Developing Effective Principalship

Facilitators: Jeremy Kedian and Invited Practitioners

This series has been developed for current or aspirant principals, and members of middle and senior leadership teams who want to explore their leadership practice in order to broaden their understanding of leadership and become more effective leaders. The series has been developed to meet the needs of individuals as well as teams and creates an opportunity for school leaders to participate in a single programme individually or with their leadership team in order to build leadership understanding and capacity, and assist teams to develop. This has the effect of increasing the school’s leadership capacity, creating a common leadership vocabulary, exploring key leadership questions, and contributing to the overall professional development of the leadership group in the school.

This series is intended for all school sector principals and/or their leadership teams and will take the form of conversations, introduced by the facilitators, who will also offer various appropriate theoretical perspectives. The nature of the sessions will assume participants are lead learners in their schools. Participants may be expected to undertake pre-reading for some of the sessions (circulated prior to the workshops) and draw extensively on their personal experiences as a platform for development.

Day 1: Leading Schools of the 21st Century  Thursday, 7 April
This first day focuses on the dual aspects of the principal and the leadership team’s role within the organisation. Participants will explore the roles of leaders (especially principals), the ways in which those roles become defined and the relationship between leadership, management and administration. Participants will also explore schools and their origins, the nature of schooling and what it might look like in the future. What is possible? What is likely? What might the future of schooling and education look like? What policy changes could occur, and what would the impact of such changes be? Who will the major players be? What will the roles of schools be in these scenarios? Will leadership strategies and needs change?

Day 2: Leading Effective Change in Schools  Wednesday, 11 May
One of the certainties of the next five years in schools is change! We are at the hinge-point in our educational history and acknowledge that change is inevitable in our schools. How do principals and other leaders lead the process of change? How are the changes best managed? What are the critical success factors in change management? How can we ensure successful change? This session focuses on these questions and draws on the experiences of the participants as both leaders, and agents, of change.

Day 3: Building Leadership Capacity  Thursday, 9 June
Different leaders have different images of leadership. This session focuses on different perspectives of leadership and the usefulness of different approaches. In the first instance, participants will be asked to reflect on, and share, their personal perspectives of leadership. By reflecting on their own leadership styles and skills, participants will then be able to consider strategies for developing leadership in others to improve the overall quality and level of leadership in their schools.

Day 4: Developing a Learning School  Thursday, 7 July
Is your school continually increasing its capacity to meet the needs of the future? Is strengthening teaching and learning a “corporate” responsibility? Do teachers learn about learning? Do teachers teach teachers? Who leads the learning process? This session will focus on the principal supporting professional learning and ensuring that opportunities are created for professionals within a school to address their own learning. It will also address “organisational learning” as a collaborative process.

To register
Email: leaders@waikato.ac.nz  Phone: 07 8384369.
Making a difference from the ‘Middle’

A focus on developing leadership understanding and practice for primary and intermediate Team Leaders, Curriculum Leaders, Deputy and Assistant Principals

Facilitator: Murray Fletcher

Coaching is one of the most effective strategies, if not the most effective, for helping teachers develop their practice.

Learning-centred practice in leaders makes a difference to student learning

In 2011 we are offering a 4 day linked series of professional learning for people in positions where they are responsible for leading others and who wish to develop both their understanding of leadership (why I do what I do and what underpins what I do) and their practice (what I do with others).

The focus of this learning opportunity is on “making a difference to the classroom next door” – your critical role in leading learning, influencing teaching practice, creating and leading a professional learning team and growing others in their leadership.

The basis of this programme will be:

> the deliberate reflection on an aspect of your role in leading others in your school through an inquiry focus;

> your developing ability to ‘coach’ others in their own practice.

You are asked to commit to and enrol for the series of four days as this series is limited to a set number of leaders working as a community of learners.

Day One: Wednesday, 13 April
Day Two: Wednesday, 18 May
Day Three: Thursday, 16 June
Day Four: Wednesday, 14 September

To register
Email: leaders@waikato.ac.nz Phone: 07 8384369.
Facilitator: Jeremy Kedian

Many school leaders are experienced and well-established in their professional practice. This series offers an opportunity for experienced leaders to share their thinking, and explore and refresh their understanding of current theory and trends in leadership. There are numerous middle and senior leaders in schools who are doing an excellent job of leading, contributing to leadership in the school and supporting the principal but have no wish to apply for a principalship. This programme will focus specifically on a process of exploring leadership theory and practice, drawing on the personal experience of the leaders – principals and other senior leaders in schools - and re-energising and rejuvenating their leadership processes. This series is intended for experienced principals, senior leadership team members and middle leaders. It is not intended for aspirant leaders.

Day 1: Wednesday, 23 March
The first part of this series looks briefly at two core areas: leadership experiences of participants and their beliefs about effective leadership, and leadership theory that is prominent in the literature. This is also an opportunity for relatively experienced leaders, who are not principals, to explore their practice as leaders. It includes positional authority, the authority of expertise and strategies for supporting younger or less experienced leaders who are emerging in the school.

Day 2: Tuesday, 10 May
The second part of the series focuses on teacher leadership, and how experienced leaders in the school can contribute to teachers as leaders in the classroom and at a school-wide level. This section explores the conditions most likely to grow effective school leadership and notions of collaboration, trust and building leadership capacity. Like the other elements of this series, this section draws heavily on the leadership experiences of participants and requires them to begin to explore why and how their leadership influences the school.

