

Hong Kong Special School Principals

Dec 2012



Dream and Think Big



The Past

Little Therapy support

Containers

Oliver

No Early Years Wing

Woodlands

Hayward

Edison

8Ps

Demountable Classrooms

No family support workers

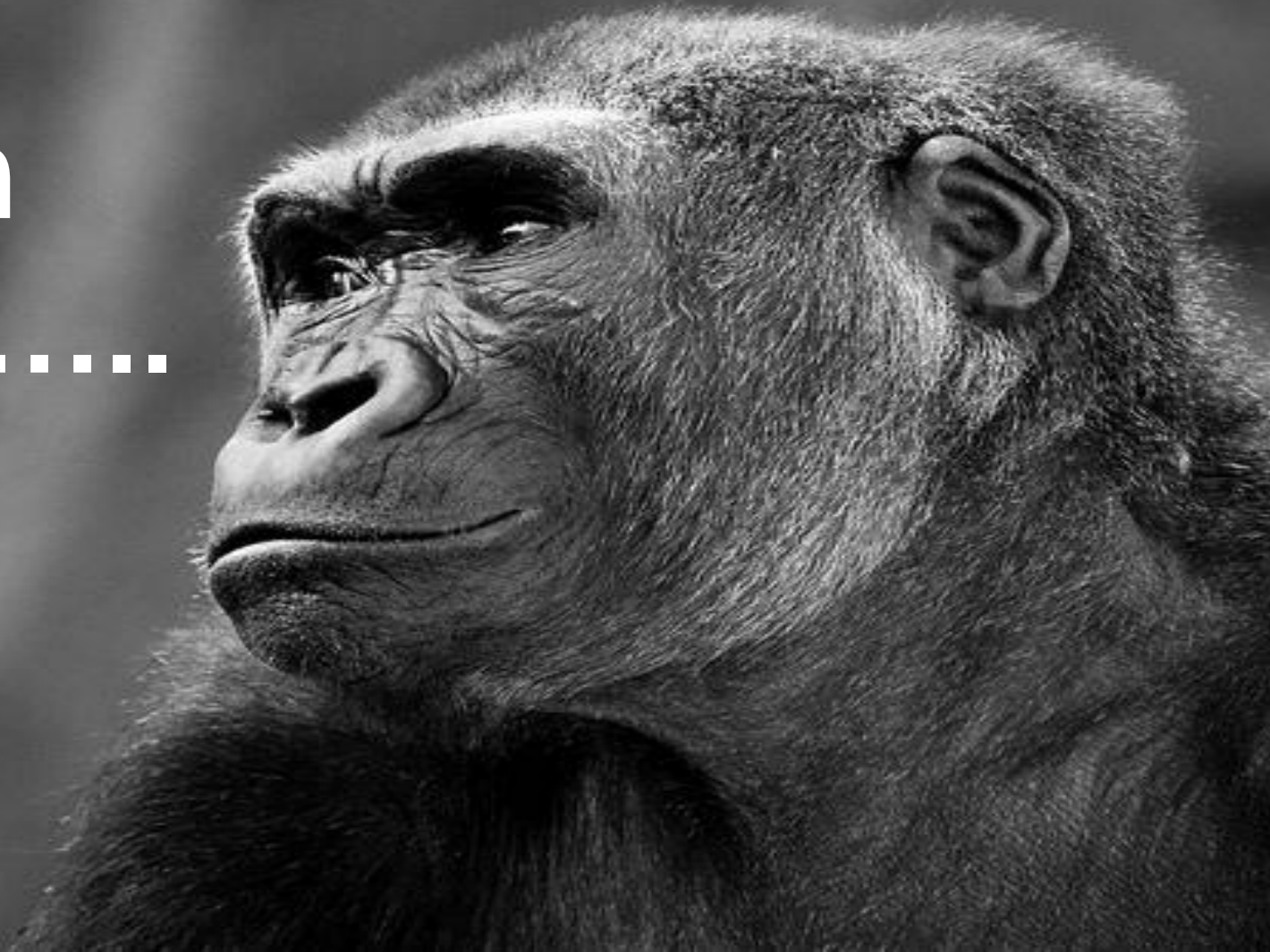
Autism Accreditation

Conceiving buildings

No Discovery Club

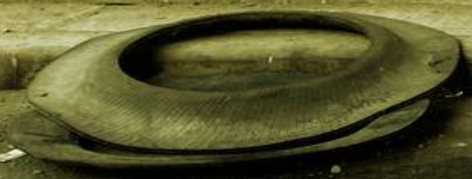
6 Ofsted Inspections

**Dream
and.....**



BARONIA

THE BIG



Now

Excellent Therapy support

'Rites of Passage'

