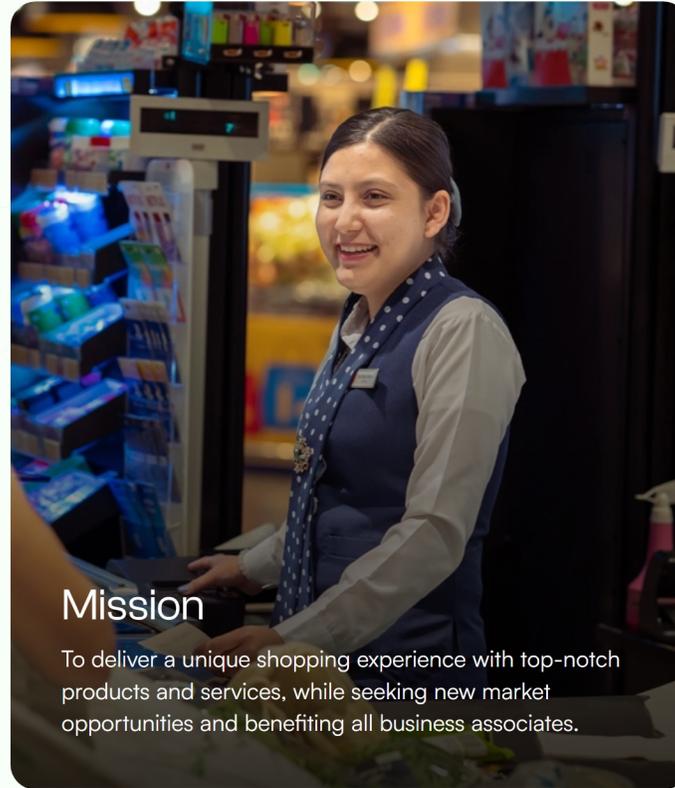
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**Commitment:** “Lulu is committed to ethical business practices, from sourcing products globally to offering them at fair prices in our stores, aiming to bring smiles and happiness to all.”



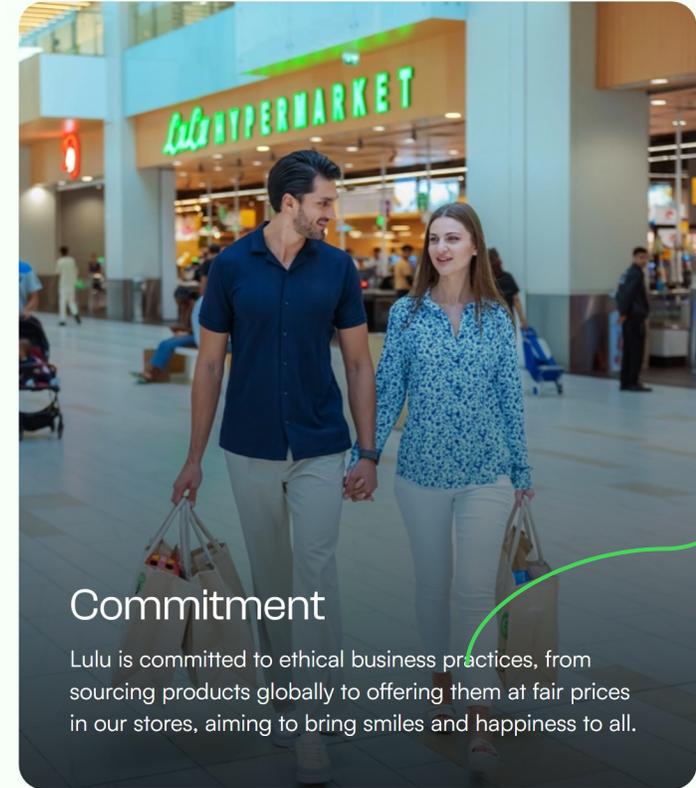
## Vision

To position Lulu as a top global retail brand, leading the organized retail sector in all regions and aiming to be the preferred employer for a diverse workforce.



## Mission

To deliver a unique shopping experience with top-notch products and services, while seeking new market opportunities and benefiting all business associates.



## Commitment

Lulu is committed to ethical business practices, from sourcing products globally to offering them at fair prices in our stores, aiming to bring smiles and happiness to all.



# Examples of Mission, Vision, and Purpose Statements: Samsung



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## Our mission & approach

Samsung follows a simple business philosophy: to devote its talent and technology to creating superior products and services that contribute to a better global society. To achieve this, Samsung sets a high value on its people and technologies.

