



HIGHPERFORMANCE
SCHOOLS

Leadership Forums Quickstart

“Don't wish it was easier, wish you were better. Don't wish for less problems, wish for more skills. Don't wish for less challenge, wish for more wisdom.” Jim Rohn

Name: _____

Contact No.: _____

Forum Group: _____

1

Leadership Forums: Moving Beyond Training & Coaching.

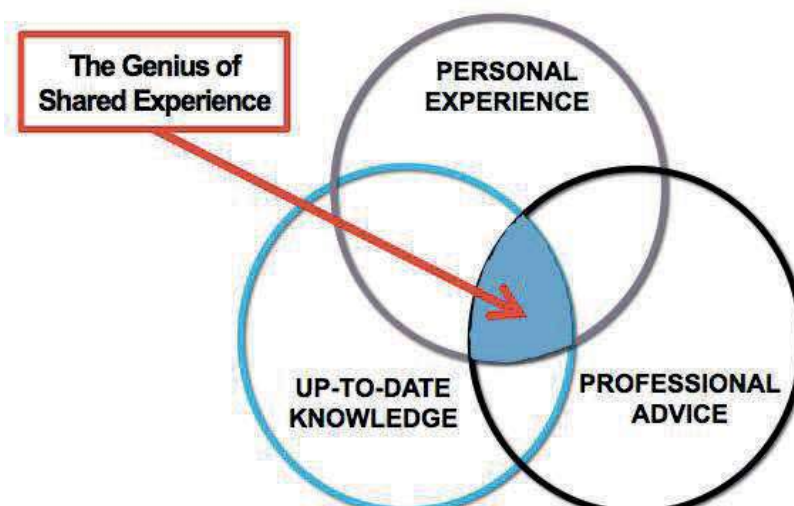
*'If you want to go fast, go alone.
If you want to go far, go together.'*
- African Proverb

To be a high performance leader over the long-term, keeping your knowledge up-to-date through professional development activities is not enough. To also have the benefit of individualised advice and guidance from an executive coach will safeguard your survival in facing the complex challenges of leadership. However, leaders who thrive in such complex roles also regularly replenish their reserves of tenacity, endurance, insight and resilience through sharing their successes and challenges, and participating in learning and growth activities in regular meetings with trusted peers in groups called '**Leadership Forums**'.

Leadership Forums were first formed by groups of company founders who needed a safe and confidential space to be able to share successes and challenges with like minded peers away from the judgment of their own staff and shareholders and independent of their professional advisors who may have had their own agendas. The overtly supportive and strategic focus of these groups was tremendously beneficial to participants and leadership forum groups were also developed for Chief Executive Officers who had professional support needs quite similar to company founders.

Leadership Forums are some of the most powerful support networks a leader can belong to. They can be a proving ground for new ideas, a sounding board to brainstorm and pressure test strategy, a confidential peer support group to walk alongside you during the leadership struggles you face and a frank and fearless point of accountability in holding you to your goals to be the best leader you can be!

Forum members believe in the power of sharing experiences as a key foundation in shaping leadership growth and the unique insights and grounding of expectations that peers develop based on lived experiences shared among members. However, '*the devil is in the detail*' and for a Leadership Forum to be successful there are a number of intricacies and accountabilities that must be clearly understood by all members..... Welcome to Leadership Forum Training!



2

Forum Agenda

90 min format (allow 2hrs)

