

St Malachy's High School Senior Leadership Team

SESSION THREE - Welcome



Intended outcomes from this project (3 sessions & 1:1s)

1. Strengthen individual leadership capacity within the SLT
2. Build cohesion and clarity within the SLT
3. Identify clear actions for ongoing progress and effectiveness



made with
Fearless Social
Videoshooter



SOURCE: TOM BILYEU

Do you love your wife?



VISION

Articulating a clear and compelling vision/purpose



Mr President, I'm putting a man on the moon!



**We believe
in every child**



St Malachy's?



School - vision/purpose? (Website)

Interesting feedback from MLs

Greater clarity - roles, goals & expectations

ML connection with SLT - avoiding duplication



Mission Statement

It's the mission of St Malachy's High School to liberate students to achieve their full potential and awaken within them a sense of their dignity and worth

A safe, inclusive and learning community where every pupil thrives

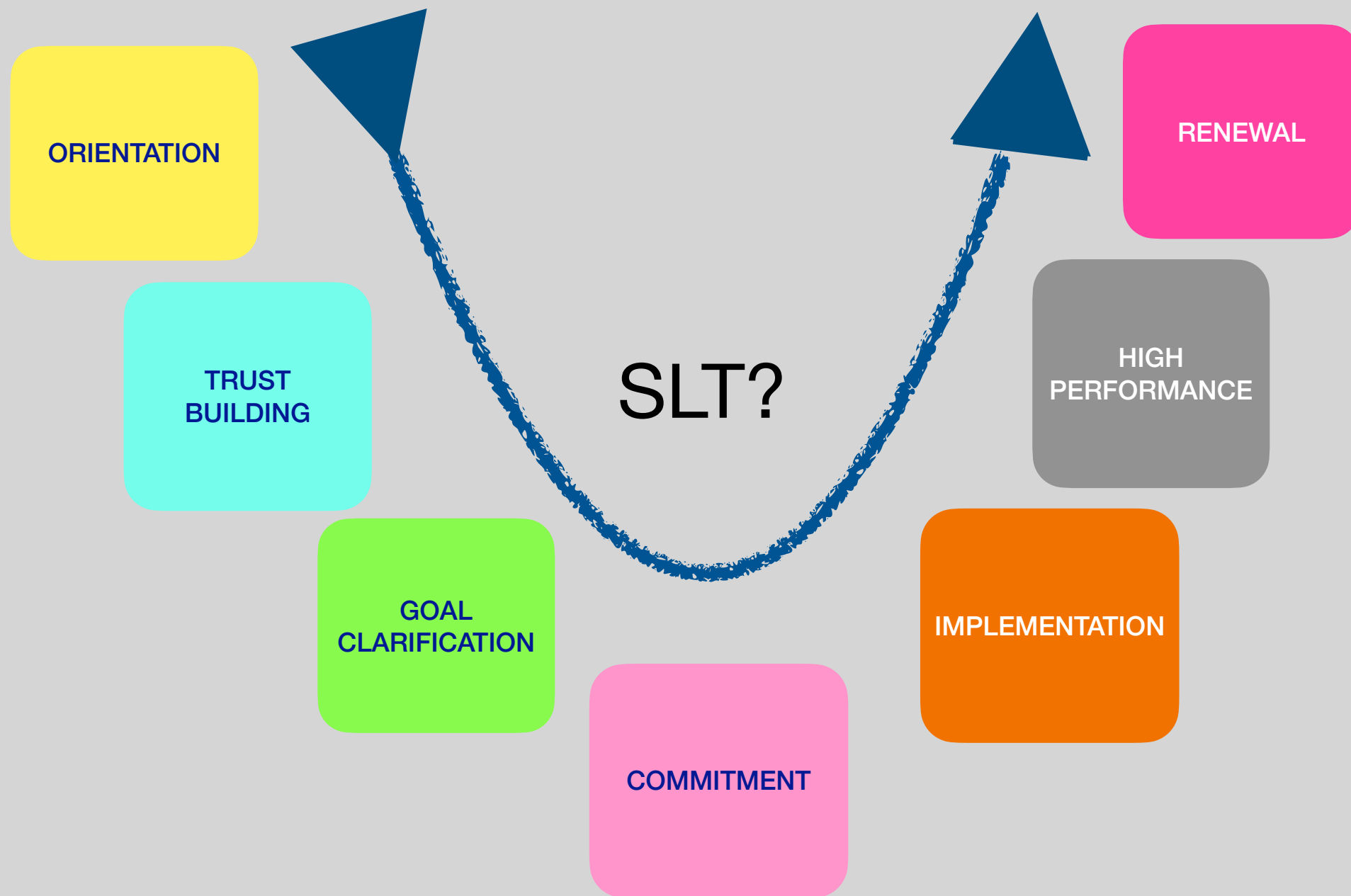
Nurturing faith, character, community and achievement in every pupil



