

# Providing a bespoke programme

## Example Programme: Leadership and Management for Middle Managers in Scottish Secondary Schools

Participants: Principal Teachers / Faculty Heads in secondary schools

Course leaders: Ian Fraser, Former Corporate Director of Education and Social Care in Inverclyde Council  
Chris Robertson, Former Headteacher of Gourrock High School

Duration: 2 days with school project

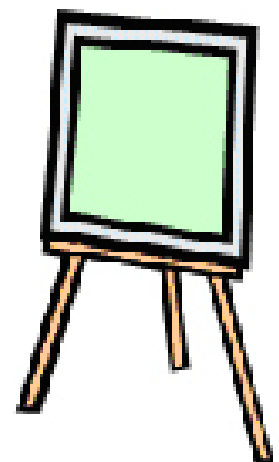
Aims:

1. To improve effectiveness at middle manager level.
2. To enhance leadership and management of secondary departments.
3. To raise attainment and develop inclusive practices.

The easiest way to illustrate how a new programme evolves is to outline one example, shown overleaf which Aspect provided for Glasgow.

Early discussions between lead associates of Aspect and senior staff at Glasgow determined the need of a middle management programme for secondary school staff.

The outcome which emerged was the product of the assessment of the needs and an agreed programme to meet those needs.



# Leadership and Management for Middle Managers in Scottish Secondary Schools

## Programme DAY 1

- Participants will:
- ◆ see their role in contributing to improving schools & education
  - ◆ understand theories about distributed leadership
  - ◆ be motivated to participate in the subsequent training opportunities
  - ◆ learn of the current thinking on leadership
  - ◆ learn practical ways of sharing expertise
  - ◆ learn how the language of coaching can help develop staff.
- 9:00–9:45 Session 1 Welcome & introductions  
Associates will introduce themselves and their backgrounds; participants will introduce themselves and say something about a leader they admire.
- 9:45–10:05 Session 2 Leadership qualities  
Activity: card sort on what leaders say about leadership.
- 10:05–10:45 Session 3 The leader as hero  
The impact of leadership; current thinking on leadership. (Presentation with some pair discussion among participants)
- 10:45–11:00 Coffee
- 11:00–12:10 Session 4 No more heroes  
Brief presentation on distributed leadership, followed by group exercise in which the groups have to read materials about alternative ways of leading (examples from outside education) and prepare a group presentation summarising the ideas for the whole group and suggesting how the technique could be used in their own contexts.
- 12:10–12:30 Group presentations
- 12:30–13:30 Lunch
- 13:30–14:45 Session 5 The language of coaching  
Having difficult conversations (Presentation with some role play on listening, and on using the language of coaching.)
- 14:45–15:20 Session 6 The power of teams  
Presentations: team theory; the values- based team
- 15:20–15:45 Session 7 The school based task  
Presentation on the topics, a choice from  
1) raising attainment,  
2) coaching,  
3) inclusion,  
4) inter-disciplinary working  
Explanation of what will be required for next time. Participants will be given a template for completion of a short written report.

## Programme DAY 2

- Participants will:
- ◆ learn the advantages and disadvantages of different ways to approach change
  - ◆ understand strategies on raising attainment
  - ◆ understand the value high expectations add to learning and teaching
  - ◆ learn practical ways of reinforcing high expectations
  - ◆ learn practical ways of producing successful SQA results
- 9:00-10:00 Session 1 Feedback on the school based task. Participants will return a short written report on what they have undertaken, but will also start off Day 2 of the course by giving a brief account of their task and its success.
- 10:00-10:30 Session 2 High expectations  
The significant contribution which can be made by middle managers in creating high expectations in staff and pupils and the importance of these high expectations. Presentation and individual reading.
- 10:45-11:00 Coffee
- 11:00-11:30 Session 2 Continued: group activities
- 11:30-12:30 Session 3 The self-aware leader and Curriculum for Excellence. Presentation on the emotionally literate leader, and group activities.
- 12:30-13:30 Lunch
- 13:30-15:30 Session 4 Raising attainment workshop  
Participants will evaluate an attainment report on a fictitious department and discuss appropriate strategies for improvement. Different strategies for focusing on Scottish Qualifications Authority improvement will be presented, discussed and evaluated.
- 15:30-15:45 Evaluation & close  
All participants will be encouraged to evaluate the course and the results reported as appropriate. Evaluation procedures will be in line with those adopted nationally by Aspect.

## Participants comments

- "Liked the mix of group work, paired work and presentation."
- "Helped motivate and focus direction of leadership skills. Encouraged me to reflect and analyse present situation."
- "An excellent day, totally relevant. Worthwhile tasks and materials. Looking forward to day 2."
- "Thought that the content, pace and delivery was very appropriate."
- "The standard of presentation was fantastic. Tremendous dynamic between both presenters."
- "The training has made me question my own practice as a leader/manager and led me to use other strategies."
- "Excellent programme-required the 2 days to absorb the vast amount of information/discussion."
- "A very useful 2 day course. Bravo!"

Tailoring programmes to meet local needs is a speciality of Aspect. In the last 12 months dozens of different programmes have been delivered to local authorities, national organisations and to individuals. We can meet YOUR needs efficiently, effectively and at a competitive price. The rest of this document provides a mere flavour of what is available. **To learn more contact sarah@aspect.org.uk tel 01226 383428 or Roddy Duncan Head of Professional Learning and Development (Aspect Scotland) roddyduncan@btinternet.com**