

COURSE BOOK 2024

Aspiring

NATIONAL LEADERSHIP PROGRAMME



GROWTH CULTURE
EXISTS TO BREATHE
LIFE INTO LEADERS,
AND TO ENABLE THEM
TO CREATE CULTURES
WHERE EVERYONE CAN
THRIVE.



Marshall Diggs
Managing Director

Contents

Page 3	Welcome
Page 4	Programme Overview
Pages 5-6	Meet the Kaiārahi
Page 7	Professional Learning Groups Required Texts
Pages 9-10	Timeline Course Requirements
Pages 11-12	Assignments
Pages 13-15	The Online Forum
Page 16	Your Coaching Sessions
Page 17	Leadership Capabilities Assessment
Page 18	Learning Partners
Pages 19-22	Record of Coaching Sessions
Pages 23-34	Notes from PLGs
Pages 35-38	Notes





A Personal Welcome and Introduction

Kia Ora

It is with great pleasure that I welcome you on board the National Aspiring Leadership programme for 2024. I am very much looking forward to meeting you and witnessing your growth on the path to leadership this year. Growth Culture are honoured to be a part of this journey.

By way of introduction to me, I am Emma Kingston. I oversee the leadership programmes for Growth Culture and, as such, you will hear from me throughout the year with important information, I will see you at PLGs and I will share the online content and assignments with you. You can contact me at any point in the year to ask any questions you may have about the programme.

I am passionate about education, learning and the future of schooling and believe strongly in the power of great leadership to achieve significant outcomes for the young people that schools have the responsibility and honour to serve.

I am a primary trained teacher who has worked in state and state-integrated schools, comprising single cell and open learning configurations. I have led many workshops and conference sessions on pedagogy; as well as facilitating, coaching and mentoring for a number of years across primary, intermediate and secondary schools. More recently, I was a Deputy Principal where, as part of a strong team, we were tasked with transforming all aspects of a school in crisis. I subsequently transitioned to part time pedagogical and leadership coaching roles when I had my own children.

At Growth Culture, I am excited to help to grow and empower new leaders in schools to achieve positive outcomes for staff and children alike.

We have a fantastic programme ahead, looking at aspects of leadership, both practical and theoretical. There is lots to explore and plenty of opportunity to reflect on new learning with likeminded peers and Kaiārahi.

Ngā mihi nui

E. Kingston

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Programme Overview

The National Aspiring Leadership programme is designed for leaders within the education sector who aspire to accelerate their career through growth in their personal leadership capabilities, as well as add value to their teams and colleagues.

You will network with a nationwide community of lifelong learners and expert Kaiārahi.

The National Aspiring Leadership programme is delivered over a one year period to ensure minimal disruption. We combine expert coaching and a customised leadership development plan based around your strengths, as well as adding value to your aspirations.



MĀ MUA KA KITE A MURI, MĀ MURI
KA ORA A MUA
THOSE WHO LEAD GIVE SIGHT TO
THOSE WHO FOLLOW, THOSE
WHO FOLLOW GIVE LIFE TO
THOSE WHO LEAD

COURSE COMPONENTS

- Four PLGs
- 16 modules (four per term) in the interactive online forum
- Participant-generated kōrero building on the existing skills and experience within the group
- Three professional readings
- Personalised Leadership Capabilities Assessment (LCA) and Coaching Reflection Tool
- Two assignments
- Kaiārahi face-to-face and virtual visits
- Access to our Wellbeing Kaiārahi
- Option to discuss required texts online
- Connection with Learning Partners

MEET THE Kaiārahi

The Kaiārahi are a unique and important part of the National Aspiring Leadership programme. The Kaiārahi role is to walk alongside you and guide you on your leadership journey. We are fortunate to have enormously gifted and experienced Kaiārahi to support and challenge you to be the best leader you can be.

Pauline Cowens



Pauline's experience spans thirty-six years, in a variety of kura. Her formal leadership roles include an Advisory role in Science (Waikato University), Deputy Principal (Waikato Diocesan School for Girls from 1994 to 1998), and Principal (Tauranga Girls' College from 2001 to 2018).

Pauline's skill-set includes educational leadership, mentoring, change management, community building, facilitation, HR, international marketing, financial management and governance (member and chair of several Boards outside school but education based). She is passionate about learning as a holistic activity and believes that everything is possible, we are responsible for our own outcomes and that we have a duty of stewardship and risk-taking in pursuit of success (in all its forms) for those in our care.

In 2021 Pauline developed the Aspiring Honours Programme, a second year programme which further develops specific skills and knowledge related to Principalship. Pauline also leads the growing team of Kaiārahi.

Pauline is 100% committed to building a better future for New Zealand and for her four grandsons, who will be part of that future.

Grant joined Growth Culture after spending 21 years as a Principal in two schools - Integrated Boys boarding school, Lindisfarne College, and latterly until his retirement in April 2021, St Paul's Collegiate School, an Independent coeducational boarding school. Prior to this he was a Deputy Principal in two schools; Mt Roskill Grammar School and Mahurangi College.

A highlight of Grant's educational career was his leadership in firstly boy's education while at Lindisfarne. Grant was New Zealand's first Trustee on the Board of the International Boys' Schools Coalition which looks at global issues facing young teenager men. Grant's second career defining initiative was his leadership of the introduction of Agribusiness into New Zealand schools.

