

# Middle Leaders Program



**AEU Professional  
Learning Centre**

## **Facilitator**

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## BACKGROUND

The Building Leadership Teams initiative of FISO is defined as:

- “Effective schools build an improvement culture by developing the capabilities of their leadership team. Schools do this by using evidence-based data, implementing proven coaching and feedback techniques, and strengthening succession planning and induction of new teachers.”
- “In turn, leadership teams are driven by the moral purpose of improving the educational outcomes of all students. They empower and develop their staff, collectively and individually at their point of need, expect consistency of practice and establish high levels of accountability. They create safe environments where teachers are able to develop their practice with others.”
- “Effective leaders contribute to a school culture where learning can flourish through quality communication, high expectations, collaboration, challenge, trust building and support. They create the conditions where leadership thrives by building team capacity, collectively and individually, with a shared purpose based on the school's vision and values, context and data.”

Highly effective schools have three key foundational qualities – they are clear about their purpose or WHY they exist, the school community OWNS the purpose and are its champions, and they are clear what they are working on and have ALIGNED their systems, process and policies to achieve those strategic aims.

In my experience this is the work to be done with most schools and school leaders. Clarity, empowered collaboration and alignment are the key to achieving long term change and goals. Middle leaders are the critical lynchpin and agents in a school sustainably delivering the desired outcomes. The challenge many schools face is finding a leadership developmental program that is cost and time-effective while empowering and enabling the middle leaders in their existing roles.

*“Being able to unpack the concepts and ideas with our own examples and current challenges was really useful. My confidence is already growing!”*

**Past participant – Middle Leaders Program 2023**

# MIDDLE LEADERS

The 3 day AEU Middle Leaders program is designed to have middle leaders;



Develop their capacity to become transformational leaders who build trust and co-create a collaborative, high accountability environment of learning and support



Develop their capacity to coach so as to empower and enable each member of the team



Develop their capacity to strategically plan and lead curriculum and pedagogical change

The program involves a significant amount of discussion, interaction and self-reflection and is supported by a range of leadership, behavioural and instructional research. The materials and structures align with preparing middle leaders for the VAPA program if they are interested in becoming Principals.

**The design of the program requires the 3 days to be spread across the year so that the middle leaders can be in action practicing between the workshops.**

## Who should participate

Teachers, Teacher Leaders and Middle Leaders including HODs, Year Level Coordinators, Literacy / Numeracy / Pedagogy Coaches

*"In the coaching workshop: having the time to reflect and dig deeper with root concerns to find better solutions was really valuable"*

*Past participant – Middle Leaders Program 2023*

# PROGRAM INTENTIONS

## Day One

**Developing middle leader capacity to become transformational leaders who build trust and co-create a collaborative, high accountability environment of learning and support**

### Intentions

- To begin to explore what being a transformational leader means
- To have the middle leaders reflect on their current teams and discuss what is working, the challenges, the causes and the future they would like in their teams
- To have explored what taking a stand as a leader means and the concept of socially constructed leadership
- To develop the capacity of middle leaders to create and communicate a vision and a future that inspires and empowers those around them
- To discuss some of the hidden influences on teams, including learning readiness, beliefs and mindset, deficit vs developmental contexts, tribal leadership, and collaboration vs cooperation
- To develop the capacity of the middle leaders to build self-trust and radical candour
- To give an opportunity for the middle leaders to select an area to develop themselves in

## Day Two

**Developing middle leader capacity to coach so as to empower and enable each member of the team**

### Intentions

- To explore the purpose of coaching and the current reality of coaching their teams
- To discuss the principals of coaching and stages of skill development
- To have the middle leaders go through the GROW model of coaching
- To deepen the capacity of middle leaders to listening actively
- To provide an opportunity for the middle leaders to practice coaching, observing and being coached

## Day Three

**Developing their capacity to strategically plan and lead curriculum and pedagogical change**

### Intentions

- To discuss strategic thinking and planning and its link to leading change in a school
- To discuss the John Kotter's two "operating systems" and eight step change model
- To discuss the process of strategically leading curriculum and pedagogical change
- To have the middle leaders critically review and reflect upon the progress of their team towards the previous Annual Implementation Plan
- To support the middle leaders to begin creating an action plan based on the AIP
- To discuss how the action plan could be used

## ADDITIONAL OPTIONS

Given that each middle leader has different strengths, areas of development and is at various stages of development as leaders it is recommended that there be a coaching component of the program. This coaching will be provided as an opt-in option for an additional cost. Please note we will not coach anyone who does not wish to be coached. Being coached not only has the benefit of giving the middle leaders the experience of what good coaching looks like and feels like but also can be focused on supporting them through empowering their communities and achieving their action plans.

## PROGRAM COST

3 Day Program \$9,000 inc GST plus travel

**Contact Andrew Augerinos**

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## FACILITATOR

**Dr Adrian Bertolini** is the founder and Director of Learning for Intuyu Consulting. He has worked extensively with schools across Australia including being a critical friend for curriculum and pedagogical change projects, coached principals and leadership teams in the government, Catholic, and independent systems, and delivered thought provoking professional learning on learning, leadership, curriculum planning, metacognition, critical thinking and self-regulation. He is a master coach and has been coaching individuals and groups to achieve their developmental goals for over 25 years.



**Dr Adrian Bertolini**

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**Intuyu Consulting** are a group of expert educational consultants who operate as critical partners for schools and school systems. Using the latest research in education, coaching, business, and neuroscience we partner schools to create outstanding learning and development cultures.

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