High Performing Teams



DREXLER SIBBET TEAM PERFORMANCE

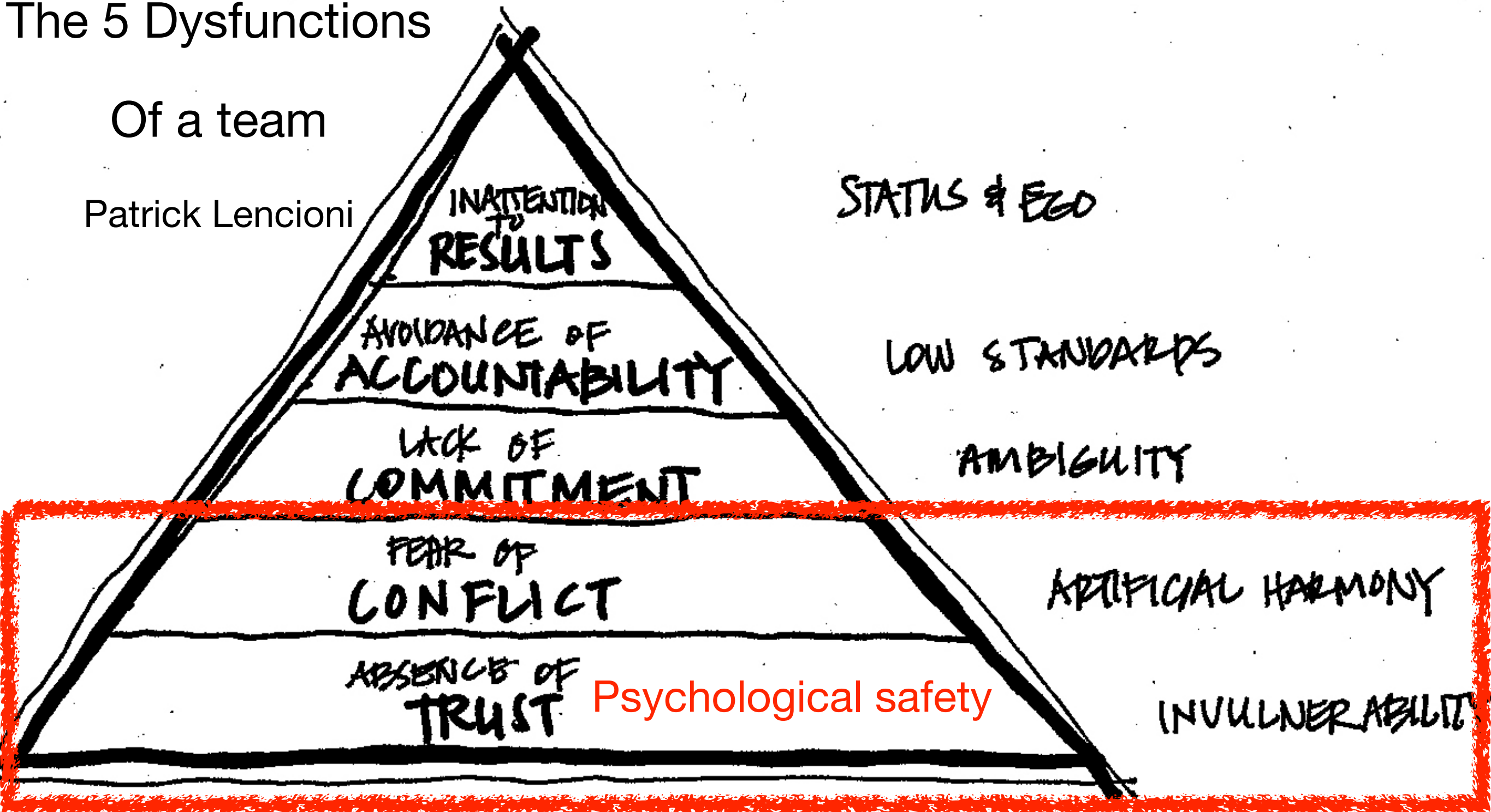




The 5 Dysfunctions

Of a team

Patrick Lencioni





Characteristics of a highly functional team

1. Team members trust one another
2. Team members engage in unfiltered conflict around ideas
3. Team members commit to decisions and plans of action
4. Team members hold one another accountable for delivery
5. Team members focus on achievement of collective results

From: Good To Great
(Jim Collins)

**Level 5
Executive**

Personal humility and
fierce professional will.
Long term success &
succession

LEVEL 5 LEADERSHIP

Level 4 Leader

Inspires & motivates others toward a
compelling vision. Drives higher
performance and commitment

Level 3 Manager

Organise people & resources
to achieve objectives through planning & structure

Level 2 : Contributing team member

Work productively with others
toward group goals

Level 1 : Highly capable individual

Contribute through talent, knowledge
and good work habits

Moving on up.....