Item 1 Inclusion	Welcome <ul style="list-style-type: none"> <i>Purpose: To provide each other a place of support, accountability, growth and learning so we can flourish as leaders.</i> <i>Attitude: We are entering the Learning Pit and need to dig deep. Being vulnerable – comfortable with feeling uncomfortable. We will get out of this what we put into it.</i> <i>Chair/Moderator & Ground Rules (esp. Confidentiality – see below)</i> Warm Up <ul style="list-style-type: none"> <i>One word Barometer & Level 2/3 Conversation Starter</i> 	Chair All	3 mins
Item 2 Support	Individual Leadership Updates (3 min each) <ul style="list-style-type: none"> <i>Each person shares an overview/summary from their Leadership Update Tool (questions if time permits)</i> 	All	Groups of 4 (3 mins per person) 12min total
Item 3 Proactive	Hot Issues <ul style="list-style-type: none"> <i>Step 1 (4 mins): Issues identified (pair/share followed by white-boarding and 5 tick vegas vote to determine top 4)</i> <i>Step 2 (3 x 7 mins): Top 3 issues discussed in 10 minute cycles (1 min explain, 1 min clarify, 4 min discuss and 1 min takeaways)</i> 	All & Led by nominated individual	25 mins
Pit Stop	Toilet/Tech Break	All	5 mins
Item 4 Strategic 1	PD Quick Share <ul style="list-style-type: none"> <i>7 min PD Video/TED Talk or Case Scenario Presentation</i> <i>5 min Consolidate – Share Learning & Takeaway Actions</i> 	Sponsor (rotating)	12 mins
Item 5 Strategic 2	PD Intensive Activity (see Factsheet) <ul style="list-style-type: none"> <i>Option 1. The Council</i> <i>Option 2. Deep Dive Presentation</i> <i>Option 3. Team Growth Activity</i> 	All or nominated presenter	30 mins
Item 6 Accountable	Close: Moderator Feedback, & Next Meeting Plan/ Roles Moderator feedback: Next meeting date/time: Roles: Chair: Moderator: PD Quick Share: PD Intensive Focus: (Council - nil prep vs Presentation - appoint presenter & coach vs Activity – assign leader) Final Comment: <i>Each Member Barometer, Takeaway Action & Satisfaction Score (1-10)</i>	Chair & Moderator	3 mins

Ground Rules (Moderator using Red Card / Yellow Card as signal to Chair)

- Openness & Trust** – Chatham House Rule – Discussion ‘off record’ with ‘on the record’ documented in Live Notes.
 - Balanced Debate** – Respecting both sides of the argument and allowing diversity of views.
 - Competency over Role** – Respecting the ‘value’ of the person’s opinion regardless of their ‘status’.
 - Issues over Personalities** – Staying ‘issues’ focused and not letting personalities overpower the agenda.
 - Accountable Actions & Clear Outcomes** – Clear next steps and/or SMART actions recorded for each item.
 - Device Rule** – Only if needed with Chair’s Permission – On Task & On Topic!
- End of Meeting Team Performance Ratings** (1 – very low to 5 – very high)

3

Example Leadership Update Tool – Short Form

Leadership Update Tool Short Form



Name: Susan Smith Date: 17 October One Word Barometer: Rushed.

Stretch Goals In Focus: 1. 100% consistency with PBL 2. 100% green data on Pulse

Leadership Successes and Challenges:

		Description	Impact	Action
Successes	Last Week	All cohorts using reading program	Key deliverable on AIP	Showcase cohorts in staff meeting
		Above and below the line agreed to by staff.	Consistency for all staff.	Update data wall and discuss at mtgs.
	Next Week	All cohorts doing team profile	Increased sharing and engagement	Showcase in staff meetings.
		School art show	Parent and community engage	Check in with co-ordinator + support.
Challenges	Last Week	Behaviour spikes and PBL non-compliance	Teacher stress	Confirm protocols on data wall.
		Staff sickness and lagging workloads.	Long hours filling gaps.	Personal thanks and wellbeing reminder.
	Next Week	Workload, attendance and behaviour issues	Reduced face time with teaching staff	Put up on data wall and update staff.
		ARD School Review visit	Increased stress on leadership team	Organise documents + preparation.

Work/Life & Wellbeing:



On Track	Off Track
Family Time	Sleep
Running	Screen Time
Painting	Snacking

Hot Issues (Focus on day-to-day leadership & operational issues)

Describe the Issue	Describe Impact / Risk	Action / Solution
Staff wellbeing and workload.	Increased sick leave, long hours, personality clashes.	
Managing curriculum changes.	Poor assessment results if curriculum isn't aligned.	
Conflict between middle leaders.	Teachers receiving mixed messages and feel stress.	

Priority Relationships (Focus on relationships with key staff and stakeholders)

Name	Critical Issue	Forward Strategy
PBL Team	School-wide rollout delays.	Co-attend all PBL meetings.
Student Leaders (end of year activity)	Confirm presentation for general assembly	meet with student leaders and run through slides
Deputy Principal	Finalise Dev. Plan	Schedule for end of week + complete pre-work.

