



# Secondary Leadership Development Programme 2016/17

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# Secondary Leadership Development Programme



A tailored package of professional development designed to support all those from emerging leaders to aspiring heads.

- Training and development that is tailored specifically to your needs and the particular point in your professional development.
- Focussed, interactive small group workshops (max. 12) to help develop practical strategies for personal and school development.
- Tackling key issues facing secondary leadership today.
- An opportunity to share real life experience with other leaders.

Norfolk Teacher Training Centre is proud to offer school leadership and development opportunities that are different from those offered elsewhere.

We are committed to providing professional development that really makes a difference in schools. This is why our Secondary Leadership Development Programme places a strong emphasis on an approach tailored to your particular needs at the moment.

Our sessions are practical and realistic and will help you plan your career path whilst simultaneously developing your current contribution to the leadership of your school.

Each programme consists of:

- 4 workshops of 3 hours each
- a total of 12 hours per programme. Our trainers make contact with all delegates prior to the first event in order to ensure that your objectives and aspirations are incorporated
- to each programme

## About Norfolk Teacher Training Centre

Norfolk Teacher Training Centre (NTTC) provides a highly successful teacher training programme. NTTC training leads to Qualified Teacher Status (QTS) as part of the School Direct programme which sees the majority of trainee teachers' time spent gaining hands-on experience in a broad range of schools and colleges throughout the county.

In addition, NTTC offers programmes of advanced professional development and support opportunities to educational leaders in both primary and secondary.

NTTC is committed to excellence in hands-on teacher training, whether this be for those new to the profession or our future leaders. Our professional expertise across phases and specialisms of TEN Group's institutions – currently four secondary Academies, a primary Academy, a University Technical College Norfolk, a further and higher education college – and other leading schools across the County including Norwich School, Norwich High School for Girls, Reepham High School and Sixth Form and Wymondham College – mean that we are able to commit ourselves to a broad range of professional development opportunities.

Norfolk Teacher Training Centre is led by Transforming Education in Norfolk (the TEN Group) and is based at St Andrews House in the heart of Norwich.

# Aspiring Senior Leaders

Session 1: Tuesday 1<sup>st</sup> November 2016

Session 2: Tuesday 24<sup>th</sup> January 2017

Session 3: Tuesday 2<sup>nd</sup> May 2017

Session 4: Tuesday 27<sup>th</sup> June 2017

All sessions: 2.00pm to 5.00pm in Room SA210  
(St Andrew's House, Norwich)

## Programme Objective

This programme is aimed at teachers who are highly experienced middle leaders and now considering moving to positions of senior leadership within school. It aims to enable these leaders to understand the change involved in moving in to senior leadership and taking a whole-school approach.

## Programme Outcome

By the end of this programme delegates will have understood the changes in attitude and approach required when moving from middle to senior leadership. The programme will provide delegates with practical advice and support in applying for their first senior leadership role.

### Session 1: A senior leadership team

- Knowing what you are aspiring to
- Understanding how a leadership team functions and the various roles
- Managing the shift from curricular to whole-school

### Session 2: Actions of senior leadership

- Participating in the process of self-evaluation
- Handling potentially difficult conversations with assertiveness
- Conducting lesson observations and learning walks
- Delegation as a vehicle for professional development

### Session 3: Applying for senior leadership

- Ensuring that you are ready
- Analysing applications and meeting the specification
- Preparing your personal statement and your vision
- Preparing and practising your interview
- Mock interviews

### Session 4: Mock Interviews

- Communicating your aspirations to your current head/principal
- Dove-tailing your plans with what your school needs
- Linking your personal development with your whole-school project
- Presentation of projects to principals and senior leaders

# Emerging Leaders

Session 1: Tuesday 8<sup>th</sup> November 2016

Session 2: Tuesday 31<sup>st</sup> January 2017

Session 3: Tuesday 16<sup>th</sup> May 2017

Session 4: Tuesday 4<sup>th</sup> July 2017

All sessions: 2.00pm to 5.00pm in Room SA210  
(St Andrew's House, Norwich)

## Programme Objective

This programme is aimed at teachers who are looking to move in to school leadership for the first time. It aims to encourage them to reflect on what it takes to be an effective leaders and the type of leader they can become.