Grant's educational philosophy is based around schools playing a crucial role in the holistic development of young people. He believes very strongly in the importance of the development of Character and Emotional International Intelligence in young people and the key place of educational opportunities outside the classroom in a young person's schooling experience.

Grant has really enjoyed his mentoring and coaching role of Aspiring Leaders at Growth Culture. Outside our organisation he is involved in a similar capacity with a number of businesses and educational organisations. He provides advice and support for a number of school boards and continues his involvement with the Agribusiness in schools initiative, as its National Relationship manager. Grant's wife Judith operates a private practice as a Career's Consultant and, with a shift away from full time employment, they are both enjoying greater quality time with their three adult children and four grandchildren.

Grant Lander



Aaron Ironside
Wellness Kaiārahi iārahi



Wellness Kaiarahi Aaron Ironside draws from experience and studies to provide valuable insight into the psychology of leadership and leading a team.

With a Masters Degree in Psychology, Aaron draws from his experience as counsellor, chaplain, pastor, spokesperson and broadcaster. He also enjoys a good laugh, and was a recent grand finalist at the Auckland Comedyfest Competition.

Passionate about unlocking potential and purpose, Aaron is available to work with delegates needing extra assistance to ensure you are bringing the 'best you' to your leadership environment.

Robert Mangan



Robert has recently stepped aside, after 41 years involvement in formal Education, from his role of Principal of Tauranga Boys' College which he held for 14 years. Prior to this he was the Deputy Rector of a state integrated school Lindisfarne College for 6 years. During his time as Principal of Tauranga Boys' College he championed Academic Excellence and focussed strongly on improving academic results for Māori and Pasifika students. This focus supported Māori and Pasifika boys to achieve at higher rates than their Pākehā peers over a number of years. This was achieved through building a positive and affirming school culture focused on respect and belief that all students could achieve.

Robert is passionate about the importance of education and believes strongly in the ability of every student to achieve their potential, provided teachers, schools and the environment enables this to occur. He is excited to be involved in Growth Culture as he feels strongly about the importance of growing leadership within the school sector to ensure our system is "world class".

Robert has enjoyed pursuing his interests since stepping down from his Principals role enjoying quality time with his wife Linda and their two grandchildren, along with trail biking, fishing and golf in the sunny Bay of Plenty.

Ally Gibbons



As a Māori woman firstly and secondly as a leader, educator, and life-long learner, Ally's journey of over 50 years has been one of insight, challenges, and inspiration. Her uncompromising belief is that all students can learn given the right ingredients. These include: a positive learning environment, committed and focused teachers, evidence-based data which informs practice and strong culturally responsive leadership which she sees as one of the major factors. She has had the privilege of leading four schools, from special character, to rural and Māori majority so she knows first-hand the power of leadership in all forms.

Ally is passionate and committed to ensuring Māori students succeed as Māori and that there is equity and excellence in opportunity and outcomes for all rangatahi. Research shows that "What is good for Māori is good for all learners" and she has skills in facilitating staff PLD workshops in this area.

Ally has had over 27 years' experience in Senior School Leadership culminating in very successful principalships. Her last principalship was at Rotorua Girls' High School where the results were positive and rewarding especially being part of a very effective team which was recognised in a Prime Minister's Excellence Award and an outstanding ERO Review. Her leadership style is about empowering, transforming, and working together.

Ally has also worked internationally as an Education consultant with Cognition Education in the UAE. This allowed her to gain extensive experience in leading school improvement projects, with an emphasis on developing Teacher capability and Principal mentoring. She is outcomes driven, professional and leads by example. She believes that the learning, well being and development of all students is important, and that teachers, including leaders, must remain at the cutting edge of their profession through continuous PLD and inquiry into their practice to be relevant and effective. Working alongside the Ministry of Education, Boards, communities and staff has given Ally valuable insight into effective strategies to facilitate school improvement and provide leadership mentoring. This role also involved reviewing school systems and processes, while leading change management.

Professional Learning Groups

The National Aspiring Leadership Programme includes four PLGs, held throughout the year. These are important aspects of the programme for learning, networking with fellow delegates and connecting with Kaiārahi. The events are a compulsory part of the programme. Please contact Emma Kingston if you are unable to attend.

PLG 1: Culture

Auckland: Novotel, Ellerslie
Friday 15th March 9:00am - 3:00pm

PLG 2: Transition: Empowering Leaders & Transforming Communities

Online
Available to access on Monday 17th June.
Follow-up meetings with Kaiārahi to discuss content on the Wednesday-Friday of this week. Times to be communicated.

PLG 3: Regional: Courageous Conversations

Regional
Held in the week of August 12th.
Date and location will be organised by the Kaiārahi for each region and communicated in Term 2.

