



COURSE BOOK 2025

AOTEAROA
AP/DP
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 5-7	Meet the Kaiārahi
Page 8	Professional Learning Groups Required Texts
Page 9	Timeline
Page 10	Course Requirements Career Development Support
Pages 11	The Online Forum Your Coaching Sessions
Page 12	Booking a time with your kaiārahi Goal setting
Page 13	Learning Partners
Pages 14-16	Record of Coaching Sessions
Pages 17- 23	Notes from Summit and other notes





A Personal Welcome and Introduction

Kia Ora

It is with great pleasure that I welcome you on board the Aotearoa AP/DP Programme for 2025. 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

emma@gcla.co.nz
021 616 715



Programme Overview

The Aotearoa AP|DP Programme is designed for Assistant Principals, Associate Principals and Deputy Principals to accelerate their career through growth towards Principalship, or within their current roles.

With learning in the key areas of Leading Self, Leading Others, Leading Change, the focus will be on building their leadership capacity in key areas needed to support them in continued leadership growth, as well as add value to their teams and colleagues within their school environment.

For those who are interested, participants can access support in creating a pathway towards Principalship, learning key skills and knowledge required for this role.

The programme is delivered over a three term period (ensuring minimal disruption), it combines the vibrant AP DP Summit, online learning and networking, and personalised contact with an assigned kaiārahi/coach. Participants explore their own strengths, weaknesses and opportunities, and how they relate to leadership goals and day-to-day realities within their individual school context.



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

- AP/DP Summit
- 12 modules (four per term) in the interactive online forum - 2 modules on leadership skill development and 2 on preparation for principalship for each term. **You select at least two each term.**
- Participant-generated kōrero building on the existing skills and experience within the group
- Two professional readings
- Personalised leadership strength analysis (Module 1)
- Coaching Reflection Tool
- Kaiārahi bespoke coaching
- Access to our Wellbeing Kaiārahi
- Option to discuss required texts online
- Connection with Learning Partners
- Tailored career development support

MEET THE Kaiārahi

The Kaiārahi are a unique and important part of the Aotearoa AP/DP 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.

Kyle Brewerton



Kyle Brewerton is the Principal at Remuera Intermediate School in central Auckland and is the current president of the Auckland Primary Principals' Association.

Kyle has been involved in primary and middle school education for 30 years both domestically and internationally. Kyle moved into the role of Principal in 2002 and has since led schools in New Zealand, Egypt and Saudi Arabia. During this time, he completed research into the development of teaching thinking for understanding within an inquiry context. He also specialises in the use of ICT to support learning, leadership development, curriculum reform with a focus on rigour and engagement and teacher growth and development.

More recently, he has completed system-wide research into the resourcing structure of New Zealand schools and related workforce issues. Kyle has subsequently presented suggested policy changes to address challenges inherent in these issues to key policymakers. He has also worked closely with the University of Auckland to develop both curriculum and leadership programmes to support schools across Aotearoa and he is currently on the appointments panel for the newly established Leadership Advisory role in the Ministry of Education.

Kyle remains passionate about growing and supporting the next generation of school leaders to enhance education for all.

Murray Burton



Having had the privilege of leading five schools across Primary to Secondary (22 years leading Elim Christian College) and building a strategic leadership skill set, Murray now contributes back to any and all leadership scenarios through a variety of avenues. With secondments to ERO, membership of not-for-profit boards, leading in a major crisis, building a multi-site school, current membership of two establishment boards and current chairperson of a middle school board, Murray seeks to bring pivotal influence to organisational culture and authentic leadership.

He is passionate about building and sustaining leaders who say to the world “it doesn’t have to be this way so let’s do something about it.”

Murray resides in Tamaki Makaurau, thrives on good coffee, a great book, compelling movies, music, the cause of a just and civil society and not forgetting a good sunshine ride on his Triumph Bonneville America.

KAIĀRAHI
(NOUN) GUIDE, ESCORT, COUNSELLOR, CONDUCTOR,
ESCORT, LEADER, MENTOR, PILOT, USHER.
TE AKA MĀORI DICTIONARY



AP/DP Summit

The Aotearoa AP/DP Programme includes a deep dive into leadership through participation in the National AP/DP summit. This is a vital part of the programme for learning, networking with fellow delegates and connecting with Kaiārahi. Please contact Emma Kingston if you are unable to attend.

