

## From teacher to leader: middle leadership essentials

### Why should I do this course?

- This training programme is about the practical realities of team leadership, managing people – and managing yourself.
  - Learn how to motivate and empower your team.
  - Be more productive through better time management, prioritising and delegation.
  - Gain confidence in getting buy-in from SLT and showing the value of your leadership.
  - Develop your people skills: coaching, courageous conversations and communicating change.
  - Demonstrate your impact through a self-directed project.

### Making the most of this course

This blended training programme enables you to learn in your own time as well as attending live training days and networking with peers.

1. Complete online units 1-4 prior to the live training day.
2. Attend the training day to focus on key interpersonal skills. Identify an improvement project focus.
3. Work through units 5 and 6 to help you complete your project.
4. Present your project at the second training day and learn more about maintaining your team improvement cycle.

### Suggested participants

- New middle or team leaders.
- More experienced middle leaders who want to refresh and hone their skills.

#### 1. Getting to know your team

##### Motivate more effectively by understanding yourself and your team

- Understand that different people are motivated in different ways.
- Explore leadership styles and when they may be most appropriate.
- Get equipped with tools to get to know your team members better.
- Be able to assess the dynamics of your team and use that information to make good decisions about structures, working styles and tasks.

#### 2. Creating a shared team vision

##### Learn how to develop and communicate a shared team vision

- Be collaborative in creating a vision with your team.
- Be confident in empowering staff and encouraging ownership.
- Gather strategies for getting SLT buy-in.
- Plan how to put your vision into action.
- Consider how to maintain momentum with your team – even when the going gets tough.

#### 3. Being more productive

##### Maintain a healthy work-life balance – and still get the work done

- Get equipped with essential productivity strategies.
- Use prioritization tools to decide where best to focus your energies.
- Manage the distractions better: emails, meetings and ad hoc requests.
- Practice relaxation and stress reduction techniques.

#### 4. Monitoring team performance

##### Develop and challenge your team to improve through accountability processes

- Consider how to monitor in ways that are constructive, not undermining.
- Give useful, motivating feedback to team members.
- Understand the elements of an effective appraisal process.
- Be ready to be accountable for your team's performance and evaluate their impact on teaching and learning.

#### 5. Live training day 22<sup>nd</sup> November 2016

##### Communication, coaching and courageous conversations

- Develop skills to influence your SLT and align your priorities with school strategy.
- Practice the art of holding difficult conversations.
- Explore the use of coaching questions in everyday professional dialogue.
- Discuss challenging leadership scenarios and test your learning so far.
- Decide on your project focus.

#### 6. Managing change

##### Be proactive in planning for, managing and communicating change

- Understand the consequences of managing change badly.
- Explore typical responses to change and phases in the change cycle.
- Using scenarios or your project focus, put together a change management plan.
- Gather strategies for communicating change and getting people on board: who needs to be consulted, when and how?

#### 7. Demonstrating impact

##### Demonstrate to SLT the difference your leadership has made

- Explore methods for measuring effectiveness and evaluating impact.
- Learn how to create a 'data story' to illustrate progress.
- Put in place a yearly improvement cycle for your team, including annual review.
- Analyse your project progress and decide how to present findings to colleagues, SLT and network members.

#### 8. Network learning event March 2017

##### Celebrate success and plan for future development

- Share the results of your change project.
- Get strategies for staying resilient in the face of ongoing pressure and challenges.
- Future proof your team: learn more about talent management, succession planning and effective professional development.
- Evaluate your learning on the programme so far; plan your next steps for sustained improvement.