

Evidence and Experience

Growing middle leaders within a school setting.



I have a role to:-
identify,
encourage
and grow
leaders!



The pathway is convoluted.
Middle leaders learn the best pathways.....



Growing great leaders sometimes feels like stepping into unknown territory....

👉 It is a journey to build capacity and capability.

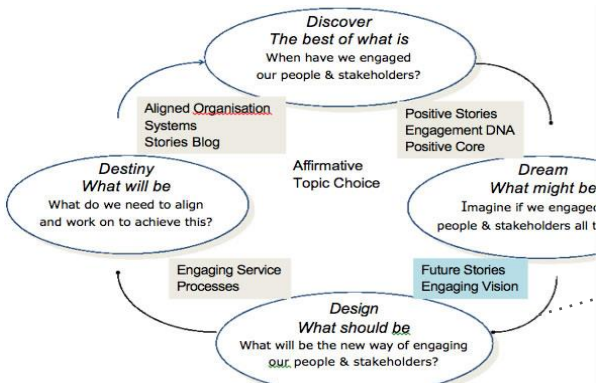
👉 It requires review and reflection.

👉 It is underpinned by theory.

👉 It requires strategically planned and embedded practice.



The Ponsonby Primary Model of Leadership Development



Leadership Growth and Development based on a **Theory of Appreciative Inquiry**

Sense making Research based Defined school protocols

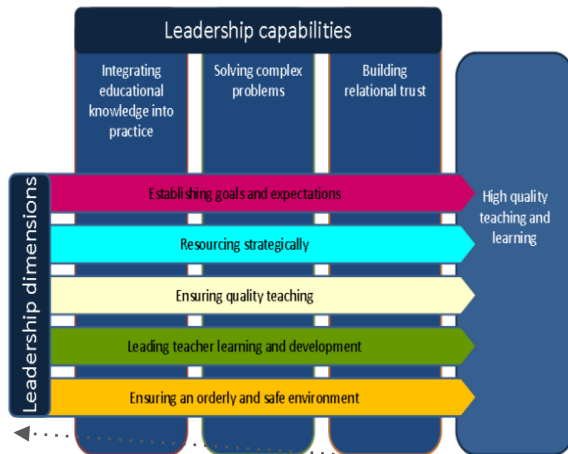
AFL Philosophy

Teacher Agency /Student Agency
through:-

Coaching Model/Method
Feedback & Feed forward
Best practice evidenced.
Grow leadership capacity

Storying -Personal Inquiry Method.
Describing our improvements.
Sharing thinking and collective goals

Teaching, Learning and Leading- an explicit focus
Methodology/Pedagogy-a theoretical underpinning.
Children at the centre of the school.
Building teacher and student agency.



A culture of high trust/ strong interpersonal relationships/ethical and valued outcomes focussed on student learning

What do our leaders have to say?

*I think it helped to be a **good listener rather than a problem solver** who gave advice. Listening to the coachees **sharing their successes** and offering suggestions when they needed it has supported my appreciation of others.*

Leader 1



*Definitely, **learning about the how and why**, has supported me to become more comfortable talking to colleagues about their goals and helping them determine their way forward. I understand the way to carry out an **open to learning conversation**.*

Leader 2

*Yes, this has definitely helped me. **Leading together** has given me a chance to take on different leadership roles and I feel our sharing has really helped me. Learning new questioning; focussing on listening skills; building my coaching language have all strengthened my feeling of self belief as a leader. **In turn, I share** how I am going, my mistakes and successes, with our middle leaders at our fortnightly leader meetings.*

Leader 3



Making it Happen....

A bird's-eye view.

The micro and
macro. Middle
leadership
development is the
ethical responsibility
of the principal.



What principals and middle leaders say?

“It should be an ethical responsibility of principals to plan for succession. Not necessarily in your own school, but within the profession”.

“You have huge biases towards natural leadership, but leadership can be nurtured, and it can be developed, and moulded”.

“Initiative for me, is the key word. Because I had the ability to see some things that needed to be done and did them and that was seen; that was encouraged, and that was nurtured. I see that, as leadership ability. I just did those things naturally, but they were recognised by somebody else, and encouraged”.

“What was pivotal in my pathway was having a very strong mentor, a strong role model and it was based a lot on observation of that person, and that person in different situations”.

Thank you for your time.

Did what we say resonate in any way with you?
Did you get a new idea?
Did you have a laugh?
Did you dream you could do something big to grow leaders?

Last but not least

Can you write on the last post it 2 or 3 words that describe your best middle leaders capabilities- we will collate them on to a slide for this presentation which you can download next week.

A copy of this presentation is on our school website:

www.ponsprim.school.nz