PLG 4: Change Management and Graduation

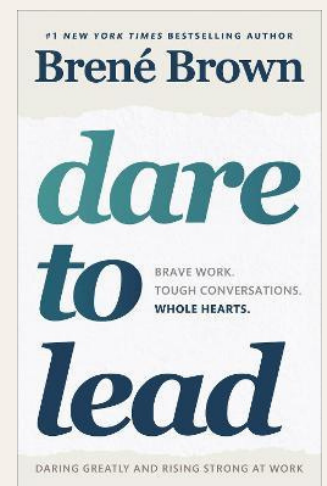
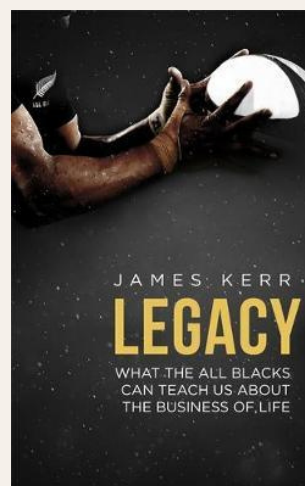
Christchurch: Venue TBC
Thursday 7th November 9:00am - 3:00pm

Required Texts

There are three required texts for the National Aspiring Leadership programme. These are available in major book stores, online, as e-books and audiobooks. There is no particular time frame to read these in, however, "HBR's on Change Management" must be read before completion of the second assignment. The other two texts must be read prior to attending an online book club meeting of your choice. These will be held in Term 2 and 3, with two options to select from for each text (see below). You must attend one book club for each text but can choose to attend both if you wish.

BOOK DISCUSSION:

Delegates may choose to engage with fellow participants online to discuss their thoughts on the required texts. This is optional but a good way to connect with fellow delegates, see others' perspectives and understand how peers have implemented text ideas in their kura.



Timeline

TERM 1

Programme begins: 26th February

PLG 1: Friday 15th March

Coaching with your Kaiārahi will be virtual this term. This meeting will occur after the PLG and before the end of term. The focus will be mainly on the Leadership Capabilities Assessment.

You will also begin to think about Assignment Two together.

Module	Date posted	Due date
1. Leadership Capabilities	26th February	48hrs before first coaching session
2. High Performing Teams	29th February	14th March
3. Partnerships and Networks	14th March	28th March
4. DNA High Performing Teams	28th March	11th April

TERM 2

PLG 2: Week of 17th of June

Coaching with your Kaiārahi will be face to face, at any point in the term, to be arranged with your Kaiārahi. Assignment 1 must be shared with you Kaiārahi 48 hours before this meeting and will be the main focus of your meeting. You will also discuss your progress with Assignment Two.

Module	Date posted	Due date
5. Culture	2nd May	16th May
6. Voices and Drivers	16th May	30th May
7. Leadership Dispositions	30th May	13th June
8. Wellbeing	13th June	27th June

TERM 3

PLG 3: To be held in the week of the 12th of August.

Coaching with your Kaiārahi will be in person, as a group this term. This will occur at the PLG.

Assignment 2: Change Management Due 23rd September.

Module	Date posted	Due date
9. Conflict & Crisis / Courageous Conversations	25th July	8th August
10. Consensus Building	8th August	22nd August
11. Candour & Influence	22nd August	5th September
12. Culturally Responsive Leadership	5th September	19th September

PLG 4: 7th November

Coaching with your Kaiārahi will be virtual. The main focus will be to reflect back on your Leadership Capabilities Assessment from the start of the programme. This must be with your Kaiārahi 48hrs before your meeting time. You may also discuss Assignment 2.

Programme closes: At the conclusion of the PLG on the 7th of November.

Module	Date posted	Due date
13. Governance & Reporting	17th October	31st October
14. Authentic Leadership	31st October	No response required on forum. Peruse in your own time.
15. Media Management	31st October	
16. Sector Partners & Resources	31st October	

Course Requirements

On completion of the National Aspiring Leadership programme, you will graduate with a certificate, celebrating your successful completion of the programme. This involves:

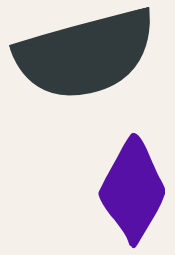
- Attendance at the four PLGs.
- Completion of 13 modules in the online forum (the final three modules require no online response).
- Participation in the online forum (i.e. commenting on fellow delegates' posts, 'liking' posts).
- Reading the three required texts.
- Completion of the Leadership Capabilities Assessment (LCA) in Terms 1 and 4.
- Updating the Coaching Reflection Tool after each coaching session with your Kaiārahi.
- Completion of both assignments.
- Attendance at all four scheduled Kaiārahi face-to-face and virtual visits.

We are teachers too and we know there are pressure points in the year. We also know that big life events happen that we cannot plan for. If you are getting behind, are unable to meet a due date or cannot attend a PLG or meeting, please get in contact with Emma Kingston to arrange an extension or alternative.

(emma@gcla.co.nz)



Assignments



The National Aspiring Leadership programme includes two assignments:

ASSIGNMENT 1 TRANSITION: MANAGEMENT TO LEADERSHIP

The second coaching session and first assignment are designed to align with each delegate's own career aspirations and motivation for being on the programme.

Due: Term 2.

Please prepare for your conversation with your Kaiārahi and send to them either your CV (option a) or an agenda/notes to discuss if you select options b-e. This must be sent directly to your Kaiārahi 48 hours before your meeting.

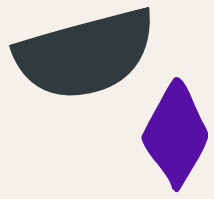
To complete Assignment One delegates are required to choose one of the options below (pick one):

- Prepare and share an updated Curriculum Vitae (CV) with your Kaiārahi, for discussion at the coaching session in Term 2.
 - Discuss possible educational leadership positions/options and applications for 2024 or beyond.
 - Rehearse and refine interview techniques by having a series of mock interview questions with Kaiārahi
 - Reflect on your past experiences of authentic leadership in an alternative setting (i.e. work position outside of education). Give context to this role and share with your Kaiārahi, the skills you gained in this setting that transfer over to educational leadership
 - Consider your personal leadership growth in discussion with your Kaiārahi.
-

Grading: Assignment One will not be graded but it will be assessed by your Kaiārahi in the form of complete / incomplete standard.



