



GORDANO

TRAINING SCHOOL

Gordano School
St Mary's Road
Portishead
Bristol
BS20 7QR

Tel: 01275 842606

Fax: 01275 817420

www.gordano.n-somerset.sch.uk

e-mail address:

mailbox@gordano.n-somerset.sch.uk

NORTH SOMERSET SCHOOLS

STAFF DEVELOPMENT TRAINING 2009- 2010

SHORT COURSE FOR ASPIRING AND NEWLY APPOINTED MIDDLE LEADERS

6 MODULES IN TOTAL:

5 MODULES

4.15pm - 6.15pm (Gordano School)

1 MODULE

8.45am - 3.15pm (Redwood Lodge, Bristol)

**Cost for complete course : £150
(To include £50 per person for 1:1 profiling)**

Supported & subsidised by Training School



----- A LEADING EDGE SCHOOL -----

**STAFF DEVELOPMENT TRAINING
2009- 2010
SHORT COURSE FOR ASPIRING AND NEWLY APPOINTED MIDDLE
LEADERS**

Why do teachers need to learn?

..... to successfully take on new and changing roles and responsibilities.

Would you like to be involved in Middle Leadership Training?

EFFECTIVE MIDDLE LEADERSHIP

For:

- Aspiring and new appointed Middle Leaders
- Experienced staff who would welcome a refresher course

Purpose:

- To raise awareness of leadership and management issues
- To gain experience of tools, techniques and skills
- To develop the ability to bring out the best in others

Structure:

- 6 modules to be run between January and March
- 5 modules to run from 4.15pm - 6.15pm
- One module to run from 8.30am - 3.00pm
- 1:1 Individual Feedback/Coaching for all course participants

Location:

- Gordano School - 5 sessions
- Redwood Lodge, Bristol - 1 session

MODULES:

- | | |
|--------------------------------------|-------------------------------|
| > Leading and Managing Staff | > Team Building |
| > Use of Data | > Lesson Observation |
| > Working with High Performing Teams | > Leading & Managing Yourself |

MIDDLE LEADERSHIP – MODULES

SESSION 1 - Wednesday 20th January 2010

Schools of the Future

Leadership and Management

Gordano School (New Conference Room)

4.15pm - 6.15pm

Graham Silverthorne & Lesley Greenway



SESSION 2 - Friday 29th January 2010

Team Building

Belbin

Redwood Lodge, Bristol - 8.30am - 3.00pm

Beacons Consultants - Peter Maliphant

Denise Richards/Lesley Greenway



SESSION 3 - Thursday 4th February 2010

Use of Data

Gordano School (New Conference Room)

4.15pm - 6.15pm

Ross Martland & Stuart Rossiter

SESSION 4 - Wednesday, 25th February 2010

Lesson Observation

Gordano School (New Conference Room)

4.15pm - 6.15pm

Graham Silverthorne & Lesley Greenway

SESSION 5 - Thursday 4th March 2010

Working with High Performing Teams

Gordano School (Training Room)

4.15pm - 6.15pm

Adam Snow & Peter Morris

SESSION 6 - Wednesday 17th March 2010

Leading & Managing Yourself

Gordano School (New Conference Room)

4.15pm - 6.15pm

Lesley Greenway & Peter Maliphant



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SESSION 1

WEDNESDAY 20TH JANUARY 2010

NEW CONFERENCE ROOM : 4.15 – 6.15PM

PROGRAMME

SCHOOLS OF THE FUTURE LEADERSHIP AND MANAGEMENT

- | | | |
|-----------------------|--|--------------------------------------|
| 1 | Welcome and Introductions | Lesley Greenway
5 minutes |
| 2 | Introductory Activity | |
| 3 | <ul style="list-style-type: none">▪ What are schools for?▪ What will schools be like in the future? | Graham
Silverthorne
50 minutes |
| BREAK - 5.10 - 5.25pm | | |
| 4 | <u>Leadership + Management</u>
An introduction | Lesley Greenway
20 minutes |
| 5 | <u>Research on Leadership + Management</u> <ul style="list-style-type: none">▪ OFSTED▪ National College for School Leadership | 10 minutes |
| 6 | <u>Practical Task</u> based on “The Heart of the Matter”
(NCSL) | 15 minutes |

Peter Maliphant from Beacons Consultants will also spend 5 minutes outlining the requirements for other elements of the course.



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SESSION 2

FRIDAY 29TH JANUARY 2010

EXTERNAL VENUE : 8.30AM O 3.00PM

PROGRAMME

TEAMBUILDING, BELBIN ROLES
360 DEGREE PROFILING

- 08.30 Arrival. Tea & Coffee. On arrival –
Do Icebreaker ‘3 of 4’.
- 08.45 Scene setting, Objectives setting and Introduction, Icebreaker
Self-awareness, Listen, observation and feedback. Review model.
Leaders (& Observers) for each project
PLP 360 Feedback briefing
- 09.20 Project 1 - ‘Marbles’ and review - 3 Faculties of 4/5 **APPOINT LEADERS
& OBSERVERS**
problem solving & communication & time mgt
- 10.30 Coffee
- 11.00 Workshop 1 - Belbin team roles
- 12.00 Project 2 - ‘Gridlock’ and review - 3 Faculties of 4/5 **APPOINT LEADERS**
- 13.00 Lunch
- 13.45 Project 3 - Quickstep and review - 2 Faculties of 7 **APPOINT LEADERS**
Goal setting, continuous improvement, review
- 14.40 Workshop 2 - Managing to manage
Important v Urgent Circle of Influence **GROW**
- 15.15 Round Up. Reminder 360 feedback
- 15.30 Close



