Leadership Reflector™

Connecting leaders with those they lead

BACKGROUND & INFORMATION BOOKLET
FOR ASSISTANT, ASSOCIATE & DEPUTY PRINCIPALS
Using the Leadership Reflector™ System

leadership™
reflector

Why would I want to use Leadership Reflector™ and what might the benefits be? In a nutshell…

- **Save potentially thousands of dollars** – take control of your leadership development (and appraisal) and reduce dependency on external consultants. Move with confidence to leadership self-appraisal.

- **You take control of your appraisal** – you sit in the cockpit making crucial choices and decisions. You are able to access real time data on your leadership from whom you want, when you want and on what you want multiple times throughout the year.

- **You don't have to design the questions you ask or spend time putting together questionnaires** – we've done the thinking for you. We've done all the work and identified 157 items that research from New Zealand and overseas suggests are vital practices Assistant, Associate and Deputy Principals in complex organisations like schools should be focusing on.

- **Embedding Leading as Inquiry within Leadership Appraisal** – many leaders asking their teachers to move to a model of Teaching as Inquiry are seeking models for themselves. There is frustration that whilst leaders seek to empower their staff they remain 'trapped' in more traditional summative/evaluative appraisal processes. The Leadership Reflector for DPs & APs has been specifically designed to place Leading as Inquiry at the very centre of leadership appraisal.

- **Highly effective appraisal provides enormous scope for development and growth** – the Leadership Reflector for DPs & APs has been designed to assist leaders to facilitate aspects of their own growth and when they are unable to do this independently they know exactly what it is they require from external providers. Rather than becoming confused over what to focus on the Leadership Reflector allows you to hone in with insight as to exactly what you might like to focus on.

- **High performing leaders influence outcomes, people and organisational culture** – this does not come naturally to the vast majority of people! Using the Leadership Reflector DPs & APs have a tool designed to affirm for them those things they excel at and to surface those things they may wish to develop further.

- **Continuous learning rather than one off** – you can 'tap people on the shoulder' continuously throughout the year for feedback and perception on very specific areas of the school's development and your own leadership development.

- **Incorporates the Kiwi Leadership framework** – you choose when and who to seek feedback from around the four Areas of Practice (Culture, Pedagogy, Systems and Partnerships & Networks), the two Leadership Activities (Leading Change and Problem Solving) and the four Leadership Qualities (Manaakitanga, Pono, Ako and Awhinitanga) as well as feedback using especially formulated items for Boards of Trustees, Staff and Students.

- **Prepares you for Principalship** – because the Leadership Reflector for DPs & APs uses the Kiwi Leadership framework you are able to hone those things required of Principals.

- **Generate your own Appraisal Reports** – each time you gather data it's saved and over the year it accumulates allowing you to generate your own personal Leadership Appraisal Report.

- **Track your progress towards your goal achievement** – work out whether you're on or off-track from succeeding at achieving your goals as you work towards achieving them rather than waiting at the end of your appraisal cycle.

What is Leadership Reflector™ for APs & DPs?

The Leadership Reflector™ for Deputy, Assistant and Associate Principals is a simple online self-managing appraisal system designed for New Zealand educational leaders in Special Education, Primary, Intermediate, Middle and Secondary Schools.

In 2011 we introduced InterLEAD Connector™ - our on-line appraisal system. Designed specifically for classroom based teachers, the Appraisal Connector System™ supports teachers to move beyond superficial surface reflection and inquiry by allowing them to formatively assess their teaching practices, the way they contribute to their school as a Professional Learning Community and if they have management units, their leadership. Leaders in schools using the InterLEAD Connector™ (and leaders who are not using the system but who are tiring of traditional summative/evaluative leadership appraisals) have been asking for a similar system for themselves. The Leadership Reflector™ is the result.

The DP/AP Leadership Reflector™ is an innovative and flexible school leadership and management tool designed for busy leaders seeking to optimise their ability to influence people, organisational culture and student outcomes. Providing a cutting edge 21st century approach to leadership appraisal the system is designed in particular to honour school leaders as responsible, highly valued and trusted professional knowledge workers operating in a wickedly complex workplace environment.

In summary the Leadership Reflector for for DPs and APs:

• Offers an alternative to expensive external leadership appraisal;

• Allows leaders to obtain rich data on their leadership and management functions as and when they want as many times as they want;

• Provides each leader with a powerful, relevant, purposeful and on-going leadership development tool which they manage; and

• Is a platform upon which leaders can develop their own cycle of continual improvement throughout the year rather than waiting until the end of the year.