Deep Dive Issues Register (Focus on longer term strategic issues)

Graduate Teacher onboarding and mentoring program
Staff shortages – coverage – impact on middle leaders.

Leadership Update Tool

Short Form

Name: _____ Date: _____ One Word Barometer: _____

Stretch Goals In Focus: 1. _____ 2. _____

Leadership Successes and Challenges:

		Description	Impact	Action
Successes	Last Week/s			
	Next Week/s			
Challenges	Last Week/s			
	Next Week/s			

Work/Life & Wellbeing:



On Track	Off Track

Hot Issues (Focus on day-to-day leadership & operational issues)

Describe the Issue	Describe Impact / Risk	Action / Solution

Priority Relationships (Focus on relationships with key staff and stakeholders)

Name	Critical Issue	Forward Strategy

Deep Dive Issues Register (Focus on longer term strategic issues)

4 'PD Intensive': Overview & Tools (30 mins)

The PD Intensive Section is a "strategic" component of the Forum agenda where deeper learning occurs using one of three possible methodologies:

1. Forum Council	2. Deep Dive Presentations	3. Team Growth Activity
<p>What & Why? The Forum Council is a group discussion and feedback protocol to enable all members to benefit from group brainstorming over a problem they each wish to nominate.</p>	<p>What & Why? Deep Dive Presentations are individual presentations on critical personal or professional issues that delve into enough detail to enable listeners to fully grasp the problem and possible solutions prior to sharing their own relevant experiences to assist the presenter(s) on the issue at hand.</p>	<p>What & Why? Team Growth Activities are group based "Deep Dive" experiences that members complete together to deepen self- and other-awareness and strengthen relationships among Forum members. Activities such as Lifeline, Eulogy/ Tombstone or Letter to Younger Self can be personally challenging so expert facilitation and high trust is vital.</p>
<p>Forum Council Guidelines <i>NOTE: Time is managed so ALL members present an issue</i></p> <p>Process:</p> <ol style="list-style-type: none"> The petitioner gets 1 minute to explain their challenge to the Council. The Council gets 1 minute to ask yes/no/short answer questions of the petitioner. No short answer may exceed 15 seconds. The Council has 5 minutes to respond to the petitioner's challenge. Every member of the Council needs to discuss the issue. Discuss the petitioner's problem while the petitioner listens and takes notes (the petitioner cannot participate in this discussion – no eye contact). If you finish then sit with the silence (studies show that the greatest ideas often come in the wave after the initial silence has passed). The petitioner summarises their understanding of what the Council has had to say and thanks the Council for their advice. This is kept to 1 minute. Return to Step #1 	<p>Deep Dive Presentation Guidelines</p> <p>(Prior) Preparation: Presenter to meet with Coach and complete preparation sheet prior.</p> <p>(At Forum) Presentation 30min prepared session</p> <p>Presenter Name:..... Coach Name:</p> <ul style="list-style-type: none"> • One word open • Confidentiality reminder • Presenter's expectations – by coach = 2 mins • Presentation = 10 min • Questions and Answers = 2 min • 1 minute silence • Experience Share = 12 mins • Takeaway value = 3 min 	<p>Example Activity: Lifeline Guidelines</p> <p>Preparation: Members are given a worksheet to map positive and negative life events to aide in presentation.</p> <p>Activity:</p> <ul style="list-style-type: none"> • Each person is given up to 5 minutes to present their Lifeline – by giving a narrative of their personal history and drawing a line across a whiteboard or flip chart. • Once the presenter has finished, clarifying questions may be asked with the presenter able to answer or decline further disclosure. • Once all members have completed their Lifeline presentations and pair/ share recapping, key high and low points of each member is done to consolidate and close session. <p>Tips:</p> <ol style="list-style-type: none"> 1. Flip chart is better than whiteboard as members can keep their own lifelines once drawn (however can also photograph whiteboard). 2. Variations on the lifeline could be "personal only", "career only" etc. or Lifeline can be shared by slide show of relevant photos instead of line drawing.