ASSIGNMENT 2: CHANGE MANAGEMENT



Assignment Two – Change Management is created in the light of what we know about Change Management in New Zealand’s educational contexts and that, while Change Management is important, Change Leadership is essential to success.

A Harvard University study published twenty years ago, and various other research sources, such as the more recent study by David Leonard and Claude Coltea from Gallup, (published in Business Journal in 2013), estimate that 70% of all change initiatives in schools fail. As recently as 2016 in New Zealand this statistic was still quoted as relevant to understanding sustaining change in the presentation by Randy Pennington, Business Strategist and author, to NZSTA and available here: <https://vimeo.com/nzsta/govtalks/video/145795736>.

The National Aspiring Leaders programme is committed to supporting delegates and ensuring growth in leadership skills, in this case by reflection on your role in change practice in your school. This will be achieved by supporting your exploration of change research sources against your current experience, particularly of change management and change leadership.

Due: 23rd September

Please send your assignment to your kaiārahi via email.

In order to ‘complete’ Assignment Two delegates are required to fulfil the following commitments to their specific area of change management aligning their school’s Strategic Plan, and their own career development.

Requirements (500-1000 words):

Critically review the course reading in light of your own practice.

HBR’S 10 MUST READ On Change Management: Leading Change: Why Transformation Efforts Fail by John P. Kotter. pp. 1-17

Reflections: At the start and middle of your change process.

Your kaiārahi coaching sessions will support you in this assignment:

- **Term 1:** In your first coaching session, set up the challenge or goal that you will be engaging in this year, that will involve a change process. It is best if this is a change you are working on as part of your role this year (don’t add something new!) Write a paragraph or two to explain the challenge/goal after the meeting.
- **Term 2:** Check in with your kaiārahi as part of your coaching session about how this change is going. What successes have you had, what challenges have you had to overcome and how have you managed these, what further actions will you need to take to create a successful change? Write a paragraph or two to summarise this after the meeting.
- **Term 3:** You may discuss your change project at your regional PLG, with your kaiārahi and/or peers.

Final reflections:

The remainder of your assignment is to reflect on the change process as a whole. Reflect on what was successful and what you would do differently next time, with reference to the knowledge gleaned from your kaiārahi and/or peers and colleagues, and the Kotter text.

Grading: Assignment One will not be graded but it will be assessed by your Kaiārahi in the form of complete/incomplete standard.

Accessing the Online Forum

The Aspiring Online Learning Platform is a community space engineered for you. One of the great features of the Aspiring Leadership Programme is the ability to establish lifelong professional networks. With participants from across New Zealand, there are likely to be several other delegates from different contexts who are also leading, learning, growing and facing similar situations to what you will meet throughout 2022. The Aspiring Online Learning Community is enriched and supported through participant-generated discussions and adaptive leadership challenges that unlock existing skills and experience within the group.

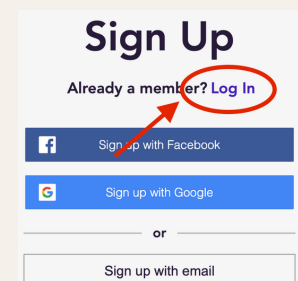
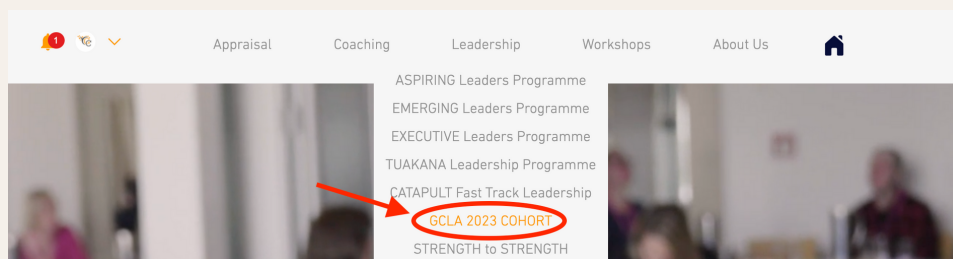
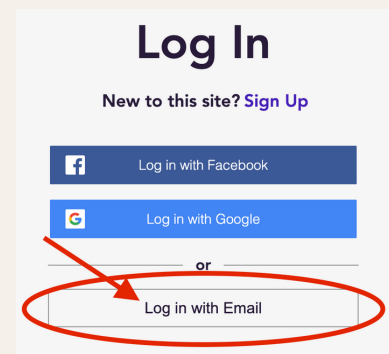
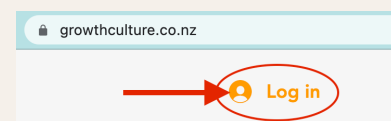
SIGN-UP TO BE A SITE-MEMBER

1. Become a site member of www.growthculture.co.nz to access online forums, online PLGs and resources to enrich your learning experience. Navigate to our website and click on 'Log In' at the top left. You will need to switch to Sign Up.

2. We recommend that you 'sign-up with email' using your school email address - this appears to be the best option for most delegates as notifications will come to this email (notification settings can be managed at Profile Settings, instructions are below).

3. You will receive two emails from us in response to your request, no longer than 24 hours after you make your request. An initial email from 'Growth Culture' will confirm you are a site member. A second email will come shortly after confirming that you have permissions to use the relevant forum and additional pages depending on the programme you are enrolled in.