Full sensory facilities

Single Campus

Amazing Learning Environments

A School and a College

Social Inclusion

AET Academy

Heads of Learning

National Support School

National Teaching School

Family Support

Post-19 provision

Healthy Schools Award

Discovery Club

Ofsted Outstanding School

International Schools Award

Dream big for children



A school is only outstanding when it's outstanding for every child


“To find what is great in every child, to nurture it and realise its potential”

The hands thing.....

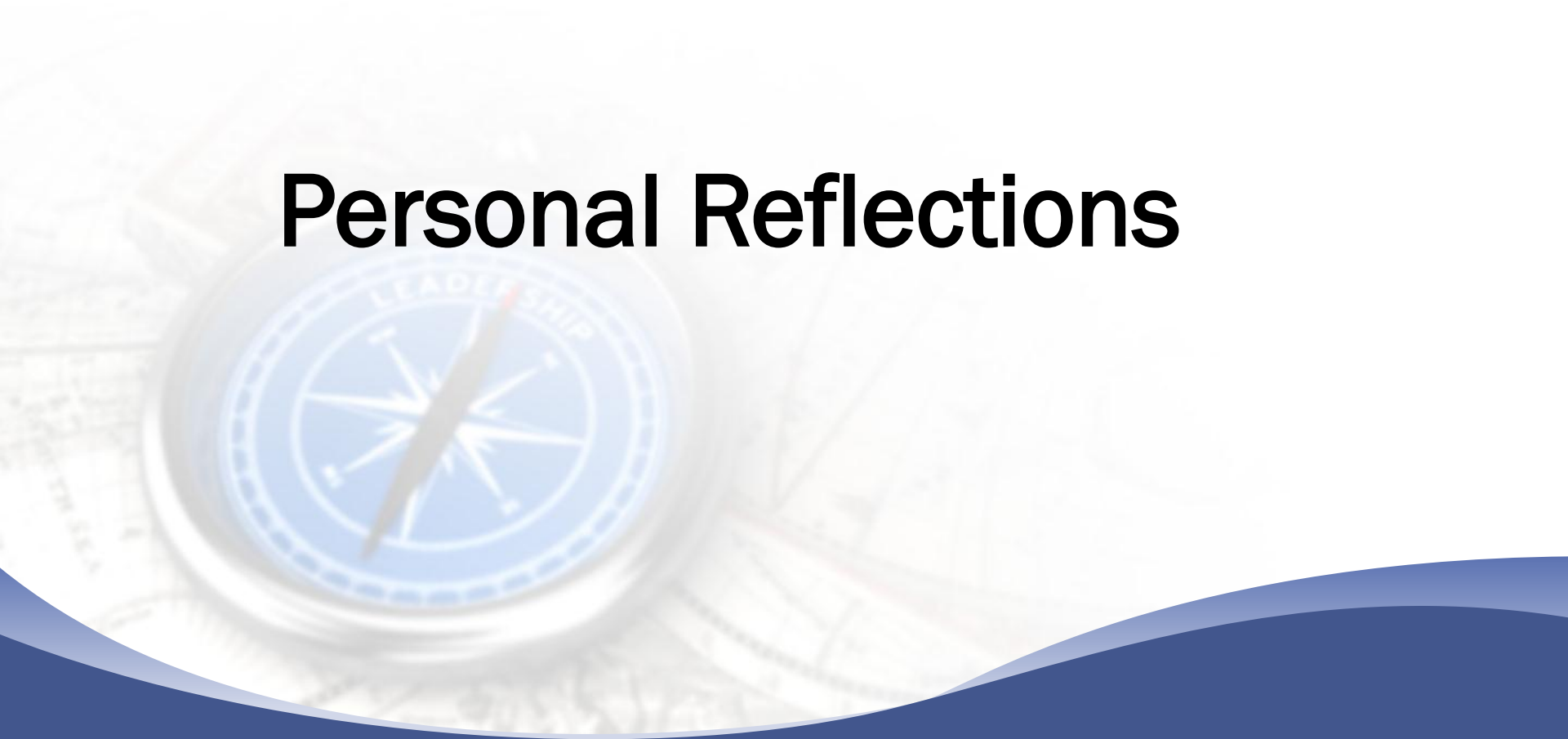


- The Overview



- 
- **In Partnership there is Strength**
 - **Create your own future**

Personal Reflections



AET

Track One (Education 'Provider')