Deep Dive Presenter's Worksheet (Example / Non-example)

Presenter:_____ **Principal SHS**_____ **Coach:**___ **Dr Pete**_____

The Issue in Focus:	Decreasing the Inconsistency between QCS & School Based Assessment Data <i>Non-example: improving student achievement in school</i>
The 5% Strategic Question:	How do we as an SLT improve consistency so we can guarantee that every year 12 student who gets an 'A' in our school also gets an 'A' in QCS assessment? <i>Non-example: how do we increase the number of student getting high OP score at the end of year 12?</i>
Link to Wider Purpose/ Scope	SLT responsible for 'every student succeeding' and providing a quality teaching and learning environment

The Backstory of Issue & Key Impacts/ Emotions (Right Brain)	The Data & Analysis That Supports the Backstory (Left Brain)
Students and parents and frustrated and confused when they are getting A's in school and then lower marks in external assessments and missing out on uni placements despite achieving the highest standards according to our school assessment process – this also diminishes our reputation as a school in supporting high achievers.	Last year 15% of students in year 12 got A's in school's assessments but only 5% got A's in independent QCS assessments with the QCS scores lowering the opportunities they had for tertiary studies

Possible Solutions/ Answers to Strategic Question	Related Risks to Each Possible Solutions
<ul style="list-style-type: none"> • Increase the funding and support for student training on specific QCS tasks • Begin preparation/ readiness activities for QCS at much lower levels of high school to aide performance • Increase the training and support of teacher specifically related to QCS assessment tasks • Benchmarking scale of problem and sharing solutions with other schools 	<ul style="list-style-type: none"> • Limited funds and other priorities affected – unsure of cost/benefit • Full timetable and curriculum already – disruptive to current processes – unsure of overall benefit • Fitting this into already full training schedule and finding extra finding to support it • Other schools may be worse off than us – wasted time and effort

<p>Restate the Strategic Question: How do we as an SLT improve consistency so we can guarantee that every year 12 student who gets an 'A' in our school also gets an 'A' in QCS assessment?</p>
--

Deep Dive Presenter's Worksheet

Presenter(s): _____

Coach: _____

The Topic: Issue in Focus	
The Strategic Question	
Link to Team Purpose / Scope	

The Back Story of Issue & Key Impacts / Emotions (Right Brain)	The Data & Analysis that Supports The Back Story (Left Brain)

Possible Solutions / Answers to Question	Related Risks to Each Possible Solution

Restate the Strategic Question:	
--	--

Lifeline Presentation Worksheet

Purpose

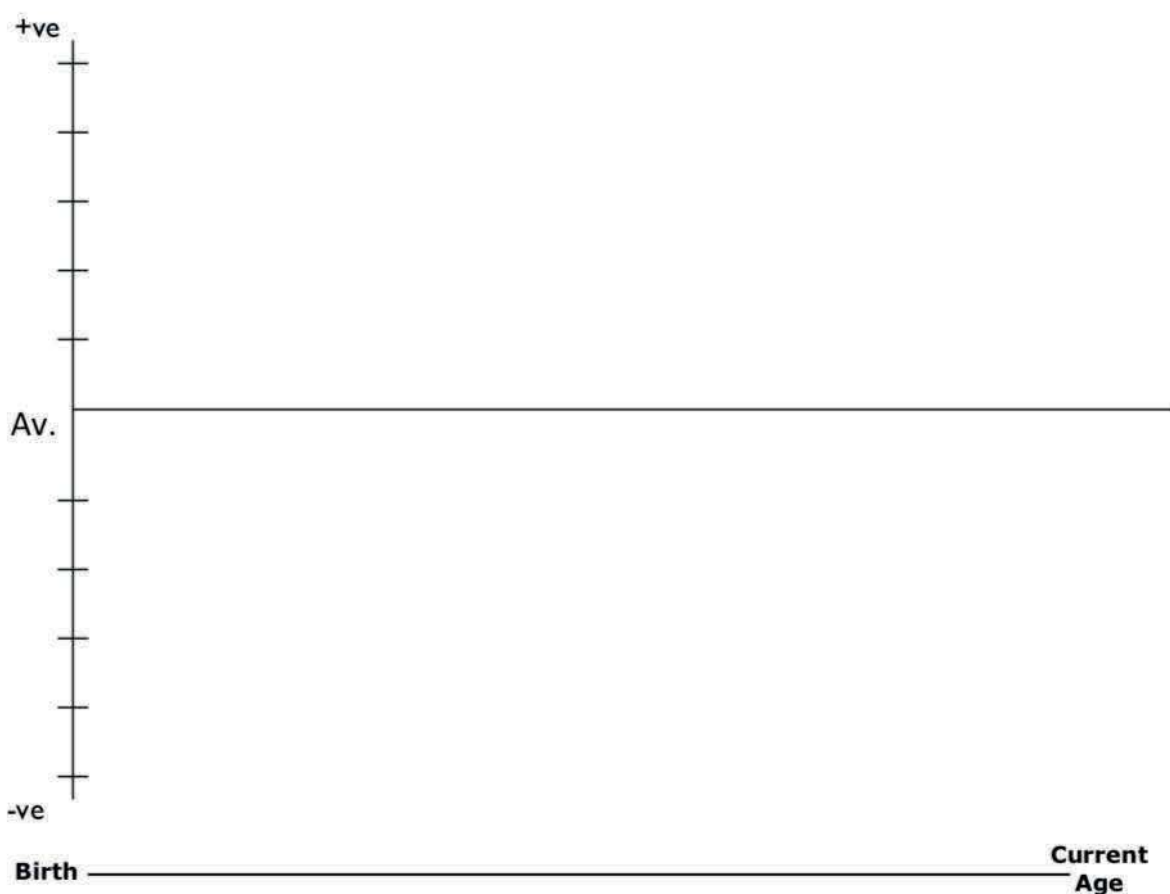
The purpose of this exercise is to reflect on significant life events that have influenced who you are today.