4. Once you have received the second email, you can now access the forum. Go to the top menu and select 'Leadership', then from the drop down menu select 'GCLA 2023 Cohort'.

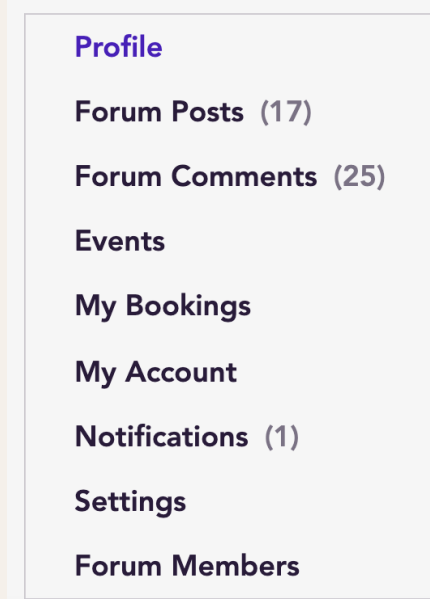


5. It may ask you to log-in again - be sure to choose Already a Member: Log-in, and use your email and password that you signed-up with.

CHANGING YOUR FORUM PROFILE SETTINGS AND NOTIFICATION SETTINGS

Click on the down-arrow at 'Log In' area and navigate to 'Profile'. A list appears on the left with the following headings:

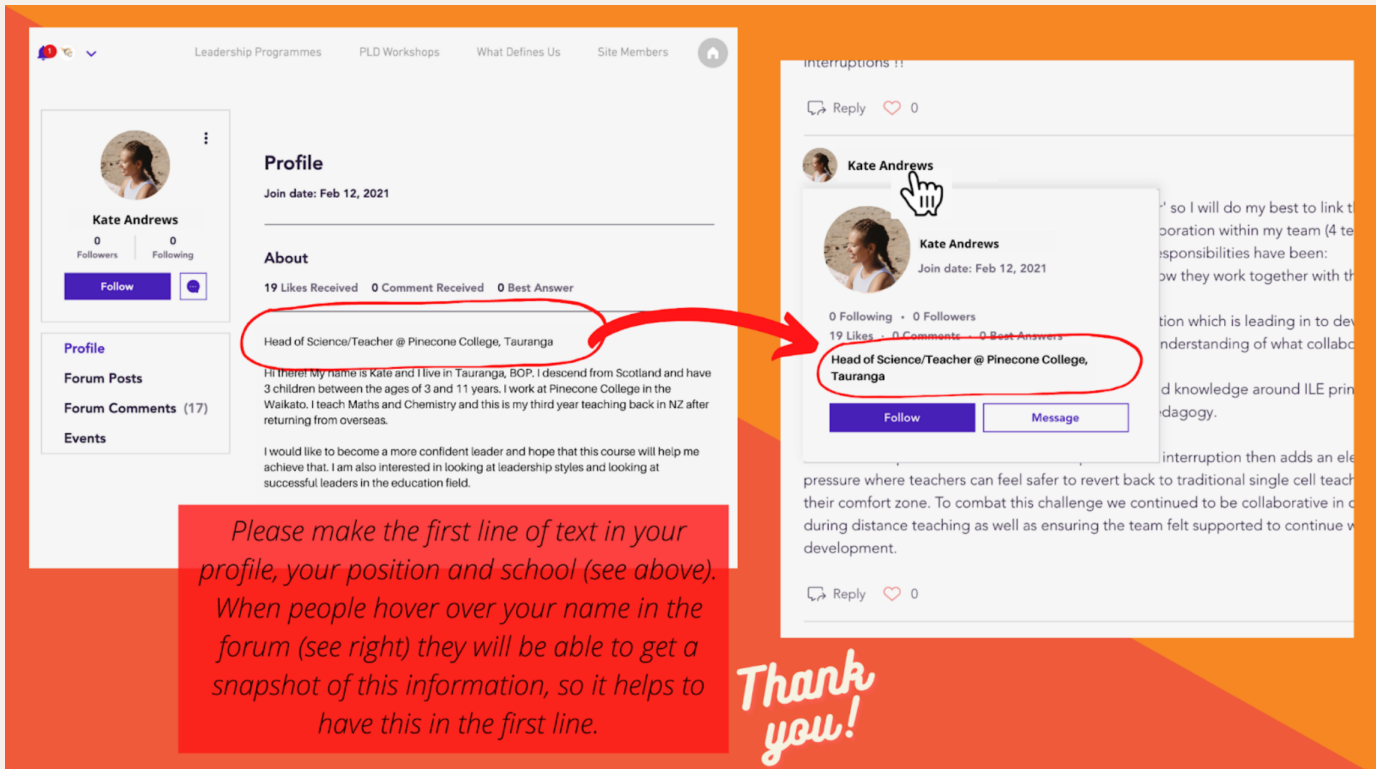
- **Profile:** share something about yourself - tell us where you are teaching and a little about your leadership aspirations for 2022. Perhaps you may like to share your mihi. Whilst you're here, you can edit your name and image. We would love to put a face to a name as this will make it easier when we meet you at the PLG. Please also make the first line of text in your profile your position and school (as per image below).
- **Forum Posts:** this shows any posts that you make on the forum.
- **Forum Comments:** this will fill up throughout the year as you korero with your fellow delegates. It is a good reference point if you are searching for your response to a particular module.
- **Events:** this will show you upcoming PLGs that you have registered for. You will need to register for these using the link in the PLG section of the forum (details below).
- **My account:** your personal details
- **Notifications:** similar to social media notifications, your notifications of likes, comments, follows etc. (these will also show by clicking the orange bell at the log-in area).
- **Settings:** choose if you would like email notifications for likes, comments, follows and general. Make the forum work for you!
- **Forum Members:** here you can see who else is using the site and a participant of the Leadership Academy. Some are members of other programmes: Emerging, Aspiring, and Honours. Whilst you can see their profile, you are unable to view korero of a course that you are not enrolled into. You can follow delegates that are also in your programme (or geographic area) - remember you will get notifications when these people post, so you may not want to follow everyone!