- All our academies must be judged as at least 'good' by Ofsted
- All teaching is judged at least good



Track Two (Education 'Movement')

The future development of AET (Special) academies:

- Better transitions into adult life
- Ongoing support
- Multi-agency support as and when needed
- Better training and CPD
- R&D as the norm

Teachers

Track One

- Outstanding Teaching
- Excellent progress
- Care and Safety



Track Two

- Professional Development goals
- Leadership
- Relentless Aspiration

HOLs

Track One

- Outstanding Teaching
- Excellent progress
- Care and Safety



Track Two

- Professional Development goals
- Leadership – Departmental goals
- Relentless Aspiration

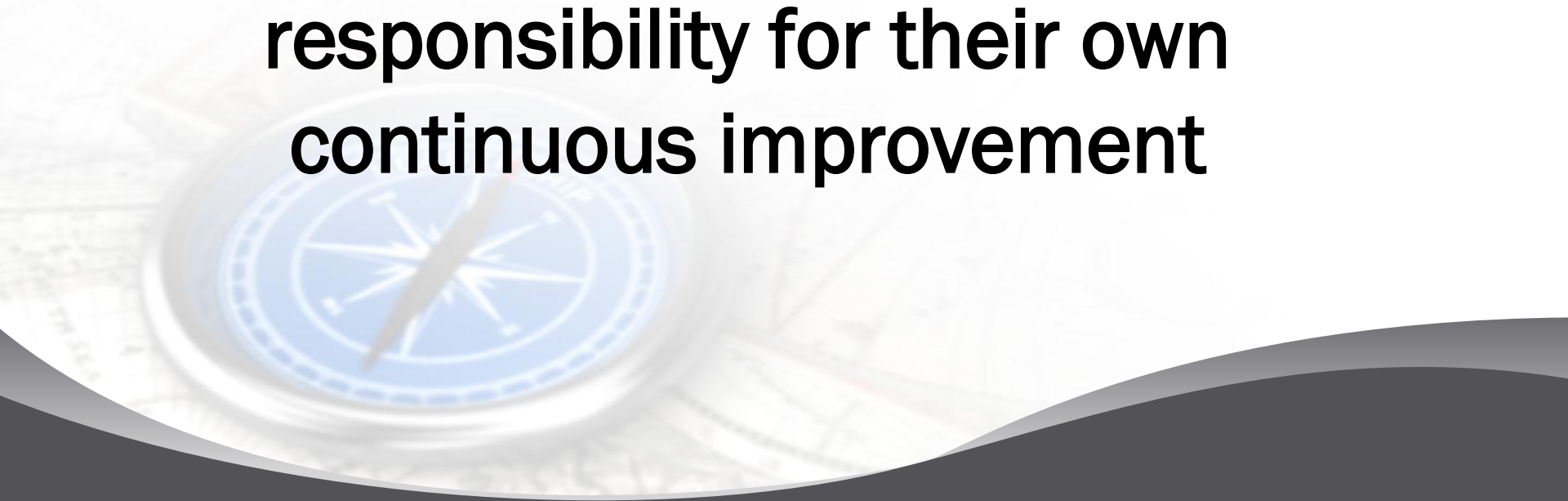
What Leaders Do.....

“The role of the managers and leaders is to get extraordinary performance from ordinary people.”

Sir John Harvey Jones



**Leaders build the capacity of
teams and individuals to take
responsibility for their own
continuous improvement**



The Role of Leaders

To appoint only the best and trust them to do a good job

To achieve through others

To strive to make things as easy as possible for staff

To encourage initiative - no blame culture

To set goals and coach people in new tasks

The Role of Leaders

To celebrate the success of pupils and staff

To pick up the bits when things go wrong – no blame culture

To encourage staff to offer solutions not problems

To manage by walking about

To tell staff when they are doing a good job

Subscribe to 'Reflective Glory'

Teacher & Students

**Support Staff
Management**

**Systems
SLT**



Characteristics of World Class Leaders

- **Good listeners**
- **Passionate about their subject**
- **They articulate significant purpose**
- **They 'walk' values**
- **Know their subject well**
- **Tell stories and uses practical examples**
- **Provide a context**
- **Take time to understand people**
- **They 'grow' people**
- **They embrace change**

Embrace Change

“Vision and change begin at the top. It can be an individual or it can be a team supporting the Headteacher that champions the continuous change process.