Day 3: Tuesday, 14 June
The final part of the series addresses the relationship between schools, communities, parents and learners and focuses on learning-centred leadership. In addition to external communities, it looks at school leadership teams as professional communities and considers strategies for middle and experienced leaders to contribute to the effectiveness of the senior leadership team.

To register
Email: leaders@waikato.ac.nz  Phone: 07 8384369.
Developing Strategic Thinking

Facilitator: Jeremy Kedian

The future is unknowable, yet we are preparing young people for their futures! It is important therefore that we attempt to forecast trends and possible futures, and move our strategic thinking beyond administrative requirements. The purpose of this series is to assist principals and senior leadership team members move from outmoded notions of strategic planning and extended operational planning to strategic thinking, direction and intent. This programme will explore the distinction between strategic planning, annual planning and extended annual plans, and focus on the need to develop strategic intent and direction, and strategic purpose, identify and understand megatrends, and engage in intelligent speculation in order to improve school leadership and the quality and appropriateness of learning in schools. This series is relevant to all school sectors and early childhood educators.

Day 1: Tuesday, 22 March
The first part of the programme looks at the future of education and schools, and what the future might look like. It also considers strategies such as mega trend analysis, and assists participants to develop long-term views and perspectives of their own institutions. Participants will be assisted to develop mega trends that are relevant to their schools.

Strategic leadership requires leading in a context of change. This first day also focuses on the leadership implications of strategic change and development.

Day 2: Tuesday, 24 May
The second day is devoted to ways of thinking about strategic development and planning, and strategies for achieving relevant strategic plans. It also links annual planning, strategic planning and futures perspectives. Each participant will be required to begin the process of developing a strategy for effective long-term planning in their school. In addition, participants will be expected to show how they will plan and complete an initial strategy process for effective planning, and then show how they will undertake it in their school.

Day 3: Tuesday, 21 June
Participants report back on how the initial strategic processes progressed in their schools. They will comment on the consultative process, the collation of information and the emerging strategic plan. In addition, the group will engage in a broader dialogue about processes and strategies, ending in an opportunity for each participant to develop an appropriate and functional strategy in their school.

To register
Email: leaders@waikato.ac.nz  Phone: 07 8384369.
Coaching and Mentoring

Facilitators: Jenny Ferrier-Kerr and Michele Morrison

This series introduces teaching professionals to the theory and practice of coaching and mentoring. It is designed for educational leaders who support the ongoing learning and professional growth of colleagues.

Participants will gain insight into their own coaching and mentoring perspectives. They will have opportunities in which to share personal experience and to develop strategies and understandings for enhancing practice. Participants will be encouraged to reflect on and in their coaching/mentoring practice.

Day One: Is it coaching or is it mentoring?
Friday, 2 September
We focus today on diverse interpretations of coaching and mentoring as they appear throughout the literature, with the express purpose of determining a contextually specific working definition. We explore the leadership platforms that guide our practice, and examine the nature of successful coaching and mentoring relationships.

Day Two: How do we enhance our coaching and mentoring practice?
Friday, 30 September
Today we consider the change process and potential obstacles to improved practice. We expand and refine our repertoire of successful practical coaching and mentoring strategies through an investigation of reflective practice, dialogue, observation, and difficult conversations.

Day Three: Where to Now?
Friday, 4 November
The final part of the series invites participants to reflect on their learning by sharing the successes and challenges experienced in their coaching and mentoring practice. We conclude by considering ways in which coaches and mentors can be enriched and sustained in this leadership endeavour.

To register
Email: leaders@waikato.ac.nz  Phone: 07 8384369.
Facilitators: Laura Hawksworth & Pare Kana

He hōnore, he korōria, he maungārongo ki te mata o te whenua, he whakaaro pai ki ngā tāngata katoa. Arohaina ngā tuākana me ngā teina e noho nei i runga i te whakaaro kotahi. Whakahōnore i tō tātou Kingi i a Tuheitia. Ngā tini aitua o te motu, haere, haere, haere. Paimārire

This series of professional development workshops is intended for those who aspire to, and those who currently lead in Māori medium settings such as kohanga reo, bilingual and immersion Māori contexts in primary and secondary schools. It is envisaged that participants will have the opportunity to reflect upon their own leadership beliefs and practices and to critique these against the beliefs and practices of others. There will also be opportunities to examine both traditional and contemporary notions of Māori leadership and to explore the relevance of these to our current context and practice. The final session will look at ways we can support and nurture people into leadership positions within our own educational contexts.

Day One: Reflecting on my Practice
Friday, 8 July

In this session we begin with ourselves and start by reflecting on the values, experiences and beliefs that are likely to influence our thinking and practice in leadership. In the afternoon, we plan to visit a local school and to use the opportunity to compare and contrast our beliefs and practices against the beliefs and practices of others.

Day Two: Leadership Dimensions
Friday, 9 September

This session will explore aspects of leadership dimensions identified in the recently published Tu Rangatira and Best Evidence Synthesis of School Leadership and Students Outcomes: Identifying What Works and Why (Leadership BES). Participants will have an opportunity to examine the relevance of these leadership dimensions to the educational contexts in which they currently work.

Day Three: Where to Now?
Friday, 4 November

A key part of leadership includes succession planning, and this session will explore ideas and processes for coaching and mentoring others into leadership roles, exploring career pathways and understanding some of the inherent benefits and challenges. The final part of the day will involve participants in a brainstorm session aimed at enriching and sustaining our leadership endeavours in Māori contexts.