

High Performance Schools & The Challenges for Middle Leaders

In a High Performance School, Middle leaders are recognised as the lynch pin for school success because they are the ones who:

- Execute on the wider school strategies through the direct relationships that they build with frontline teaching and non-teaching staff, students and families in the school community; and
- Coordinate the efforts of staff on a day-to-day basis while also infusing these actions with the school’s vision and values.

They often do this while managing the additional pressure of having to ‘split’ their energy, time, and attention between the pressures of leading staff while themselves being led by senior management (becoming the proverbial ‘Meat in the Sandwich’) on one hand, and doing their best in the classroom on the other.

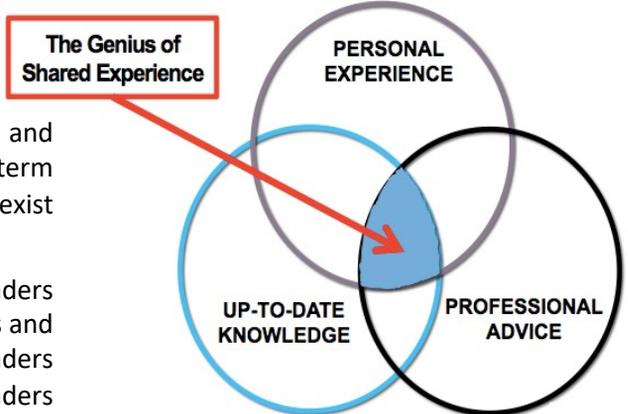
Much of a Middle Leader’s work is urgent, but WHAT should be the essential focus for ALL Middle Leaders in order to guarantee school success? AND, beyond the what, HOW can Middle Leaders fast track school success without burning out themselves?

Peer Collaboration: The Power of School Networks

Whilst Middle Leaders often receive sound advice and support from their Senior Leaders, this is often short-term solutions focused and restricted to ideas that already exist within the school.

What if there was another way to support middle leaders develop over the long-term and harness innovative ideas and strategies from a wider perspective? What if Middle Leaders could tap into support not just from their Senior Leaders who ‘walk beside them but with different shoes’ but with their peers who ‘walk beside them sharing the same shoes’.

Middle Leader Forums are a space for Middle Leaders across a school’s network* (*i.e., cluster, region, dioecies, order, alliance) to harness the power of their collective genius (sharing up-to-date knowledge, personal experience, and professional advice) to grow and develop as leaders and deliver the very best support and strategy possible to the teams they lead within their schools.



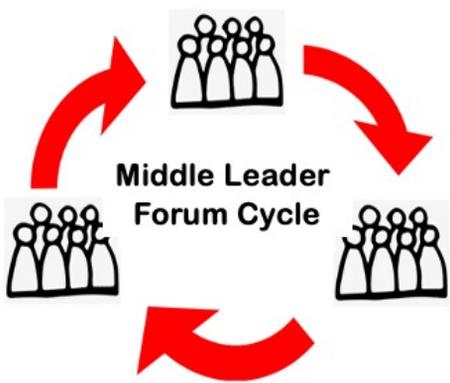
Middle Leader Forums:

What Are They & How They Work In Practice

Middle Leader Forums consist of 5-6 members from across a school network and meet in a cycle of brainstorming hot issues and engaging in high level peer mentoring, personal growth and development activities.

Forum sessions are designed to help Middle Leaders implement concrete systems to build high performance teams, improve communication across their school, boost Return On Data (R.O.D.) and strengthen staff and student Collective Efficacy.

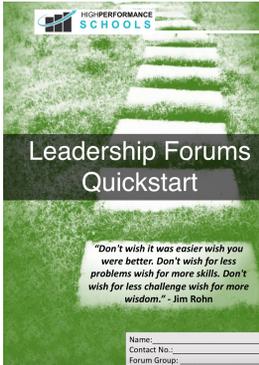
To ensure that each Forum session is Inclusive, Supportive, Proactively Focused, Strategically Focused, and that group members are Accountable for their goals, all Middle Leader Forums are led by an accredited Forum Facilitator in a cycle agreed upon by the group (face-to-face 2-3 hours bi-monthly/quarterly, or Virtual [typical] 60-75 minutes monthly/bimonthly). All group members’ needs are catered for through a structured session agenda.