### Our mission & approach

#### 1. Supporting people to be their best

On the basis of human resources & technologies

- Make the extension of human resource development and technical superiority with management principles
- Increase the synergy effect of the whole management system through human resources and technologies

#### 2. Our internal goals

Create the best products and services

- Create the products and services that give customers the best satisfaction
- Retain the 1st position in the world in the same line of business

#### 3. Beyond Samsung

And contribute to society

- Contribute for common interests and a rich life
- Perform the mission statement by a member of the community



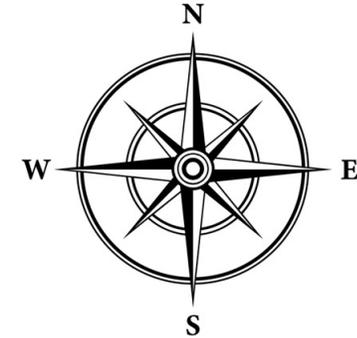
Samsung. (n.d.). Our mission and values.  
<https://www.samsung.com/us/about-us/leadership-and-mission/>

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# Purpose-Centred Teacher Leadership



# What is Purpose-Centred Leadership?



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**“Deep purpose leaders think of (purpose) as...an existential statement that expresses the firm’s very reason for being. Rather than simply pursuing a purpose, these leaders project it faithfully out onto the world. In their hands, purpose serves as an organising principal that shapes decision-making and binds stakeholders to one another”**

Gulati, R. (2022) Deep Purpose: The Heart and Soul of High-Performance Companies. Great Britain: Penguin Random House. p. 1

**“Purpose-driven leadership means helping employees find personal meaning in their work and fostering a deeply committed workforce that thrives on shared goals and aspirations. Purpose-driven leaders model value-based decision-making, take time to learn what truly matters to their employees, connect work to a greater objective, and help employees understand their organization’s mission and find ways to personally connect to it.”**

Centre for Creative Leadership. (2025, February 5). Purpose in leadership: Why & how  
<https://www.ccl.org/articles/leading-effectively-articles/purpose-in-leadership-why-how/>



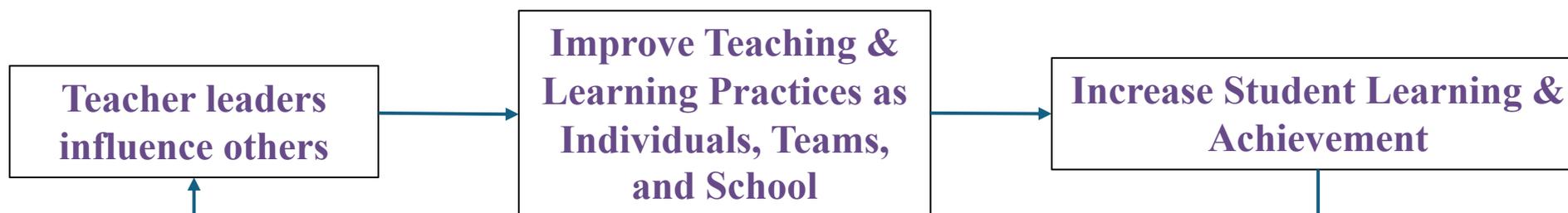
# Teacher Leadership: A Definition



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**“We suggest that teacher leadership is the process by which teachers, individually or collectively, influence their colleagues, principals, and other members of school communities to improve teaching and learning practices with the aim of increased student learning and achievement. Such leadership work involves three intentional development foci: individual development, collaboration or team development, and organizational development.” p. 288**

York-Barr, J., & Duke, K. (2004). What do we know about teacher leadership? Findings from two decades of scholarship. Review of Educational Research, 74(3), 255-288. <https://doi.org/10.3102/00346543074003255>