Preparation

1. On the lifeline below plot (with the level of positive or negative impact indicated by the distance from the horizontal line) major events, achievements, social activities/ involvements, work experiences, or other experiences that have had a meaningful impact on your identity development and future goals.

Presentation

2. Present your lifeline to the Forum by drawing your line across a flip-chart or whiteboard whilst sharing the key aspects of your personal history (5 minutes)

Exercise

Debrief

1. What general impressions do you have about your lifeline (i.e. patterns or themes)
2. What are three items on your lifeline that have influenced you the most? How?
3. Who in your life has influenced you most positively? What characteristics does this person possess?

5
Forum Constitution Fast Track

Example Principal Forum Ground Rules		Ground Rules for Our Forum
1. Mission	<i>Mission (SUPPORT, ACCOUNTABILITY, GROWTH & LEARNING) Attitude (Learning Pit, Dig Deep/You Get Out of It What You Put Into It)</i>	
2. Confidentiality	<i>Chatham House. Everything that's said in the room stays in the room. The Forum will address violations. Anyone who breaches confidentiality is to be removed unless unanimously voted otherwise.</i>	
3. Number of Meetings & Retreats	<i>Leadership Forums will be held on Wednesday morning from 7.30am to 10.30am in Week 3 and Week 8 of each term. Extended 1 day forum/ retreat per semester second half day team building/ prof development focus (Wk 8 Term 1, Wk 8 Term 3). The venue will be North Street Annex.</i>	
4. Attendance	<i>One non-attendance without prior consent will be tolerated however two such non-attendances require a vote from forum to maintain membership.</i>	
5. Tardiness	<i>Always start on time – if more than 10 min late do not attend without consent – managed as per above.</i>	
6. Advice/ Experience	<i>No advice – experience sharing only.</i>	
7. The Member Experience	<i>The person responsible for next PD will be set at the end of each meeting. Participants commit to completing the "Personal Update Tool" prior to forum. Reporting back on actions from a previous "Council" protocol included in Personal Update Tool.</i>	
8. Mobile Phones	<i>Out of sight/ no noise – only check in breaks unless prior consent.</i>	
9. Group Size	<i>5-8 is the ideal size range.</i>	
10. Members Joining Group	<i>Forums are inclusive of principals in Band 7 and higher, across all sectors (primary, secondary, special schools and SDEs & ARDs). New members are welcome with agreement of Forum and must complete Forum training prior to commencing.</i>	
11. Resignation	<i>Exit presentations compulsory verbal or fact-to-face.</i>	
12. Conflicts of Interest	<i>Conflicts of interest may relate to (a) staffing, performance management & recruitment and selection & (b) mandatory reporting. For (a) self-responsibility to declare and either (i) step out for item (ii) stay with unanimous agreement (iii) ask another to leave for item (b) disclose intended action and follow through.</i>	