Thursday 12th June

Auckland

1:00pm - 4:00pm

BONUS! Optional free visit to a school, tour, and masterclass on leadership from an experienced principal. School TBC.

4:30 - 6:00pm

Networking drinks with fellow delegates. Location TBC.

Friday 13th June

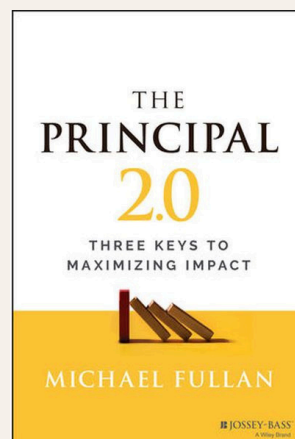
Auckland: Venue TBC
9:00am - 3:00pm

Networking, engaging keynotes, though provoking break outs.

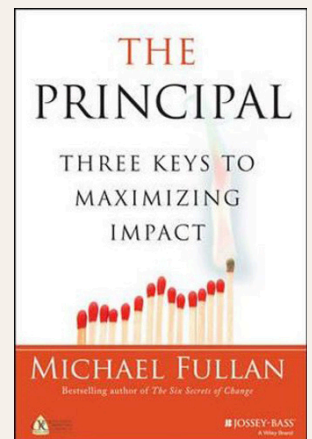
Required Texts

There are two required texts for the Aotearoa AP/DP programme. There is no particular time frame to read these in over the course of the programme.

Please select either Michael Fullan text as some may already have this text in their schools. It also provides good conversation between delegates, to discuss how Fullan's ideas have changed over time.



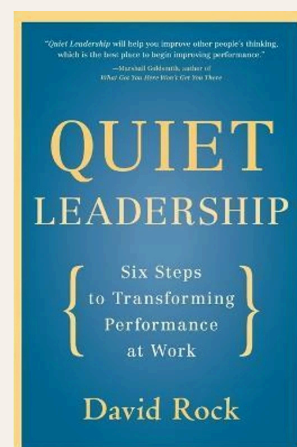
OR



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.

AND



Timeline

TERM 1: LEADING SELF

24th February	Course begins.
24th February	Welcome and introductions online.
24th February	All 4 modules available online.
Week of 24th February	Kaiarahi makes contact with delegates and introduces self.
Week of 3rd March	First coaching session confirmed between kaiārahi and delegate. This can occur at any point in the term that is agreeable to both parties. Learning Partnerships set up.
11th April	Minimum 2/4 modules due, one of these must be Module 1.

TERM 2: LEADING OTHERS

28th April	All 4 modules available online. Bookings open for second coaching session. This can occur at any point in the term. In person or online (depending on proximity of kaiarahi).
12th and 13th June	AP/DP Summit.
27th June	Minimum 2/4 modules due.

TERM 3: LEADING CHANGE

14th July	All 4 modules available online. Bookings open for third coaching session. This can occur at any point in the term before 19th September.
19th September	All modules, readings and coaching sessions to be completed - at least 6 modules of your selection. Course concludes

Course Requirements

On completion of the Aotearoa AP/DP Programme, you will graduate with a certificate, celebrating your successful completion of the programme. This involves:

- Attendance at the AP/DP Summit
- Completion of at least 6 modules in the online forum. One of these must be Module 1.
- Participation in the online forum (i.e. commenting on fellow delegates' posts, 'liking' posts).
- Reading the two required texts.
- Updating the Coaching Reflection Tool after each coaching session with your Kaiārahi.
- Attendance at all three scheduled Kaiārahi coaching sessions

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)

Career Development Support

Our heart is to empower leaders and transform communities and, as such, we are behind you to grow in the way you want to as a leader.

You may have aspirations of principalship, want to grow within your current role, take a different route such as facilitation, or you may be unsure what is next for you. Whatever the case, your kaiārahi can support you.