## Programme Outcome

By the end of this programme, delegates will have understood the different qualities that make an effective school leaders. They will have a clear appreciation of the expectations that will be laid upon them when they are appointed to a leadership post and how they should approach this role for the first time.

### Session 1: What makes a good leader?

- The knowledge, skills and attitudes a leader needs to be effective
- Understanding the difference between leadership and management
- The importance of identifying and developing leadership styles
- Identifying your own leadership style

### Session 2: Thinking as a leader

- Creating opportunities for curriculum and teaching innovation
- Taking a whole-academy approach to planning
- The central importance of having vision, goals and objectives
- Understanding a strategic approach
- Developing strategic thinking; quantity, quality and direction
- From thinking strategically to action planning

### Session 3: Talking as a leader

- Becoming a skill ambassador, publicising what you are especially skilled at and sharing this with colleagues
- Connecting leadership and communication skills
- Understanding the role of assertiveness
- Motivating yourself and others
- Choosing a communication style

### Session 4: Taking action as a leader

- Building consistently high performing teams
- National priorities in education
- Presentation of projects to Teaching & Learning Leaders
- Delivering solutions for our students

# Developing Leaders

Session 1: Tuesday 15<sup>th</sup> November 2016

Session 2: Tuesday 7<sup>th</sup> February 2017

Session 3: Tuesday 23<sup>rd</sup> May 2017

Session 4: Tuesday 11<sup>th</sup> July 2017

All sessions: 2.00pm to 5.00pm in Room SA210  
(St Andrew's House, Norwich)

## Programme Objective

This programme is aimed at teachers who are existing middle leaders and who want to move beyond the establishment of their role and team. It allows these leaders to reflect on their current practice, both of themselves and their teams and aims to assist them in implementing plans for sustained improvement.

## Programme Outcome

By the end of this programme delegates will have formed a clear and realistic picture of their current effectiveness and will know how they are going to lead their team or project to deliver greater results.

### Session 1: Personal self-evaluation – reflecting on your current effectiveness as a leader

- Analysing your role
- Evidencing your areas of emerging strength
- Planning personal development
- Understanding national priorities and the impact they have on your role

### Session 2: Evaluating and coaching your team and your project

- What are the different roles played by members of your team?
- Evaluating the effectiveness of your team, as a whole and individuals
- Developing personal effectiveness and scope of influence
- On-going monitoring performance on the job
- Coaching colleagues for improved performance

### Session 3: Improving performance

- Identifying key issues
- Developing a culture of shared good practice
- Action planning for improvement
- How action research can drive improvement
- Contributing to whole-school CPD

### Session 4: Presenting your research proposal

- Delegates present the outcomes of their action research to Teaching & Learning leaders
- From research to action plans

# Essential information

## Pre-course work

All delegates, regardless of the programme should complete a Myers Briggs psychometric indicator test. The results of this will be shared with the delegate and provide a useful tool in behaviour analysis and self-evaluation throughout each programme.

## Projects

School-based Projects should continue, but with a greater focus on action research. Through this, delegates will explore agreed elements of their institution's self-evaluation and priorities for improvement. The output will be tangible research results and evidence based feedback to their leadership teams. Delegates will therefore, also develop the skills of research practice and presentation.

## Feedback

At the end of the programme, we will provide a summative progress report on each delegate to the nominating leader. This will contain priorities for on-the-job development following the programme. This applies to all programmes.

## Leadership involvement

We would like to invite any members of senior leadership teams and those with Teaching & Learning responsibilities to take part in the programme. This applies especially to Session 4 where delegates will make presentations on their projects. However, we welcome contributions at all stages.

## How to book

To book your place visit  
[norfolkttc.org.uk/development](http://norfolkttc.org.uk/development)

## Get in touch

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