IMPORTANT: Ensure you follow these accounts:

- Forum Administrator
- Emma Kingston
- Your Kaiārahi

PERSONALISING YOUR PROFILE



The image shows two screenshots from a forum. The left screenshot displays a user profile for 'Kate Andrews', 'Head of Science/Teacher @ Pinecone College, Tauranga'. The right screenshot shows a forum post where a mouse cursor hovers over the user's name, displaying a tooltip with the same profile information. Red circles and an arrow highlight the key information in both views.

Please make the first line of text in your profile, your position and school (see above). When people hover over your name in the forum (see right) they will be able to get a snapshot of this information, so it helps to have this in the first line.

Thank you!

ASPIRING ONLINE FORUM: HAVE A LOOK AROUND

There are four threads that make up the Aspiring Online Forum:

1. Aspiring Emodules: 16 Emodules are posted throughout the year. Please see the 'Aspiring Overview and Timeline 2023' for due dates. Where a written response is required, please adhere to the 150 word count when stated. Delegates are also encouraged to comment on and provide feedback to team members' responses to further deepen the discussion and their own thoughts.
2. Aspiring PLG: In this category, you will find information about the PLGs with a link to RSVP. There will also be an agenda posted, and ride-share posts closer to the PLG.
3. Aspiring Professional Readings: Information about the required readings is here.
4. Aspiring Resources and Information: Extra information related to the Aspiring Leadership Programme is posted in this thread.



Your Coaching Sessions

You will be assigned your Kaiārahi at the start of the programme. They will be in touch with you to introduce themselves at this point and you will meet them in person at the first PLG for the year. From this point, you will have four coaching sessions with your Kaiārahi throughout the year, two face to face and two virtual. The Kaiārahi are all keen to support you on your leadership journey and, as such, often go above and beyond these 'official' meeting times to answer a question via email, look over a delegate's CV, support with interview preparation and so forth.

Each coaching session is approximately 60 minutes long. The meeting will have a particular focus (e.g. meeting one will predominantly focus on your Leadership Capabilities Assessment) but there is room for you to add agenda items that are particularly pertinent for you at that moment. The purpose of the coaching sessions is to guide you through leadership challenges, celebrate successes, analyse leadership actions and traits, set and reflect on goals and support you to become the best leader you can be in your particular and unique context.

At the conclusion of each meeting, we ask that you reflect on the Coaching Reflection Tool - This can be found in this booklet.

Each virtual coaching session is recorded as a matter of policy at GCLA and occurs via Zoom. Booking instructions below.

ONLINE BOOKING INSTRUCTIONS

To make it easier to book in Zoom mentoring sessions with your Kaiārahi, we have set up a feature within our website that enables delegates to book in at a mutually suitable time.

This can be found here: <https://www.growthculture.co.nz/book-online>

The process should look like this:

Please go to www.growthculture.co.nz/book-online, select your Kaiārahi, a date on the calendar and a time underneath. Enter your details and select 'book it'.

An email will be sent to both you and your Kaiārahi to confirm the booking.

The Kaiārahi will set up a Zoom call and send the link to you.

If you are not available at any of the times indicated on the booking system, please let your Kaiārahi know directly.

Leadership Capabilities Assessment

The LCA is an important document to help you and your Kaiārahi develop an understanding together of where you feel you sit in relation to your leadership strengths and next steps. It is where your coaching will begin. It will also form the basis of your final coaching conversation, allowing you to reflect on your leadership growth and development throughout the year.

Note: This document will be shared with you via Google Docs, for you to reflect on and share with your Kaiārahi.

You will be asked to reflect on the following questions pertaining to your leadership development:

- As I consider my next leadership sphere, which of these capabilities need further development?
- What are the incidents, conversations, decisions, or desired change that I am working towards that has challenged me?
- Which of these capabilities do I need to develop/strengthen?
- Where do I see my strengths and how can I leverage these?
- Who or what could help me develop my skills and knowledge in this capability, or who has knowledge that could help me identify good sources of professional learning, reading, discussion, or opportunities to try things out?

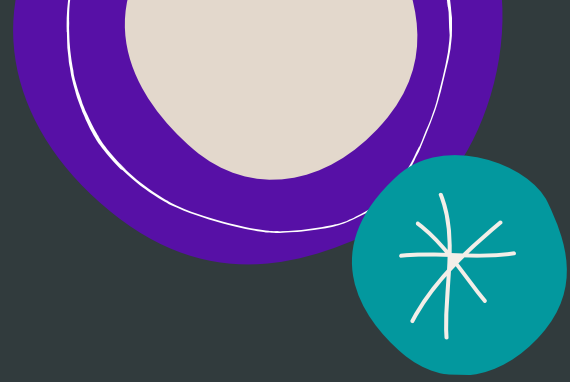
You will also be asked to reflect on 11 leadership qualities, giving yourself a 'score' on a scale and writing reflections to explain where you have placed yourself on the scale.

