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# **The role of the Middle Leader in System Improvement**

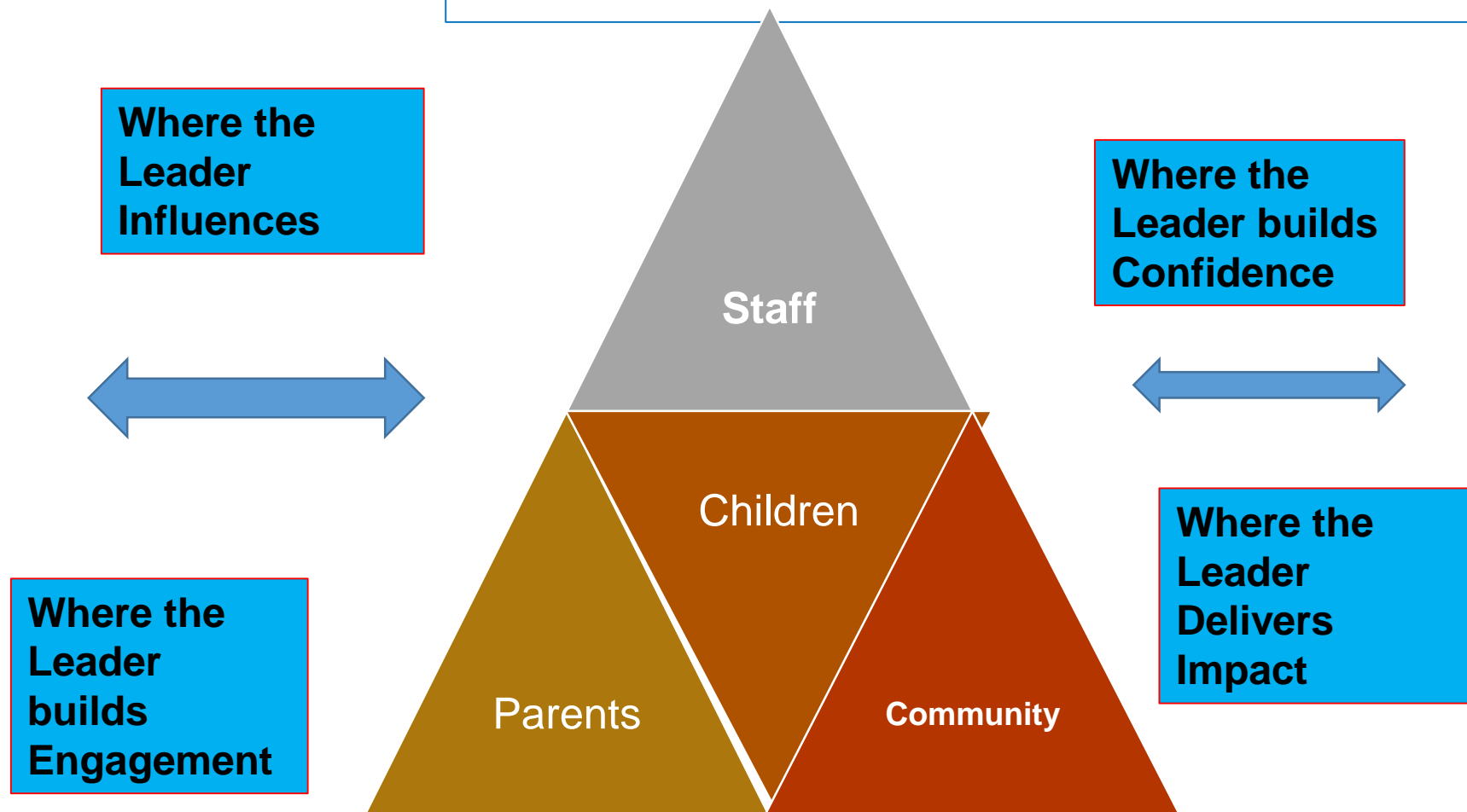
**Sir David Carter**

**National Schools Commissioner**



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# Leadership Impact





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# **The Evolution of Leadership at different career progression points**



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# Being a Great Leader in your classroom

- **Underpinning this level of leadership....**
  - Consistently good teacher who delivers strong and sustainable outcomes for children
  - Dis-advantaged students do well when taught by you and they enjoy your lessons
  - Contributes to the school vision & ethos and makes a contribution towards it
  - Leads innovation and pilots new ways of working (assessment, marking, pedagogy etc)

