



Pathways to School Leadership: Leading with Impact

In *Partnering: A Step Further – Strategic Directions for Catholic Education in the Ballarat Diocese*

2020-2024, a key priority for the diocesan education community is *Fostering Inspiring Leadership* to serve our Catholic education communities. Faithful to this priority the Catholic Education Office Ballarat in its strategic goal setting is committed to creating a pathway that promotes capacity building through identification and mapped succession planning.

In light of this priority and goal, the Catholic Education Office Ballarat is pleased to partner with the Brown Collective to offer the 'Pathways to School Leadership: Leading with Impact' program. It is targeted at supporting the ongoing development of current deputy school and college leaders, college and school executive team members, aspirants to such roles and new appointed school principals or headmasters.

Every program offering is customised to ensure contextual relevance and alignment with the strategic agenda of the specific local context of the school. The core components of the program are as follows:

Phase 1: A 360 diagnostic and report along with a range of self-reflective activities and follow up reporting. The 360 instrument is aligned with the Australian standard for school leaders. This instrument could be adjusted to account for contextual requirements of the Catholic Diocese of Ballarat, Education Office.

Phase 2: Two-day face to face workshop based around the core themes of:

- Leading self
- Leading teams
- Leading change, and
- Leading curriculum teaching and learning.

Core topics explored include enhancing micro leadership skills, self-awareness, leading high performing teams, undertaking difficult but professional conversations, neuro-developmental differentiation, the development of peer learning communities, and deepening pedagogical knowledge.

Phase 3: A one hour debrief by an executive coach of the 360-report resulting from Phase 1. Participants undertake a leadership challenge related to their role within school support and sponsorship from the executive of each school. Two one-hour Zoom sessions with program participants a minimum of 4-5 weeks apart to ensure participants are engaged in the program and making progress with their individual leadership challenge.

Phase 4: Three one-hour webinar series on key themes: educational leadership; teaching and learning; innovation—the future directions of education including leading change in a VUCA environment. Webinars to be delivered by global thought leaders in the education and schooling area.

Phase 5: A one-and-a-half-day final workshop and challenge with participant presentations based on aspects of leading change. Topics covered include:

- High leverage improvement strategies,
 - Use of evidence and data, accountability, and approaches to implementation of change, and
 - Leading change.
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Phase 6: A two-day face-to-face workshop that will focus on the formation of peer learning syndicates of five participants each, based on a Communities of Practice methodology, and leadership challenges including implementing change and identifying and confirming individual learning opportunities for participants e.g.: work shadowing; school visits etc.

Phase 7: Learning Syndicates operating as Communities of Practice. Participants work with program peers to explore leadership challenges, common problems of practice ie, literacy, student engagement and share knowledge and ideas. Learning syndicates supported by two one-hour coaching sessions (dates to be negotiated). One session will be with each of the five syndicates separately and facilitated by Dr Stephen Brown, while the other session will be an individual discussion with your Year 1 coach.

Phase 8: Individual learning experiences to be negotiated with your mentor or supervisor matched with learning challenge and leadership areas for development.

Phase 9: One-and-a-half-day workshop focussing on the presentation of leadership challenges and learning syndicate reflections.

All program phases and workshops will be facilitated by Dr Stephen Brown with assistance from selected education thought leaders.

Articulation:

Successful completion of the Leading from Within program enable a participant to make application for a one-unit credit towards a master's degree offered by Australian Catholic University (ACU).