They do not manage change: they are change”

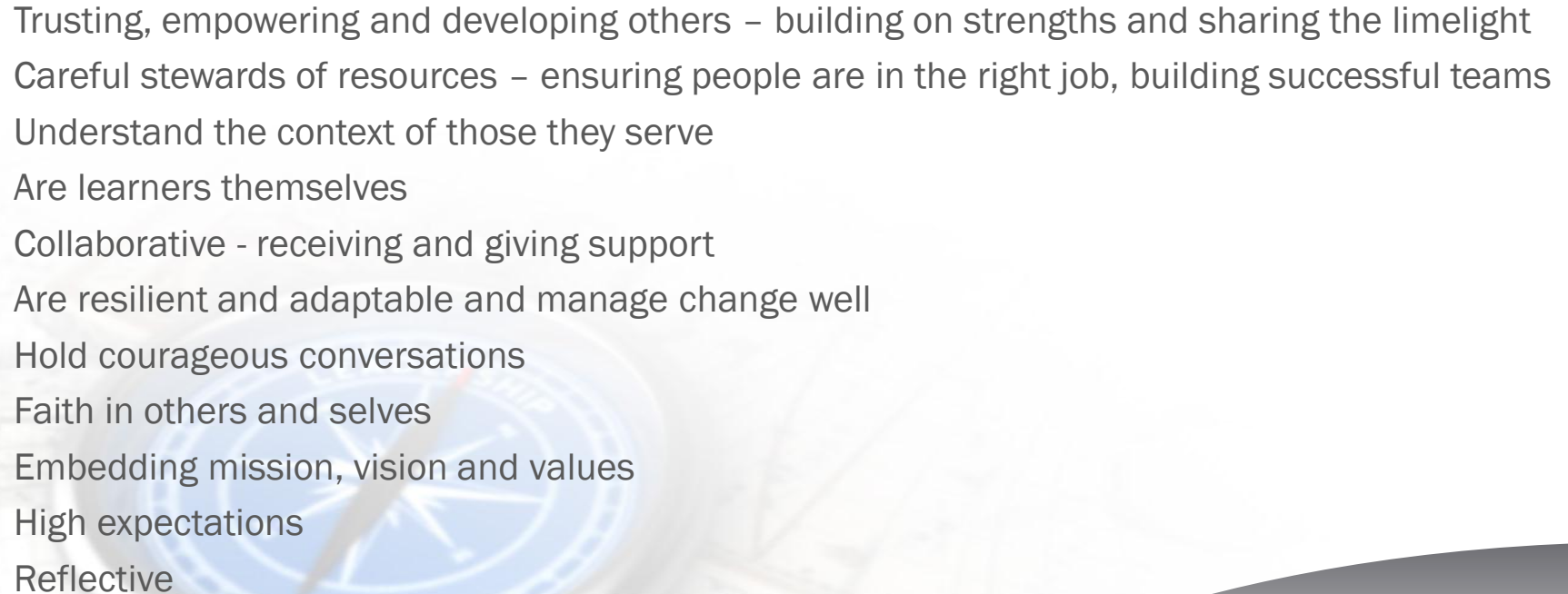
DTI

**“We can not afford poverty of vision,
let alone poverty of aspiration.
There are always risks in changing,
but the risk of failing to change is
much greater.”**

*Martin Cross
Chief Exec. RSA*

What are the key features of a leader who serves?

Trusting, empowering and developing others – building on strengths and sharing the limelight
Careful stewards of resources – ensuring people are in the right job, building successful teams
Understand the context of those they serve
Are learners themselves
Collaborative - receiving and giving support
Are resilient and adaptable and manage change well
Hold courageous conversations
Faith in others and selves
Embedding mission, vision and values
High expectations
Reflective



What do we need to do next?

- Communicate leadership vision clearly and consistently – so that individuals can articulate their part in the vision and direction
- Walk the talk /modelling - ensure that values and ethos are seen in action
- Empower and up-skill others – encourage greater responsibility for own development at all levels through coaching, support creativity, risk taking and innovation
- Work in partnership – consult, engage stakeholders, develop a feedback, challenge, support and develop
- Long term goals not short term fixes – clearly structured development plan

Moral Purpose

Moral purpose is not just about having good intentions, about being well disposed towards children and young people, about wanting the best for them. It is also about having the single minded determination to push things through to make a difference. My message is that moral purpose is more important than ever but that this is not just about morality, it is about purpose too.