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SESSION 3

THURSDAY 4TH FEBRUARY 2010

NEW CONFERENCE ROOM: 4:15 – 6:15

PROGRAMME

USE OF DATA

- | | | |
|-----------------|---|---------|
| 1 | Welcome and Introductions | 5 mins |
| 2 | Whole School Data - RAISEonline | 30 mins |
| 3 | Baselines <ul style="list-style-type: none">• SATS KS2-KS3• CATS | 20 mins |
| 10 minute break | | |
| 4. | Use of data within Faculties: <ul style="list-style-type: none">• Setting Targets and Challenge Grades• Monitoring student progress (Traffic lighting / Progress graphs/ Tracker documents)• Intervention | 60 mins |



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SESSION 4
THURSDAY 4TH FEBRUARY 2010
NEW CONFERENCE ROOM: 4:15 – 6:15

PROGRAMME

LESSON OBSERVATION

4.15pm	Introduction Starter Activity Why do we observe? Purposes of classroom observation	GWS LJG
4.25pm	Observing in Context 5 C's	GWS
4.35pm	OBSERVATION TO ASSESS PRACTICE : THE FORMAL PROCESS ✚ QTS ✚ Performance Management ✚ National Strategies ✚ Competency ✚ Ofsted	LJG
4.50 pm	1. OBSERVATION TO IMPROVE PRACTICE ✚ FACP ✚ Ground rules	GWS
	2. OBSERVATION TO STIMULATE NEW PRACTICE	GWS
5.05 - 5.15pm	Refreshments	
5.15 - 5.45pm	DVD Observation	
5.45-5.55pm	Hotseating Group	
5.55 -6.05pm	Giving Feedback	GWS
6.05 - 6.15pm	Plenary Session	GWS



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SESSION 5

THURSDAY 4TH MARCH 2010

NEW CONFERENCE ROOM - 4.15 – 6.15 PM

PROGRAMME

WORKING WITH HIGH PERFORMING TEAMS

- | | | |
|----------------------------------|--|---------|
| 1 | Welcome and Introductions | 5 mins |
| 2 | Managing staff with special reference to the management of meetings. | 50 mins |
| 15 minute break and refreshments | | |
| 3 | Performance Management | 50 mins |
| | 1 - Rationale | |
| | 2 - People | |
| | <ul style="list-style-type: none">• Opportunities and fears• Who might welcome the process?• Who might resent the process?• Do relationships have to be good before the process of Performance Management can begin?• Where does <i>leadership</i> come into performance <i>management</i>? | |
| | 3 - Process | |
| | <ul style="list-style-type: none">• How can the process be made as positive as possible (win/win) for staff who feel threatened or who are complacent?• Does an effective team leader set targets or negotiate them?• How can we ensure that pupil performance targets are challenging?• How can we ensure that personal development targets relate to whole-school targets and departmental development plans? | |
| | 4 - Simulation | |



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SESSION 6

WEDNESDAY 17TH MARCH 2010

NEW CONFERENCE ROOM - 4.15 – 6.15 PM

PROGRAMME

LEADING & MANAGING YOURSELF

12.30pm LUNCH

1.15pm Self Evaluation - Faculty Toolkit

Adam Snow

1.45pm Work Scanning

Lesley Greenway/
Adam Snow

2.25pm Feedback

2.40pm TEA/COFFEE/BISCUITS

2.50pm Practical Task

Lesley Greenway

3.30pm Time Management

Graham Silverthorne

4.00pm Question & Answer Section

4.15pm FINISH

SOME QUOTES FROM THE PREVIOUS COURSES

“This course encapsulates all you need to aspire to being a successful Middle Leader.”

“It is a varied and interesting course which makes you consider things, you might never have thought about (in terms of good management/leadership skills)”.

“The course was informative, practical and helpful in improving my management performance and therefore Teaching and Learning in our department.”

“Moving into Middle Management.” “De-mystifying Middle Management.”

“Plenty of practical resources and ideas for use of aspiring Middle Managers.”

“Absolutely essential for people who have been recently appointed Middle Managers or those who are thinking of taking on some responsibilities.”

“Extremely helpful in preparing for future promotions. Excellent practical advice, stimulating discussion and materials.”

“All the bits SLT mention that you don’t understand, explained in 6 sessions and how to run a good department”

“If appointed as Head of Faculty I’ll be using many of the ideas presented in the training courses - particularly the self evaluation resources”

CLOSING DATE FOR APPLICATIONS FOR A PLACE ON THIS ‘MIDDLE LEADERS’ COURSE - MONDAY 11TH JANUARY 2010

- Please book your place on-line using the North Somerset CPD website, cpd.n-somerset.gov.uk.
- If you have any queries regarding the booking procedure please contact Wendi Clayton, Training School Administrator, at Gordano or email to wclayton@gordano.n-somerset.sch.uk



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Middle Leaders Course

XXXXXXXXXXXX

Has successfully completed the 6 Module Course for
Middle Leaders on Leadership and Management
(May - July 2009)

Signed:..... Training School Manager
July 2009



**Sample of attendance for Middle Leaders Training from
October 2007 - May 2009**

DATE	GORDANO STAFF	OTHER SCHOOLS
May 2009	3	7
October 2008	3	14
May 2008	7	8
October 2007	6	10

Another course has been planned for January 2010 and already we have 14 places confirmed.