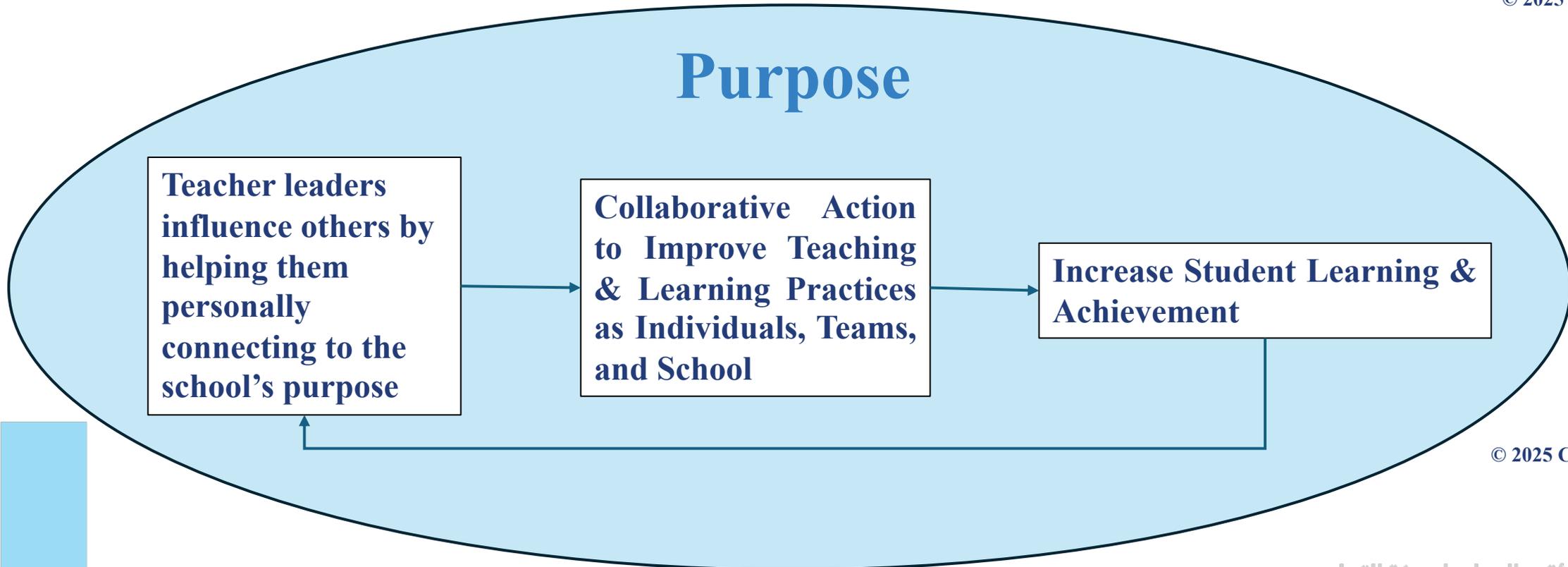
# Purpose-Centred Teacher Leadership: A Working Definition



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“Purpose-Centred Teacher Leadership enables individuals to form a personal connection to the school’s purpose and mobilise collaborative action toward its fulfilment.”

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# Mindset of a Purpose-Centred Teacher Leader

Provide Coherence to Strategies for Sustainable and Purposeful development



Develop Capacity for Deep Learning & Capabilities for Innovation

Build Sustainable Partnership across Communities

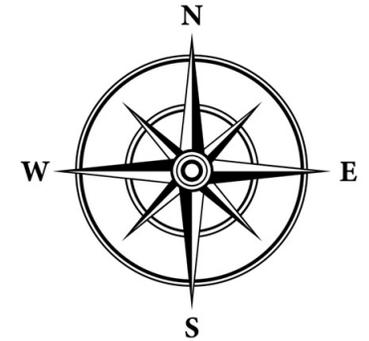
Enhance Resiliency for Sustainable Growth

© 11 August 2024 Chan, V. B.  
(Modified on 11 December 2025)





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# Purpose-Centred Teacher Leadership for Sustainable and Resilient Digital Transformation in Educational Institution.