What does Leadership Reflector™ consist of?

Think of Leadership Reflector™ as a vehicle, like a car. It's designed to help you get to a different place. In terms of leadership the destination is your increased ability to influence people, outcomes and student achievement.

Cars generally have an interior and a boot. Leadership Reflector™ also has two sides to it– the 'Data Gathering' side of the system and the 'Professional Learning Plan & Goal Tracking' side. The inside of the car is where most of us spend most of our time. Principals using Leadership Reflector™ will spend most of their time in the Professional Learning Plan & Goal Tracking Section. Like the inside of a car when we are here we tend to be moving forward. We use the boot of a car for gathering and storage. This is the Data Gathering side of Leadership Reflector™ – where we gather data and store it as we move forward.

THE INTERIOR
Professional Learning
Plan & Goal Tracking

THE BOOT
Data Gathering
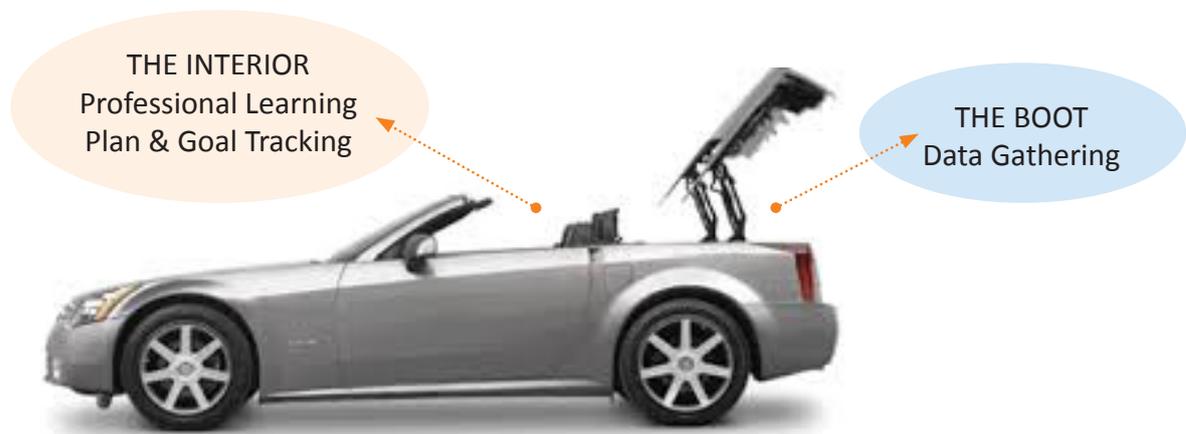
Both sides work together. The Data Gathering system informs you and directs what you include and how you use the Professional Learning Plan and Goal Tracking System to move forward. This provides a very powerful platform for leaders to develop their own cycle of continual leadership development.

Leadership Reflector™ has been designed with technophobe's in mind. In fact the designer of Leadership Reflector™ is one himself and on this basis the instruction given to the programmers who put the system together was – "Make it easy for the user – imagine everyone who uses it is like me!"

A few basic rules and instructions and you're underway. If you get stuck there's an On-line User Guide you can download from our website, and a contact number to call us on. So long as you have internet access every time you want to access your Leadership Reflector™ folder - just log on clicking the Leadership Reflector™ logo at top right of our website.

Leadership Reflector™ is an on-line cloud based tool. Not being a software package requiring installation on your school's existing computer system it means we can easily set you up with a username and password. Once done, you are able to access your personal and confidential Appraisal Folder from anywhere so long as you are able to access the Internet. One of the advantages tha teachers using InterLEAD Connector™ consistently tell us is just how much of an advantage it is to be able to access their Folder when attending professional development, from home, when on school trips (where Wi-Fi is accessible) and when on holiday away from home. We want to be able to make the experience for leaders just as simple.