Steve Munby 2012

A Leadership Matrix



What Kind of Animal Leader are you?



Lion-like leaders:

- have the speed, courage and charisma to lead with power , but they are autocratic and they lack endurance.
- They are very good at what they do.
- When wounded, they become more aggressive.
- Faith and perseverance are the hallmarks of a good Lion-like leader.
- They have the ability to work within teams.
- They can also compete if the occasion demands that the winner takes all.
- They naturally avoid very strong competition but when pushed to the wall they can win any competition.



Crocodile Leadership Qualities:

- These leaders are very comfortable in their area of influence and prefer to be masters in that area than to explore new territories.
- They are very strong willed
- They are very patient.
- They are thinkers and it takes them time to think through ideas and take action.
- After making a decision, they swing into action with such a swift, powerful and overwhelming intensity and they often win because they take others by surprise.
- They get prepared and then wait for opportunities to come and try their best to seize it.
- They like retreating after any huge success to evaluate and ease off.
- They are very sensitive to their environment and often know when opportunities arise.
- They may have a few people in other places who give them valuable information.
- They can survive in any industry within their locality (masters of the area)



Eagle-leadership style:

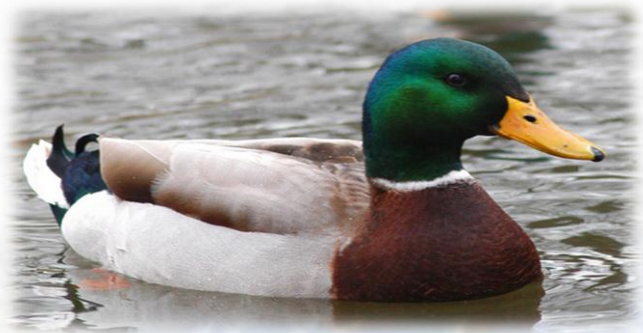
- Leaders are high fliers and have very high targets.
- They are task oriented.
- They are autocratic and not democratic.
- They have good self esteem as a result of orientation and performance.
- They are often well groomed in their area of business.
- They have foresight which is the ability to envisage things that may happen in the future.
- They have the ability to take full responsibility for success or failure of projects.
- They don't have time for mediocrity or to hang around never-do-wells.
- They are risk takers
- The Eagles beak is well formed and very strong. Once in their comfort area, they can overcome any challenge.



What Kind of Animal Leader are you?



Effective Leadership



The Duck Pond



Ducks are fostered by self-serving leaders or organisations, who create duck ponds. Ducks are often managed by a supervisor called “The Head Mallard.” Ducks quack and quack the party line and are not empowered to solve problems and make decisions. This is common as organisations come to terms with new ways of working, changes in leadership and challenging external pressures. This is common in new organisations as the group start to align behind a new direction and trust is developed at all levels.

The Seagull



It's harder than ever to avoid becoming a “seagull manager” these days. That's when you fly in, make a lot of noise, dump on everyone, and then fly away again. It's a hit-and-run management behaviour that's easy to fall into when you find yourself with too much on your plate and too little time to accomplish it.

How are you doing with the double challenge of accomplishing your own work while still managing the work performance of others?

Ducks Quack-Eagles Soar!

Great leaders/organisations develop and empower the people around so that the leader can watch the accomplishments of those around them and be there when they need help. The leader is not there to dictate every little move others make, but there to help them see the big picture and priorities.



Working Together



Being Gung Ho!



“working
together with
enthusiasm”

A red banner with the word 'Enthusiasm' written in white, slanted upwards. The banner is partially visible, showing the letters 'Enthusiasm' in a stylized font.

The spirit of the squirrel

WORTHWHILE WORK

- Knowing we make the world a better place
... **self esteem**
- Everyone works toward a shared goal
... **buy in**
- Values guide all plans, decisions and actions
... **Goals are set**
... **Values are lived**



The way of the beaver

IN CONTROL OF ACHIEVING THE GOAL

- A playing field with marked territory
 - ... freedom = **know what territory is yours**
- Thoughts, feelings, needs and dreams are listened to and acted upon
 - ... **value individuals as persons**
- Able but challenged
 - ... **stretch**