# Digital Transformation in Education: A Definition



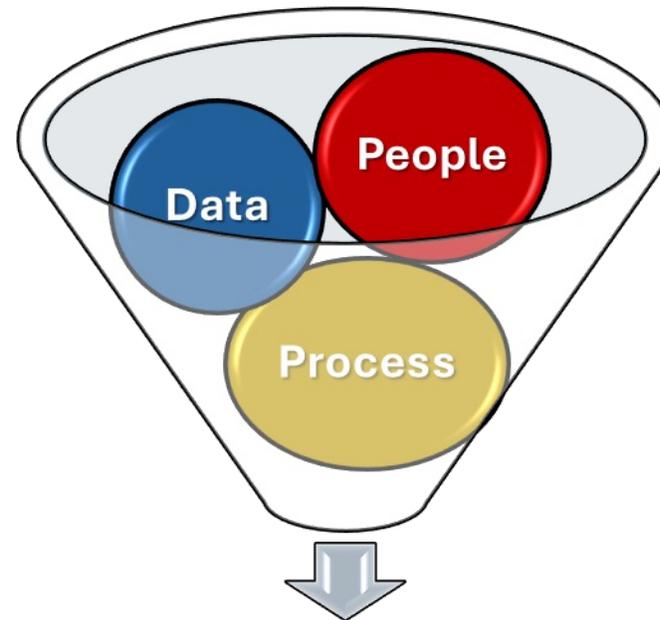
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“In education DT is about reimagining how to bring people, data, and processes together to create better environments for students, educators, parents, and system leaders in today’s digital first world, as well as preparing for the innovations and challenges to come.” p.3

McCarthy, A. M., Maor, D., McConney, A., and Cavanaugh, C. (2023). Digital transformation in education: Critical components for leaders of system change. *Social Sciences & Humanities Open*, 8(1), 1-15. <https://doi.org/10.1016/j.ssaho.2023.100479>

## Sustainability

- Focus on developing a stable environment that supports learning well into the future.



## Organisational Resilience

- Focus on developing capabilities that enable the educational institution to ‘to continually adapt in response to, or anticipation of, continuous change in the world.’

Lindstedt, D. (20220715). Building Resilient Organizations through Change, Chance, and Complexity. [[VitalSource Bookshelf version]]. Retrieved from vbk://9781000615173

Better Learning Environment



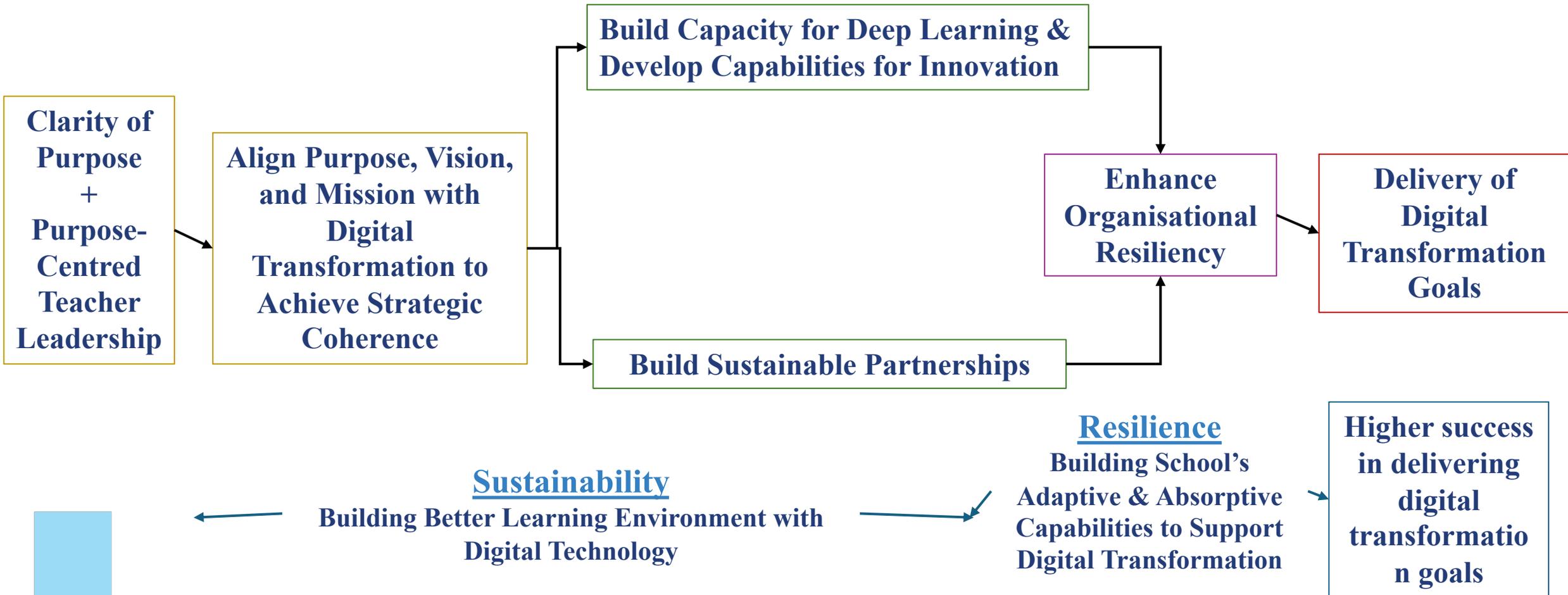
Preparing for innovations and challenges to come



