



A reflection on leadership wellbeing: Developing resilience through leadership practice and professional development

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Multi-Academy Trust

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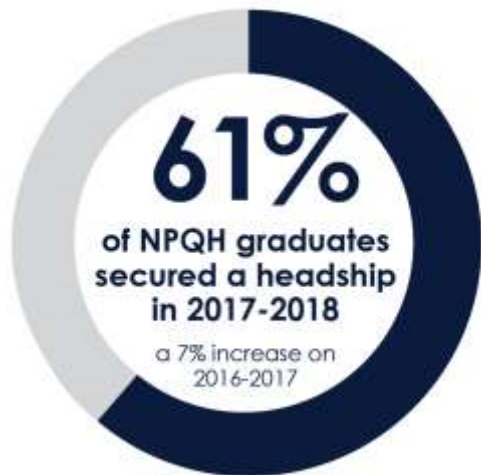


The Outstanding Leaders Partnership

A national partnership of schools, teaching school alliances and multi-academy trusts, managed and supported by Best Practice Network. OLP was created in 2012 by an alliance of like-minded schools committed to improving leadership provision. Since then it has grown into one of the country's largest school-led professional development organisations, consisting of over 60 Teaching School Alliances and MATs stretching from Keswick to Exeter. OLP is accredited by the Department for Education to provide all levels of the National Professional Qualifications (NPQs).



A national partnership



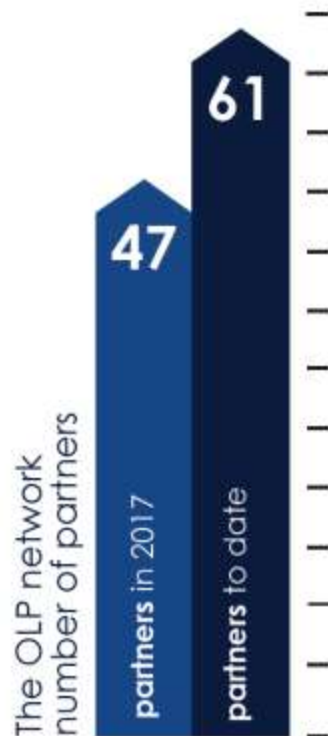
Of the NPQ graduates
whose schools achieved a
good or outstanding Ofsted

68%

felt that their training
had a **positive** impact
on that inspection

2,434

schools have engaged
with OLP for leadership
training since 2012.



School leadership challenges survey (2018)

Survey represented by:

- Headteachers, Executive HTs and CEOs
- Full age and experience range
- Primary, secondary, special and cross-phase
- Academies, LA schools, faith and free schools
- Schools graded outstanding, good and RI
- All 9 'regions'

Survey insights

75%

of leaders identify their role is stressful

94%

of leaders identify they would benefit from additional support and professional development

66%

of leaders spend least time on their own professional development

66%

of leaders identify workload is affecting their wellbeing

68%

of leaders do not have time to spend on their own professional development, reading and reflection

66%

of leaders intend to maintain investment in their CPD during 2018

20% reduce it

Significant 'Challenges' identified

Pressure of responsibility Financial

Need for new skills
& knowledge

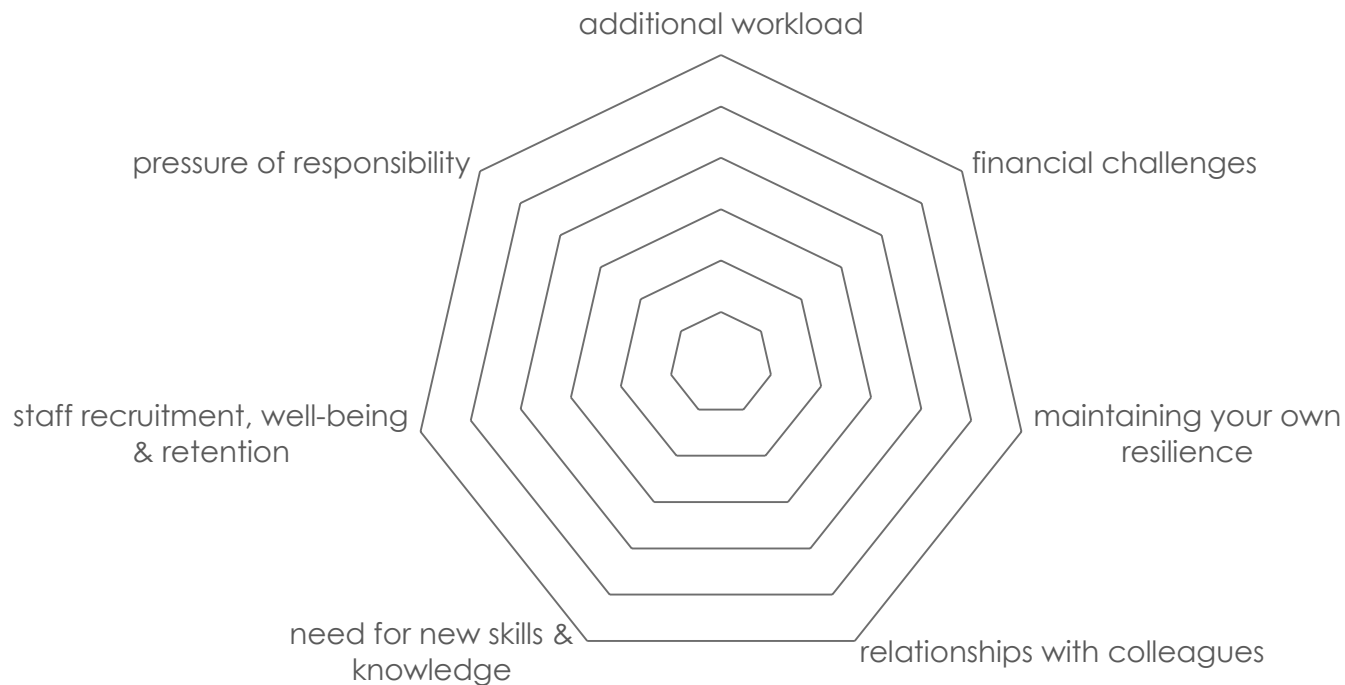
Staff recruitment, well-
being & retention