By M People

5

From level 4 - level 5

Leader to Level 5 Leader
Humility - conviction - purpose

From level 3 - level 4

Manager to leader
Shift from from managing tasks to inspiring people

From level 2 - level 3

Team player to manager
Shift from contributing to organising & delivering
through others

From level 1 - level 2

Individual to team player
Shift from 'my performance to 'our success'



Leading organisations are scrapping the annual evaluation cycle and replacing it with ongoing feedback and coaching designed to promote continuous employee development.

Deloitte Human Capital Trends 2014





‘Ahead Of The Curve’

The future of performance management (May 2016)

McKinsey&Company

“Companies such as GE and Microsoft....are instead testing new ideas that give them (employees) continual feedback and coaching.”



STRUCTURED 1:1s

REVIEW

HOW WOULD YOU SUMMARISE YOUR IMPACT LAST TERM?
HIGHLIGHT SUCCESSES/ACHIEVEMENTS THIS TERM - CELEBRATE SUCCESS?
MISSED OPPORTUNITIES, CHALLENGES FACED AND OVERCOME?
WHAT MISTAKES WERE MADE, ANYTHING OVERLOOKED, ANY GAPS?
WHAT ISSUES WERE SELF-INFLICTED OR AS A RESULT OF EXTERNAL FACTORS?

PREVIEW

WHAT ARE YOU LOOKING FORWARD TO NEXT TERM?
ARE THERE ANY POTENTIAL 'BLOCKERS' OR OBSTACLES ANTICIPATED?
WHAT NEEDS TO BE CARRIED FORWARD FROM LAST TERM?
WHAT NEEDS REINFORCED AND/OR NEEDS TO BE DONE DIFFERENTLY?
WHAT INITIATIVES CAN YOU TAKE, HOW MIGHT YOU BE MORE PROACTIVE?

ACTIONS/SUPPORT

WHAT ACTIONS/STEPS NEED TO BE TAKEN GOING FORWARD? (AGREE THEM)
WHAT CHANGES MIGHT BE NEEDED?
WHAT SUPPORT IS NEEDED IN ORDER TO BE SUCCESSFUL?
WHO DO YOU NEED FROM SUPPORT FROM?
WHO ELSE DO YOU NEED TO ENGAGE WITH?

GOAL TRACKING

PRSD

OBJECTIVE 1 Professional practice
OBJECTIVE 2 Pupil & curriculum development.
OBJECTIVE 3 Personal & professional development.

BEHIND

ON TRACK

AHEAD





'feedback is the breakfast of champions'

Dr K Blanchard



The Feedback Zone

The EEC Model



The image shows two large, weathered stone pillars supporting a horizontal stone beam. The pillars have a fluted design and a decorative base. The background is dark and shadowed, suggesting an interior or a cave-like setting. The text "Awareness" and "Responsibility" is overlaid in white, centered between the pillars.

Awareness
Responsibility

**What will success
look like?**

**What would be a
successful outcome
for you?**





Vodafone IN 44%

7:51

Monday, 5 November

Why?