# Purpose-Centred Teacher Leadership for Sustainable and Resilient Digital Transformation in Educational Institution

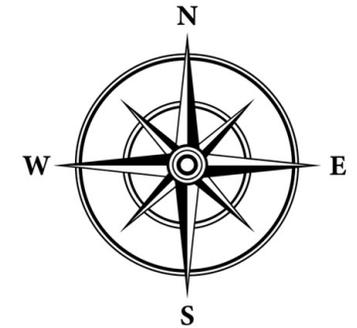


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# Case Study: SMA Negeri 15, Bandung, Indonesia





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## Vision

"Creating a Generation with Superior, Religious, and Friendly Character"

## Mission

1. Creating students with religious character through the application of deep learning principles in all subjects.
2. Implementing a flagship program of good habits for Indonesian children based on religious values and local wisdom of Gapura Panca Waluya.
3. Improve teachers' ability to implement deep, friendly, and inclusive learning.
4. Creating a comfortable, safe, collaborative, and fun learning environment.
5. Improving students' literacy and numeracy skills in answering daily life problems by utilizing information technology.

## Motto:

**Character is Great**



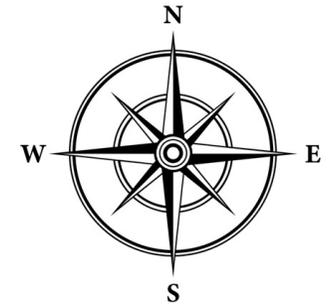
SMAN 15 Bandung. (n.d.). Vision, mission, motto.

<https://sman15bdg.sch.id/>





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# How do we begin our journey toward cultivating Purpose-Centred Teacher Leadership?





## Find your personal leadership purpose (Individual)

Clarify and build your personal connection to the purpose of the school (Individual)

Support others to make personal connection to the purpose of the school (Individual + School)

- Reflective conversations
- Storytelling about what teaching means
- Linking personal values to the purpose of the school

Build a common language of purpose and practice (School)

- Learning goals
- Pedagogy
- Digital Transformation
- Student well-being

## Align strategy to develop purpose-centred teacher leadership (School)

- Increase strategy coherence to support the purpose of the school
- Create opportunities for teachers contribute

## Enhance teacher leadership capacity (School)

- Coaching and mentoring
- Data-informed decision making
- Integration of technology into pedagogy

## Create structures that empower teacher leadership (School)

- Professional learning communities
- White space during school hours for teachers to collaborate
- Recognition scheme that supports teacher leadership

## Nurture a Learning Culture (School)

- Trust
- Psychological safety
- Collaborative learning

## Establish continuous learning and feedback loops (School)

- Reflection cycles
- Peer feedback
- Evidence-informed practice



# Conclusion:



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## Purpose

**Sets Direction**  
**Anchor Core Values**  
**Builds Relations**  
**Gives Motivation**

## Purpose-Centred Teacher Leaders

**Helps others personally connect to the school's purpose**  
**Mobilise collaborative action towards its fulfillment**

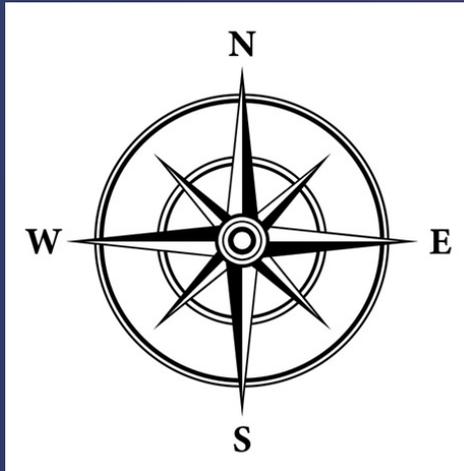
## Purpose-Centred Teacher Leadership and Digital Transformation

**Builds sustainability**  
**Foster resilience**  
**Higher success in delivering digital transformation goals**





# “Purpose Unites. Leadership Activates. Together, They Transform”



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"Sustainable Education in the Age of Artificial Intelligence"

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