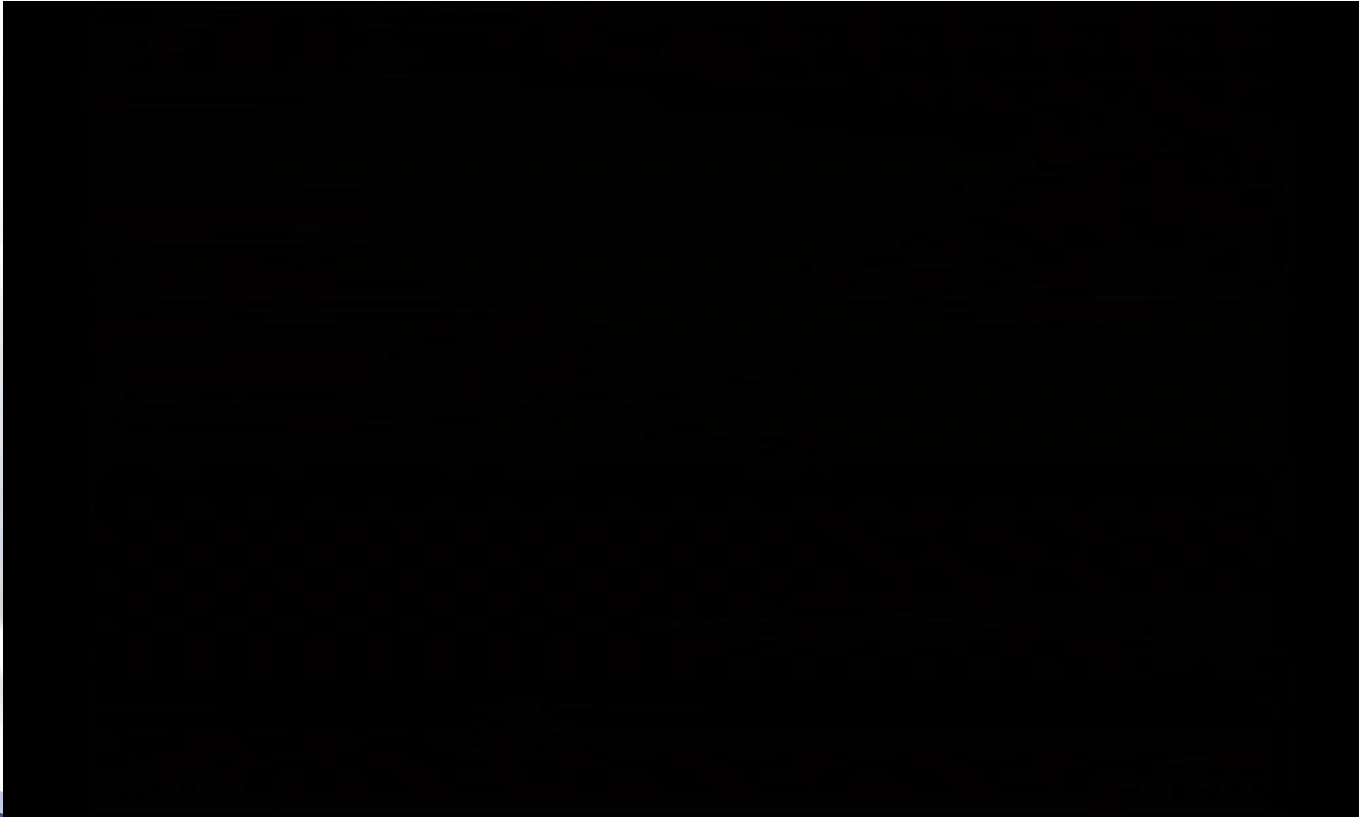
The gift of the goose

CHEERING EACH OTHER ON

- Active or passive, congratulations must be **TRUE**
 - ... **people do matter** / are contributors
 - ... timely, **unconditional**, enthusiastic
- No score, no game, and cheer the progress
 - ... **cheer the progress, celebrate every win**



We can all be Geese....



Anyway.....

People are often unreasonable, illogical and self-centred
Love them anyway

If you are kind, people may accuse you of selfish, ulterior motives
Be kind anyway

If you are successful, you will win some false friends and some true enemies
Succeed anyway

If you find serenity and happiness, others may be jealous
Be happy anyway

Honesty and frankness make you vulnerable
Be honest and frank anyway

People may need help but attack you if you help them
Help them anyway

What you spend years building, someone could destroy overnight
Build anyway

The good you do today, people will often forget tomorrow
Do good anyway

Give the world the best you have and it may never be enough
Give the world the best you have anyway



Adapted from *Anyway*, written by Dr Kent M Keith