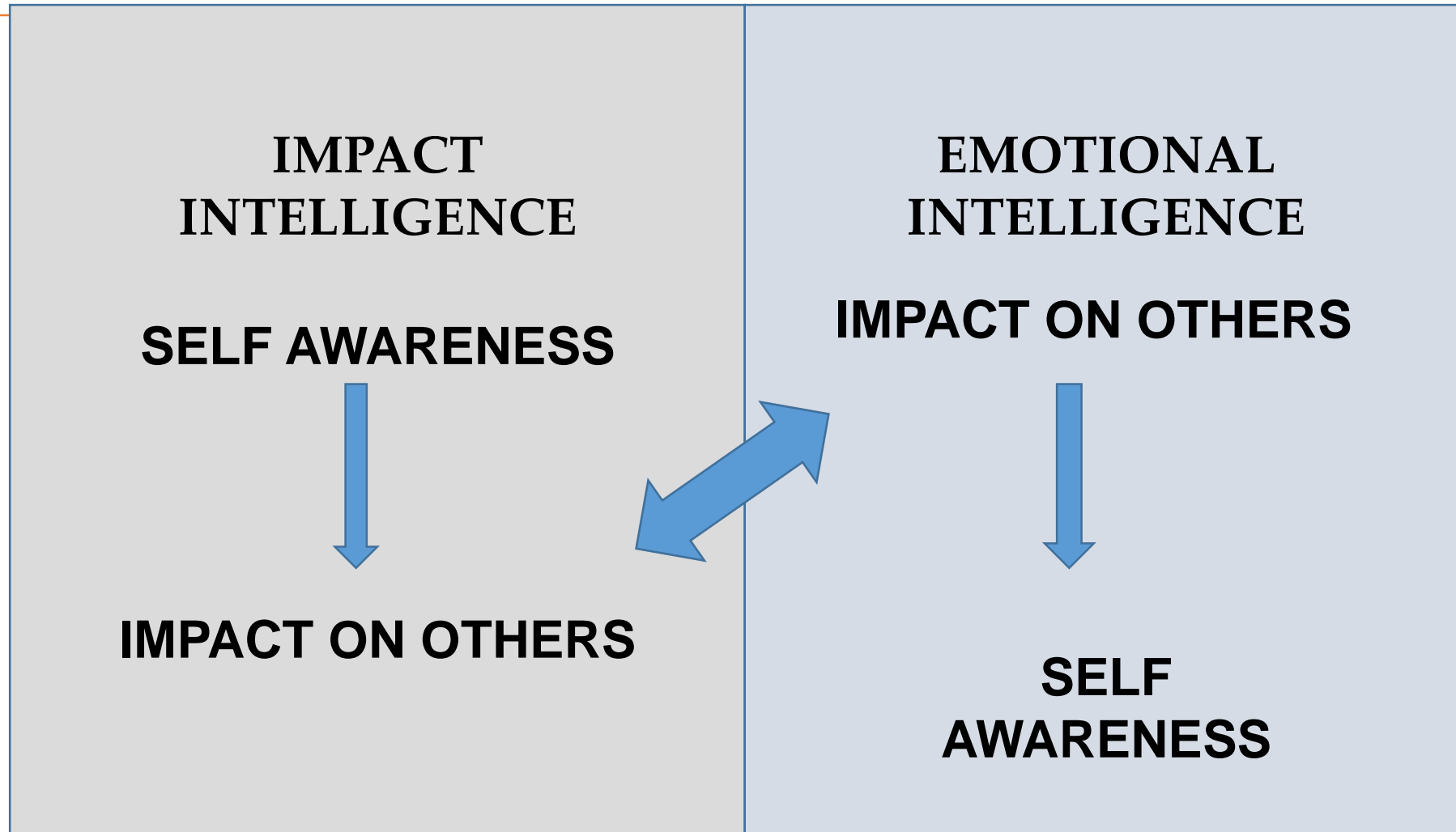


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# Being a Great Middle Leader

- **Underpinning this level of leadership....**
  - Consistently good teacher & able to improve the performance of other teachers
  - Dis-advantaged students do well when taught by their team
  - Takes the school vision and translates it to the team level so that there is clear alignment
  - Holds the team to account so that they deliver great outcomes

# The twin leadership intelligences for successful collaboration



# The qualities of the most successful system leaders

- **They can...**

- **Diagnose quickly** what needs to be done
- Are credible in the **school improvement space**
- Lead the MAT so that it is a school improvement vehicle

- Hold **people to account** and welcome being held to account themselves
- Use their **monitoring strategy** to drive improvement
- **Build capacity** by ensuring every leader has a MAT performance objective

# The system leader and the school improvement space

## • Phase 1 - Stabilise

- The school is broken
- No underpinning of the future
- Real truth comes after project starts

## • Phase 2 - Repair

- Control from chaos
- Reactive decision making
- Make the school feel like a normal school

## • Phase 3 - Improve

- Leadership becomes more proactive
- Strategies start to embed
- Outcomes never as bad again

## • Phase 4 - Sustain

- Maslow “self actualisation”
- Confident, innovative and risk taking delivery



# The Leaders we need on this journey

## • Phase 1 - Stabilise

- Calm and reassuring leadership
- Ability to focus on urgent priorities
- Give team members the right jobs
- Highly visible

## • Phase 2 – Repair

- Lock down the early improvements
- Build a medium term plan
- Still visible but more QA

## • Phase 3 – Improve

- Monitoring and tracking is the key
- Management shifting to leadership
- Benefiting from collaboration

## • Phase 4 – Sustain

- Securing excellence
- Looking to lead collaboration
- 3-5 year planning



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# The 10 Leadership Qualities needed by the middle leader working across the system

## • Thinking and Planning to deliver better outcomes

- I can articulate the journey my team needs to take
- I can build strong relationships with staff, students, parents & stakeholders beyond my school
- I know how to lead and manage change
- I know how to build capacity in my team so that I do not do everything
- I can align my team's vision with that of my school or MAT

## • Delivering to Improve standards

- I can improve my own teaching and that of others
- I can challenge and improve ineffective performance behaviours
- I give feedback to my team and line managers
- I collaborate with purpose
- I can build a team ethos to cope without me