Term 1: Please complete the LCA and notify your Kaiārahi at least 48 hours before your first coaching session (mid Term 1). (This will help frame your initial conversation with your Kaiārahi.

Term 4: Please complete and email to your Kaiārahi at least 48 hours before your final coaching session (early Term 4).



Learning Partnerships



All delegates enrolled in the National Aspiring Leadership programme are matched with one or two other people who we feel have similar contexts/roles/responsibilities/educational interests. The purpose of this is to recognise the importance of relationships in leadership. We will bring you together as learning partners to connect, support and challenge each other throughout the course of this year through korero and some shared module content.

You will meet your learning partner(s) at the first PLG of the year. Following this, there will be opportunities to connect with your learning partner(s) through modules and PLGs throughout the year. You may, of course, also choose to connect in a more organic manner to collectively problem solve, share successes, discuss course learnings etc.

We know you will enjoy building these relationships and the value added that your shared experience and knowledge will bring to your ongoing growth.



EHARA TAKU TOA I TE TOA TAKITAHĪ, HE TOA
TAKITINI
MY STRENGTH IS NOT AS AN INDIVIDUAL, BUT
AS A COLLECTIVE

Record of Coaching Sessions

How to use this tool:

At the end of any coaching session, delegates are asked to reflect on and summarise the meeting, on the Aspiring Coaching Reflection Tool (below) and notify their Kaiārahi, with two to three 'in progress' goals.

Recording and reflecting on the content of visits is an essential part of the learning process between Kaiārahi and delegate.

SESSION 1: TERM 1

Big focus of today's coaching session:

E.g. For Visit One: 'The focus of this visit will be building relationships and reflecting on your school context and your completed Leadership Capabilities Assessment'

Kickstart

Establishing the context. What's on your current school agenda? And what else?

Positives/successes

Let's celebrate!

Challenges/struggles

What is the real challenge currently for YOU?

Problem solving

Where do YOU want to go? What support do you need from ME?

Goals for next meeting

What actions are you taking straight away - saying YES to? What are you letting go of - saying NO to?

SESSION 2: TERM 2

Big focus of today's coaching session:
E.g. For Visit Two - Reflection on Assignment 1

Kickstart
What's on your mind? And what else?

Positives/successes
Let's celebrate!

Challenges/struggles
What is the real challenge currently for YOU?

Problem solving
Where do YOU want to go? What support do you need from ME?

Goals for next meeting
What actions are you taking straight away
- saying YES to? What are you letting go of
- saying NO to?

Reflection on leadership goal(s)

SESSION 3: TERM 3

Big focus of today's coaching session:
E.g. For Visit Three - Group coaching re courageous conversations

Kickstart
What's on your mind? And what else?

Positives/successes
Let's celebrate!

Challenges/struggles
What is the real challenge currently for YOU?

Problem solving
Where do YOU want to go? What support do you need from ME?

Goals for next meeting
What actions are you taking straight away
- saying YES to? What are you letting go of
- saying NO to?

Reflection on leadership goal(s)

SESSION 4: TERM 4

Big focus of today's coaching session:
E.g. For Visit Four: Reflecting on the LCA.

Kickstart
What's on your mind? And what else?

Positives/successes
Let's celebrate!

Challenges/struggles
What is the real challenge currently for YOU?

Problem solving
Where do YOU want to go? What support do you need from ME?

Goals for next meeting
What actions are you taking straight away
- saying YES to? What are you letting go of
- saying NO to?

Reflection on leadership goal(s)

PLG 1: Culture

In the first PLG, we will explore the vital aspect of culture in the kura. How do you create a great culture? Why is culture so important anyway? How might you understand yourself better, in order to know your effect on your school culture? What characteristics do you need to lead a school with a great culture? You will also meet your Kaiārahi and your learning partner, as well as other colleagues enrolled in the programme.

NOTES:

REFLECTIONS / TAKEAWAYS / ACTIONS

NOTES:

NOTES:

PLG 2: Transition: Empowering Leaders and Transforming Communities



In this online PLG, you will watch videos of top educational thinkers and have the opportunity to consider how you might have a powerful and positive impact on your own, unique community.

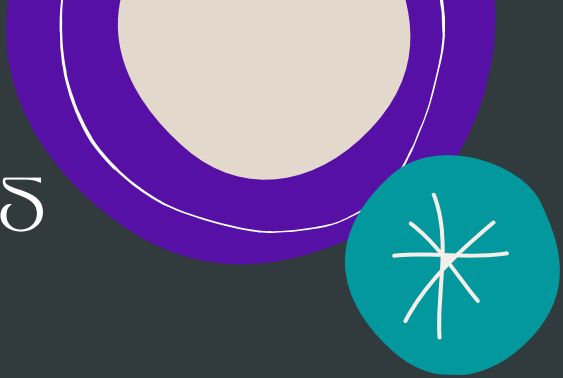
NOTES:

REFLECTIONS / TAKEAWAYS / ACTIONS

NOTES:

NOTES:

PLG 3: Courageous Conversations



In this regional PLG we will provide you with the tools to have those conversations that we all need to have from time to time with parents and colleagues. Material will be provided prior to the PLG day in a 'flipped' model, allowing for plenty of dialogue and collective reflection on the day.