Middle Leader Group Forums

Building High Performance Schools

Middle Leader Forums Toolkit



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: _____

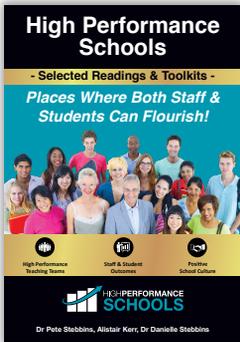
Forum Agenda		90 min format (allow 2hrs)	
1	Forum Opening: Acknowledgement (optional) & Leadership	10:00	10:15
2	Forum Agenda: Welcome, Purpose, Objectives & Leadership	10:15	10:30
3	Forum Agenda: Welcome, Purpose, Objectives & Leadership	10:30	10:45
4	Forum Agenda: Welcome, Purpose, Objectives & Leadership	10:45	11:00
5	Forum Agenda: Welcome, Purpose, Objectives & Leadership	11:00	11:15
6	Forum Agenda: Welcome, Purpose, Objectives & Leadership	11:15	11:30
7	Forum Agenda: Welcome, Purpose, Objectives & Leadership	11:30	11:45
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Leadership Update Tool Short Form		Date: 17 October	
Name: Sue Smith		Date: 17 October	
Stretch Goals in Focus:		Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/>	
Goal 1: 100% consistency with PFL		Peer Strategy: <input type="checkbox"/>	
Goal 2: 100% green dots on staff PFLs		Peer Strategy: <input type="checkbox"/>	
Leadership Applications and Outcomes		Self Strategy	
Successes	Challenges	Self Strategy	Peer Strategy
<ul style="list-style-type: none"> Last all efforts using leading language Proactive signed to by staff All actions being taken Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> 	<ul style="list-style-type: none"> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> 	<ul style="list-style-type: none"> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> 	<ul style="list-style-type: none"> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/>
Work/Life & Wellbeing		Self Strategy	
On Track	Off Track	Self Strategy	Peer Strategy
<ul style="list-style-type: none"> Family time Exercise Reading Personal time 	<ul style="list-style-type: none"> Family time Exercise Reading Personal time 	<ul style="list-style-type: none"> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> 	<ul style="list-style-type: none"> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/> Self Strategy: <input type="checkbox"/> Peer Strategy: <input type="checkbox"/>



"A leadership forum affords Principals with the opportunity to engage with peers through a collegial and challenging process. The process is tightly managed in time and structure so that the most valuable asset Principals have – their time – is utilised effectively for the benefit of their own leadership development and the benefit of their school. I personally have enjoyed the opportunity to receive collegial support to strategically reflect on my leadership and the impact this is having on student learning."

Kurt Goodwin, Principal Mt Archer State School



High Performance Schools

- Selected Readings & Toolkits -

Places Where Both Staff & Students Can Flourish!

High Performance Teaching Teams

Staff & Student Outcomes

Building School Culture

Dr Pete Stebbins, Alistair Kerr, Dr Daniela Stebbins

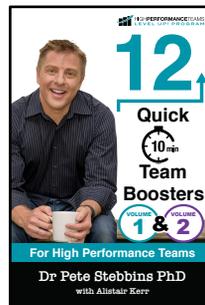


Leading Flourishing Schools

Building HIGH CAPACITY School Culture

Dr Pete Stebbins PhD

With Alistair Kerr



12 Quick Team Boosters

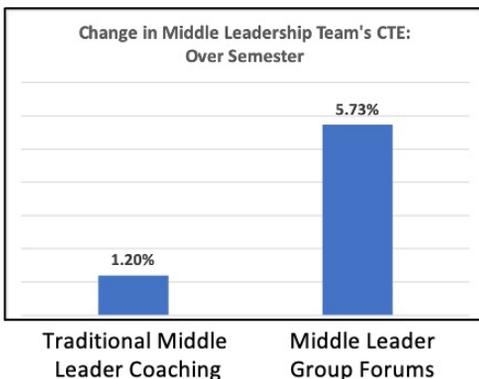
For High Performance Teams

Dr Pete Stebbins PhD

with Alistair Kerr

Group members arrive highly focused and ready to tackle the most critical issues identified through completing a personal Leadership Update Tool pre-session. Because of the fidelity of the Forum agenda and tools, by the conclusion of a group's foundational year, all Forum members develop the skills required to facilitate their group, however it is normal for most Forum groups to retain their Forum Facilitator in subsequent years.

Critically, Forums are highly stable groups of members that grow stronger as time elapses and accumulated knowledge and support increases. As such Forum membership is a vetted process requiring members to be committed and able to attend for a minimum of a 12-month cycle, as well as undergoing Forum training prior to commencement.



Middle Leader Forums: Sustainable Outcomes, Meaningful Impact

Beyond the simple benefits of comradery, when compared to traditional school-based Leadership Development approaches (i.e., Ad-Hoc, One-to-One, Personal Growth Focused Coaching) Middle Leaders participating in structured Forums have reported a 4x greater impact on Collective Teacher Efficacy (CTE) – the single largest factor that influences school achievement!