

## Strategic Objectives

This pilot focused on the Talent Management Pathways trying to develop structured and systematic talent management and succession planning. This is in response to the current national problem of finding and developing future leaders. Local Authority intelligence suggests that this is particularly relevant in the Kent and Medway area.

**Our strategic objectives were to:**

### **Provide opportunities other than, but complimentary to the NCTL suite of Leadership programmes**

*This objective was delivered through the use of internships that linked to the key areas of the Leadership Competencies via diagnostic testing. This resulted in a shorter, less theoretical approach to observing leadership models in different contexts, hence wetting the appetite of participants to engage further with accredited models on offer through local accredited bodies.*

*This also allowed schools to engage in a leadership development programme that was more cost effective due to lower participation costs and cover implications for potential leaders.*

### **Identify Aspiring Middle Leaders and Aspiring Senior Leaders**

*This aspect of the project allowed schools to identify if their staff were ready to engage in the ML / SL curriculum, giving schools a cost effective opportunity to identify potential leadership before investing in the National College suite of leadership training.*

*The diagnostic element gave participants the opportunity to reflect on their readiness for leadership and structure a progressive route through the leadership competencies that would support their development through the accredited stages of their career.*

### **Provide opportunities to experience different models of leadership**

*The internship aspect gave participants the opportunity to reflect upon their own leadership competencies in line with their diagnostics and practice those areas where development was needed. This in turn linked to the participant being more focused on these areas for development when reflecting upon the different leadership styles observed in placement schools.*

*The placement school was also exposed to alternative leadership practices from the participant.*

### **Test the validity of pre and interim NCTL programmes**

*The opportunity to run a pre and interim programme that linked the NPQML and NPQSL leadership curriculum together was suggested from a strategic level and this pilot aimed to test this. The opportunity to complete a shorter project that would support development towards these programmes was key in its design, aiming at building leadership capacity across a regional area that would drive school improvement into the next generation of school leaders.*

### **Test the validity of a shorter (6 weeks) leadership development programme**

*As mentioned this objective was tested in response to local school needs, In particular smaller primary schools, where access to the larger Leadership curriculum is prohibited by cost and capacity to attend.*

### **Develop the model of leaders as coaches**

*The programme gave the opportunity for more leaders to become trained coaches and role model quality coaching techniques to potential school leaders. The coaching programme ran parallel with the internship sand allowed clear linkage between the coaching sessions and the actions of the participant.*

## What did the Pilot look like?

Those staff identified by TSA's to be contacted with the key Information as shown

Participants and Coaches attend Introduction twilight on **14<sup>th</sup> May** to receive an overview of the project, competency framework and key responsibilities for participants and coaches.

### **Participants complete the Pre-Disposition Audit**

Problem Solving and Implementing change / Communication and Interpersonal Interaction / Feelings and Self Control

- *Participants on the Middle Leaders programme will complete this with P Hannaway*
- *Participants on the Senior leadership programme will complete this online*

Participants will use the outcomes of these audits to identify their areas for development whilst on the internship

Whilst participants are completing the diagnostic they will receive support from their in-school coaches that will help define their gaps and areas for development whilst on the internship. Coaches will receive training – see Coach Training dates

**Participants will have to make a choice of their internship school before the end of Term 5**

Participants are informed of the internship placements and will make contact with their placement school to organise dates and discuss placement projects

Internships may take place throughout Term 6; to be **completed by the 8<sup>th</sup> July** – participants are supported by coaches at the host school. Initial conversations regarding targets are held prior to the internship.

**Celebration event and evaluation** – 8th July to evaluate impact of pilot and identify areas for development.

### Key Information

**\* All sessions held at Malling School  
ME19 6DH**

- **Introduction twilight** – 3:30 for a 4pm start, 14<sup>th</sup> May  
*(Coaches and Participants)*
- **Coach Training 1** – 22<sup>nd</sup> May (1pm – 5pm)  
*(Coaches Only)*
- **Coach Training 2** – 5<sup>th</sup> June (1pm – 5pm)  
*(Coaches Only)*
- **Coach training 3** – 12<sup>th</sup> June (1pm – 5pm)  
*(Coaches Only)*

**Teaching schools Involved:**

*MKLA, EKLA, STSA, Shepway, Ashford, TAWKE, MTSA*

**Participants:**

*Number of ML participants: 4*

*Number of SL participants: 13*

*Total no of interns completing the programme: 17*

**Schools using the pilot for leadership identification:**

*Primary: 3*

*Secondary: 11*

**Schools used for internship:**

*Primary: 3*

*Secondary: 10*

**No of trained Coaches – 16**

**No progressing to further leadership programmes – 4 bursary requests from 17 participants (still awaiting feedback from participants)**

**Increased the number of leadership development opportunities – The pilot gave rise to an extra route to gain leadership development across Kent and Medway**

**Offer a wider range of leadership development opportunities – The pilot supported the development of further opportunities across the region.**

**Networking opportunities for teaching schools in Kent and Medway – The pilot gave the opportunity for TSA's across the region to work together through a project and helped established quality working relationship for TSA's in the South east.**

**Opportunities for sharing expertise and good practice – The internships gave a great opportunity for participants**

**Opportunities for JPD – This was recognised as a strength to the pilot where participants and coaches worked together on developing their skills.**

**Create a leadership development toolkit – A leadership development toolkit was developed in line with the project and remains available for schools / leaders to use to plot their way effectively through the National College Curriculum. The toolkit is currently being used outside of the pilot for aspiring middle leaders and for NPQH participants.**

**Internship established as valuable part of the leadership development toolkit – The pilot gave the opportunity for schools to engage in an internship programme and see the value of such exchanges in the future as cost effective ways to develop reflective practitioners.**