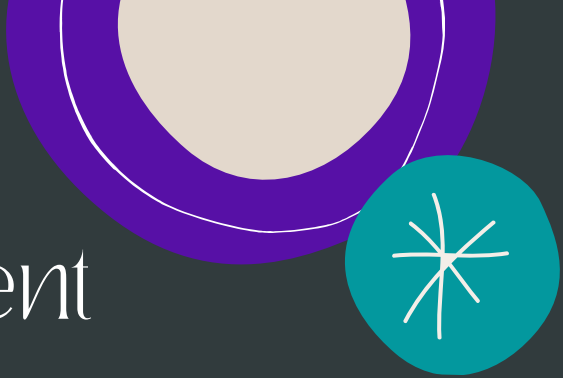
NOTES:

REFLECTIONS / TAKEAWAYS / ACTIONS

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NOTES:

PLG 4: Change Management



In this final PLG for the year we will extend on the second assignment, deeply exploring how we can make meaningful change in our kura, to positively impact on learners and communities. This is also a chance to celebrate your successful completion of the programme.

NOTES:

REFLECTIONS / TAKEAWAYS / ACTIONS

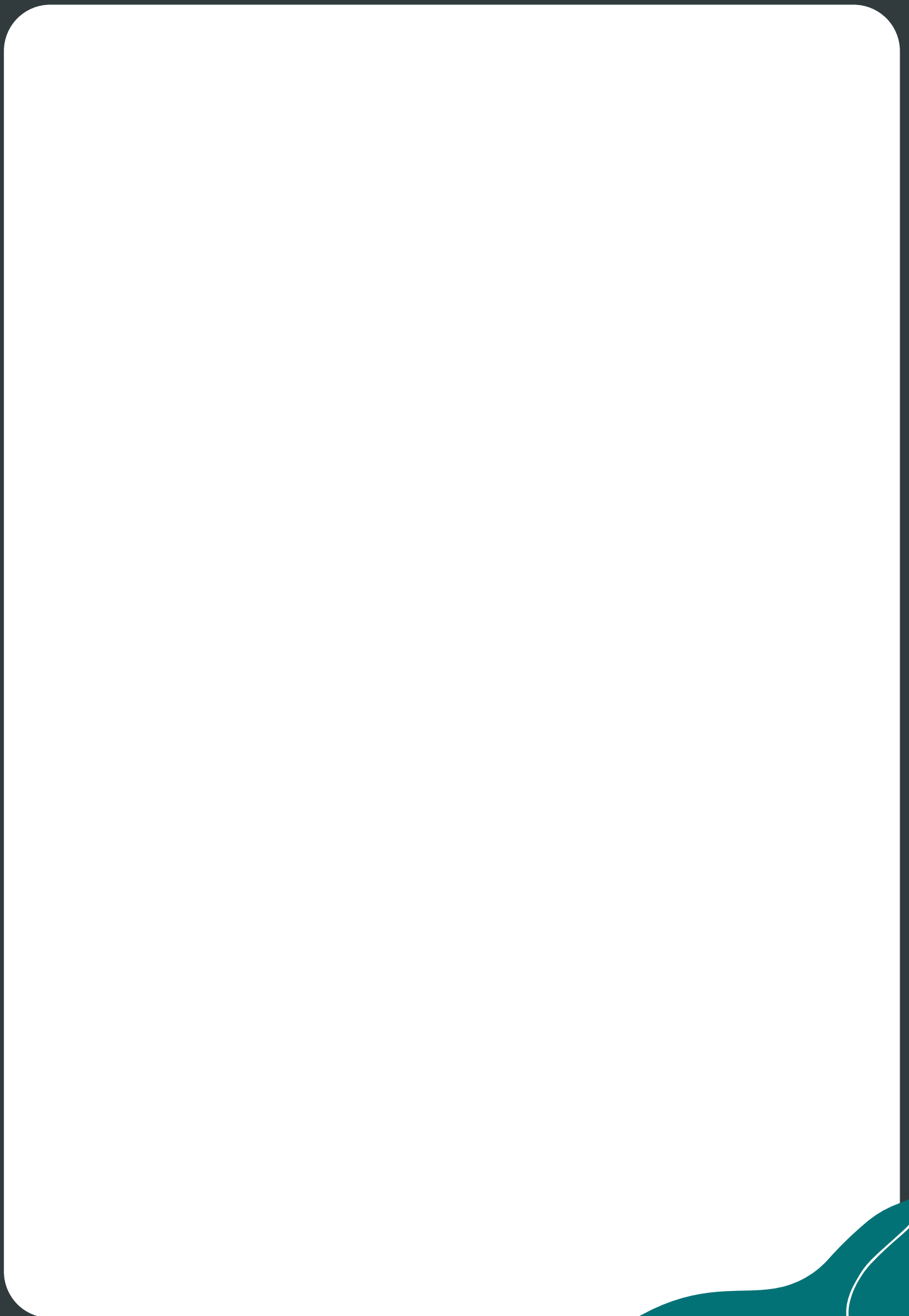
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NOTES FROM OTHER ASPECTS OF THE PROGRAMME:







KEI ŌU RINGARINGA TE AO
THE WORLD IS YOURS.



AWA O TE WAIORA

**Growth
Culture**

LEADERSHIP ACADEMY