Relationships with
colleagues

Additional workload

Maintaining your own resilience

Personal Reflection: how significant are these challenges (or others) in your role?





Well-being, resilience and leadership behaviours

Kylie Spark,
CEO of Inspiring
Learners Multi
Academy Trust



Which behaviours generate resilience to improve our well-being as leaders?

Commitment

Collaboration

Personal Drive

Resilience

Awareness

Integrity

Respect

Honesty

Trust

Empathy

Humour

Optimism

Ambition

Love

Fairness

Passion

Self-confidence

Empowerment

Humility

Courage

Sensitivity

Creativity

Positivity

Direct

Decisiveness

Reflectiveness

Loyalty

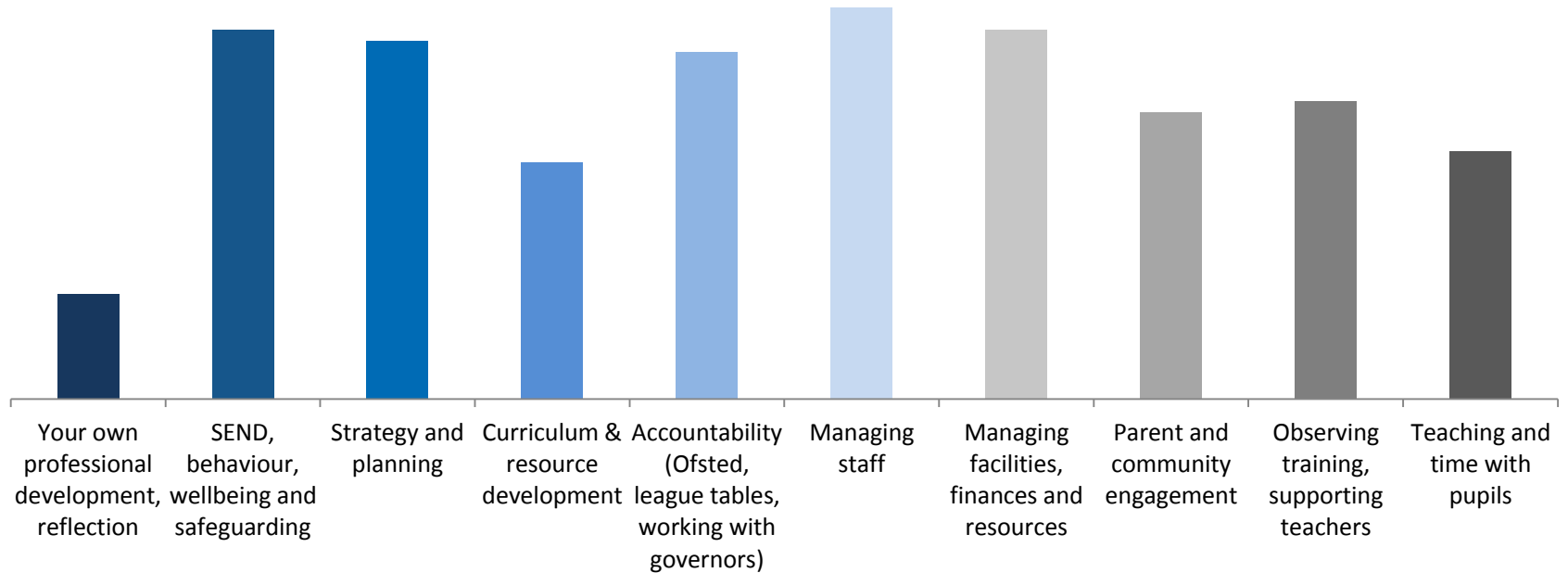
Activity: which behaviours might you consider best 'tackle' your biggest challenge(s)

Professional development

Leaders see **their own** professional development as important but few have the time to make it a priority.

