

# **Middle Leader Development Programme**

**Aligned to NCSL's Senior School Leader Development Programme**

**WTfS**  
**Working Together for Success**



**Designed and presented by  
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*"We are what we repeatedly do. Excellence, then, is not an act, but a habit."*

Aristotle

## Andrea Charman

Consultant Facilitator: WtFS, London Challenge, NCSL  
 Accredited Coach: Individual & Team Leadership Development  
 LIG advisor; mentor-coach to senior school leaders/heads.

## Individual & Team Management & Leadership Development

### ✘ Project Scope

#### Background

Increasing numbers of School Senior Leadership Teams have embarked upon NCSL's Working Together for Success Initiative and its popular extension programme that focuses an in-depth development journey towards more effective teamwork and school performance improvement. Along the way some SLTs join up with neighboring SLTs in shared practice exploration that can produce on-going collaborative projects. The model provides a robust anchor for whole school leadership development.

#### Proposed Way Forward for Whole School Leadership Development

Anchored in the WtFS programme, we have designed and implemented (to date in 4 London schools) a middle leader development initiative that focuses accelerating performance and overall effectiveness in a 'joined up' approach. By placing specific emphasis on individual development needs and opportunities, as these fold into the broader agenda of the school's overall strategy, the thrust is to embed a coaching culture that can cascade through the school. Often well under way at the SLT level, by picking up the 'critical middle' that has perhaps been somewhat overlooked in the urgency to get the whole school on track, the overall



leadership capacity is strengthened for sustainable school performance improvement.

The result is a three step approach – one with the SLT; the second focuses the introduction and embedding of a Coaching Culture; the third specifically focuses Middle Leaders.

## The Approach

### ☒ SLT Development with 2 Strands

1. More effective strategic leadership anchored in a coaching ethos a direct result of the WTfS Programme with its focus on personal effectiveness and team ways of working
2. Coaching Programme

This initiative picks up on the WTfS programme approach with a focus on an accelerated personal development grounded in 2 personal assessments. Self-evaluation forms the basis of personal learning and development expressed in an individualized plan format; when this is shared in the team, an action plan for increased team effectiveness will emerge. The link with strand 1 becomes clear.

### ☒ Middle Managers – Middle Leadership

The conversation here centres around the development needs of this critical group that links senior leadership to the front line – the quality of teaching and learning and increased pupil attainment. Here is how:

- 1) It starts with an in-depth conversation around role, responsibility, ownership of middle leadership and the implications of this in terms of what needs to happen...takes stock.
- 2) Embeds a co-consulting model to raise the game of the middle leader cadre
- 3) Enhances teaming capabilities of the group
- 4) Encourages/builds self-esteem & confidence/balance of assertiveness and alignment with messages from the top/a more strategic grasp & approach
- 5) Focuses influence & impact/'constructive discontent'
- 6) Offers tools, techniques and methods that will support development

7) Offers a coaching model – mostly in a group/learning set context – with a key objective of populating personal/individual learning & development plans to achieve a greater level of personal ownership of overall performance.

Key facilitated sessions include work around team effectiveness, getting the best from people, overall meeting management (a portfolio of formats); problem-solving tools & techniques; facilitation skills; dealing with difficult people; line management challenges; issues around prioritising, stress & energy management; peer review, plus, the case for 'emotional intelligence'; coaching & mentoring skills are seen as the anchor.

Each member is encouraged to complete an individual learning plan (ILP) with a maximum of 3 personal SMART goals. This will lead to trios and/or quads working together (could extend to include support and perhaps even participation from SLT). A key objective is that the investment of time and associated resources, is sustainable. (It may be that a Coaching Circle for Schools can be established – more details on this by request.)  
[Learn more](#)

The total number of sessions for middle leaders adds up to 7 development days.

#### **Further Information**

**Call Andrea Charman: 0207 736 7878**

References available on request

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#### **☒ Fee Structure.**

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##### **◆ Daily Rates**

WtFS Consultant Facilitator Fees apply - plus expenses

NOTE: The programme runs over 2 terms

### **'Investing in People & Realising Talent'**

The WtFS approach engages school leaders by encouraging both individuals and discrete teams to own stretch performance goals. This is done by leading with questions rather than theory, questions that are firmly anchored in real school issues. The approach uses constructive challenge, encourages action problem-solving, shared practice and ways of working; peer partnership, peer evaluation and review in leadership development.

With the added focus on coaching, coaching skills and the associated shift in ways of working, senior teams can create a unique relationship which will prove its worth as members step up to the leadership demands of their respective roles and achieve the personal fulfillment of optimum effectiveness that in turn will bring value and benefit to the school. Equilearn also offers a Relational Learning Model that emphasizes the criticality to the success of both pupil and teacher, of the quality of relationships at all levels of school activity. [Learn more](#)