This may include:

- Talking about your career trajectory
- Ascertaining what you need to learn to get to the next step
- Looking over your CV and providing support to improve this
- Helping you to prepare for an interview



Accessing the Online Forum

The AP/DP Online Learning Platform is a community space engineered for you. One of the great features of the AP/DP 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 the year. The AP/DP Online Learning Community is enriched and supported through participant-generated discussions and adaptive leadership challenges that unlock existing skills and experience within the group.

Accessing the forum is easy. On Monday 24th February you will be sent a welcome email with a link to re-set your password. Click on the link, reset your password, and you will be in!

On the forum, you will find a welcome and introduction section, information on the Summit, a place to discuss the required texts, any extra information and resources, and all the online learning modules. Each module has a comments section for you to add your reflections on the module. Here, we also encourage you to comment on other people's posts and build connections, as well as deepening the learning for all.

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 your first coaching session for the year. From this point, you will have two more coaching sessions with your Kaiārahi throughout the year. 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 60 minutes long. The meeting will have a particular focus (e.g. meeting one will predominantly focus on your capabilities as a leader and the goals you would like to set) 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.





BOOKING A TIME WITH YOUR KAIĀRAHI

The first coaching session with your kaiārahi will be arranged directly between you and your coach. This will occur in person. From then, you will book online for an online meeting.

To make it easier to book in online 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>

We do our online meetings via Google Meet. If you are not available at any of the times indicated on the booking system, please let your Kaiārahi know directly.

Some delegates will live close by their kaiārahi, and we have done our best to connect you with a kaiārahi who is as close by as possible. By mutual agreement with your kaiārahi, you can feel free to arrange your coaching session(s) at a location close to both of you, such as a local cafe or library.



Goal Setting

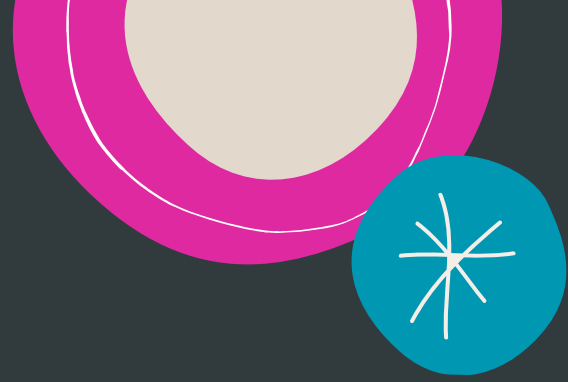
At your first coaching session, a big focus will be goal setting with your kaiārahi. Module 1 will support you with this.

Therefore, Module 1 is the only compulsory module in the programme.

At your first coaching session, you will be asked to reflect on the questions pertaining to your leadership development, such as:

- 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?

Learning Partnerships



All delegates enrolled in the Aotearoa AP/DP 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) online at the start of the programme. Following this, there will be opportunities to connect with your learning partner(s) through modules and at the AP/DP summit. 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, reflecting on your school context and strengths and next steps.'

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:

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. Summative reflection on goals

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

Positives/successes
Let's celebrate!

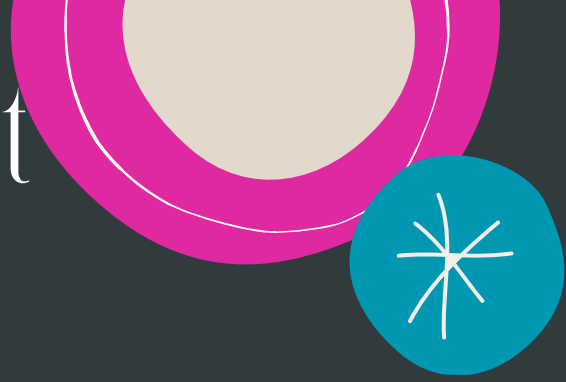
Challenges/struggles
What is the real challenge currently for YOU?

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)

AP/DP Summit



Bonus/optional: School visit and masterclass

Summit on Friday 13th June.

NOTES:

REFLECTIONS / TAKEAWAYS / ACTIONS

NOTES:

NOTES:

NOTES FROM OTHER ASPECTS OF THE PROGRAMME:







KEI ŌU RINGARINGA TE AO
THE WORLD IS YOURS.