- An overwhelming **94%** of leaders say that they would benefit from additional support and professional development.
- However, only a third of leaders (**32%**) say they have enough time for their own CPD, including reading and reflection time.

Survey: How do you use your time in school?



Professional development

Does most traditional professional development address skills and knowledge? Is it 'content' driven? How much concerns 'statutory requirements'?

For leaders' professional development, what emphasis could be more productive in increasing resilience and improving well-being?

A clear message for professional development?

How could professional development develop/promote our leadership behaviours?

From the survey:

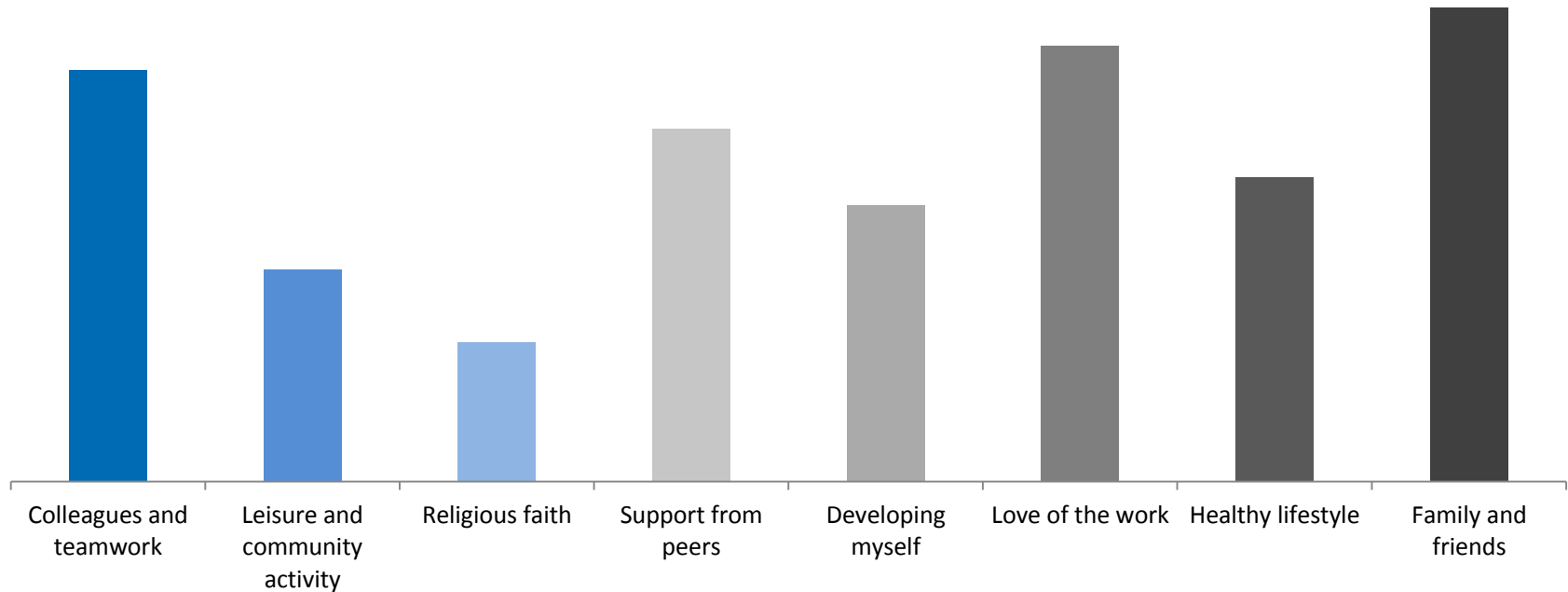
22% networking and peer-support networks

17% visits to other schools

14% mentoring

13% coaching

Survey: What factors are most important In helping you maintain resilience?



A clear link....

Leaders stated that amongst the most important factors in helping maintain resilience and promoting well-being, is the relationships **with family, friends, colleagues and peers.**

NPQH blended delivery

Self-directed learning



Facilitated learning



Months

01 02 03 04 05 06 07 08 09 10 11 12-18

*“You don’t
build a
school,
you build
people,
and then
people
build the
school”*