Press



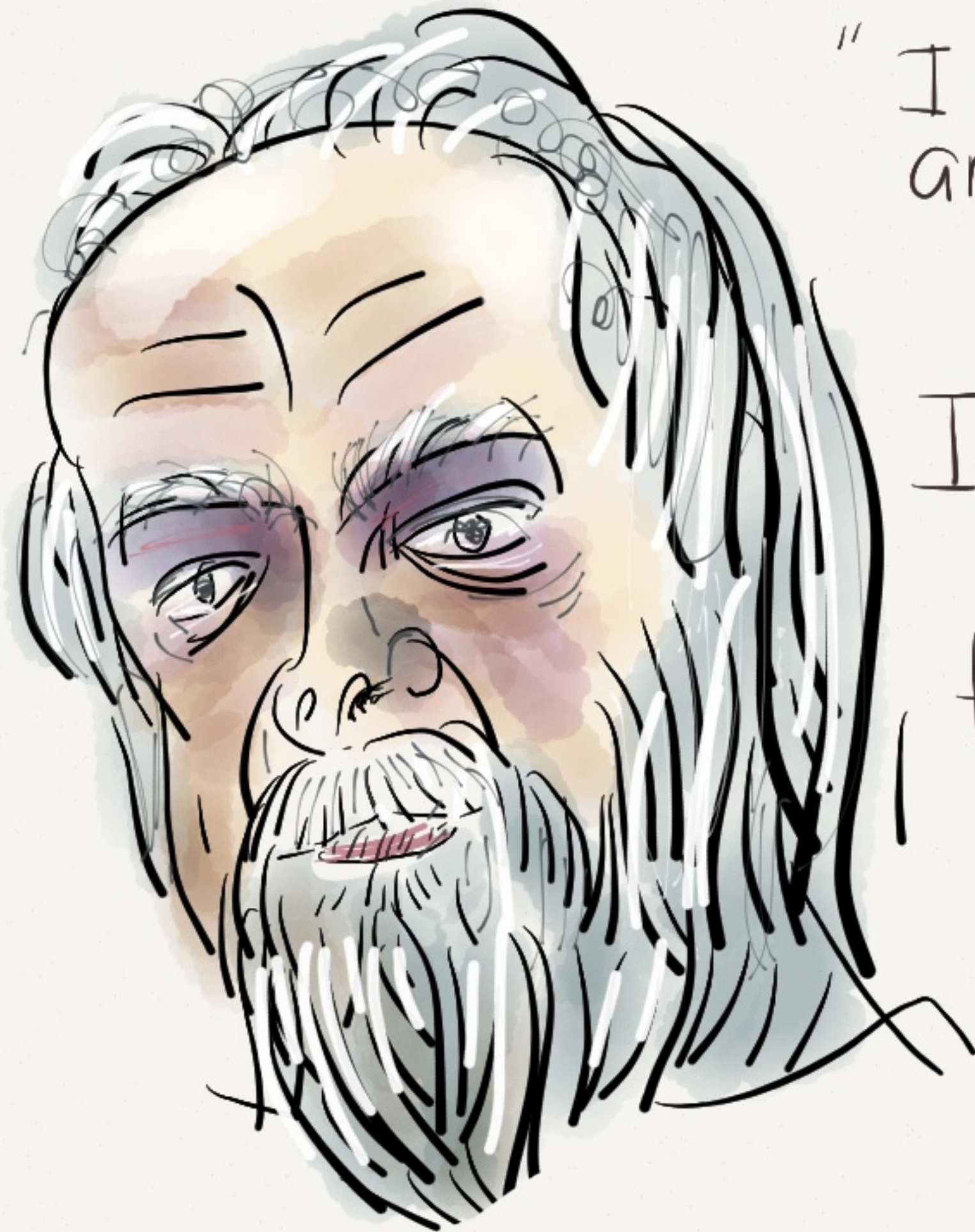
COACHING & THE GROW MODEL

GOAL - What are you aiming for, what is the focus?

REALITY - Where are you now, what stage are you at?

OPTIONS - What's possible, what steps/actions can you take?

WILL/WHAT NEXT - What will you commit to and by when?



"I cannot teach
anyone
anything
I can only
make them
think."

Socrates

JH

Two useful techniques

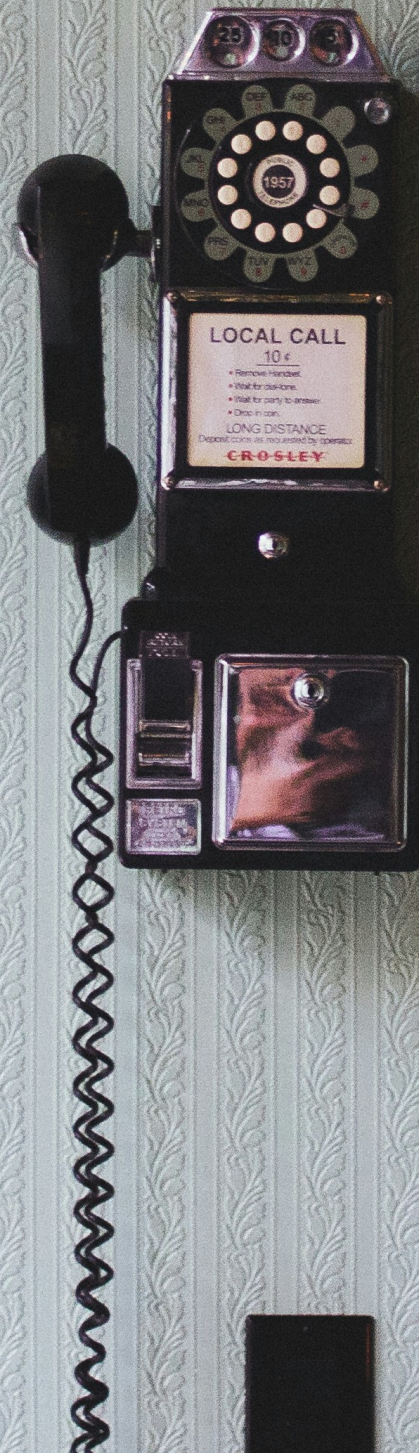
PARC

Pause
And
Reflect
Choose

HEAT

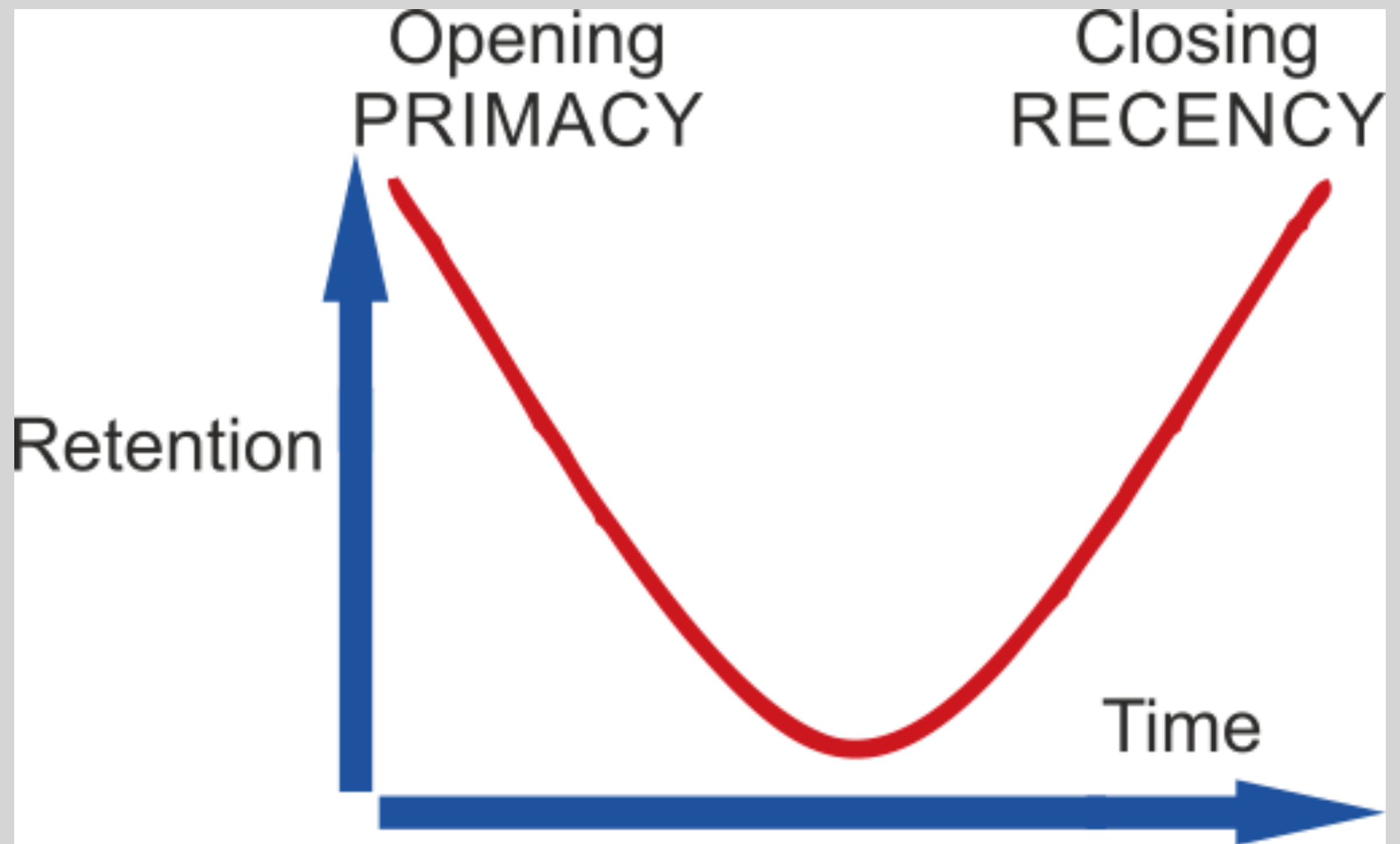
Hear
Empathise
Acknowledge
Take action

COMMUNICATIONS



**BEGIN
WITH
THE END
IN MIND**

Covey 1989



the Rule of 3

Reflections

What will I stop?

What will I keep?

What will I start?