Once you're logged on you literally sit in the cockpit and you take control of your appraisal.
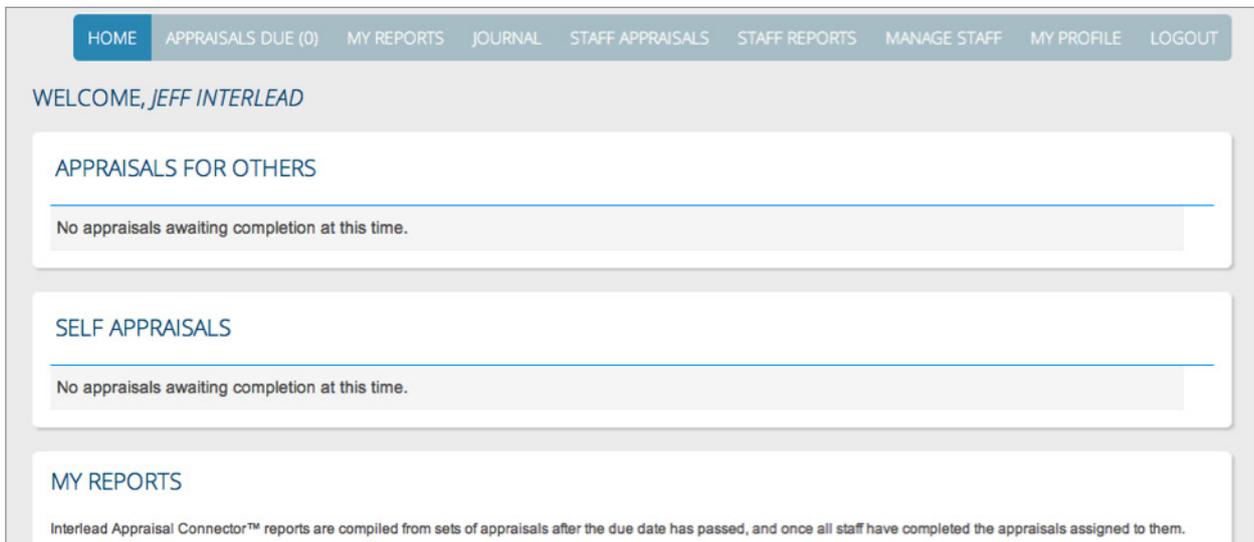
Based on the Kiwi Leadership framework Leadership Reflector™ for DPs & APs allows you to collect very specific data on your leadership as and when you want.

You select the sections you want to focus on and whilst you self-appraise you can (if you wish) select others to provide you with their perceptions too. You set the deadlines you want feedback by, you select the sections you want feedback on, you select who to seek feedback from whilst the system generates automatic email reminders and takes your selected respondents to only the sections and questions you want them to provide feedback on. This is real time data and you can keep updating it as and when you like. Once your deadline is passed you have access to a comprehensive report showing your perceptions of leadership and the perceptions of others including written comments. Data is shown in both aggregated dial format for ease of use and also in individual (remaining anonymous) format for deeper reflection and inquiry.

The questions are based on what local and international research suggests are vital practices leaders need to optimise their ability to influence people and outcomes in complex organisations. There are 6 sections:

Section 1: Modelling of the Key Competencies (40 items)
How do you model the 4 Social Competencies outlined in the Curriculum document? If this interests you, you are able to ask respondents of your choice for feedback on how you Manage Self, Relate to Others, Think and Participate & Contribute. Interestingly, much research indicates these competencies underpin human success and achievement in all fields. For each Social Competency there are 10 items requiring feedback on. You are able to select all four Social Competencies or just the ones interesting you.

Section 2: Demonstrating Leadership Supportive of the Areas of Practice (40 items)
In the Kiwi Leadership framework, Principals work within four Areas of Practice. As a DP/AP how are you demonstrating support of these areas and influencing them?
- **Culture** – providing professional leadership focusing the school culture on enhancing learning and teaching.
- **Pedagogy** – creating an environment in which there is an expectation all students will experience success in learning.
- **Systems** – Developing and using management systems to support and enhance student learning.
- **Partnerships & Networks** – Strengthening communication & relationships to enhance student learning.

How are you influencing the four Areas of Practice? If this interests you, you are able to ask respondents of your choice for feedback on all or just some of these areas. There are 10 items on each Area of Practice.

Section 3: Demonstrating Leadership Supportive of the Key Principal Leadership Activities (20 items)
Leading Change and Problem Solving are identified within the Kiwi Leadership framework as being the two primary activities school Principals are involved directly in leading. How are you also leading in these areas? As a DP or AP you too will find these are your two primary leadership activities. If you are curious about these two aspects within your leadership you are able to ask respondents of your choice for feedback on one or both. There are 10 immediate items relating to each Leadership Activity whilst another 36 items from other sections feed into Leading Change and another 35 items from other sections feed into Problem Solving.

Section 4: Leadership Qualities
In New Zealand schools four educational leadership qualities underpin principals' ability to lead:
- **Manaakitanga:** Leading with Moral Purpose
- **Pono:** Having Self-Belief
- **Ako:** Being a Learner
- **Awhinatanga:** Guiding and Supporting

Data for the four qualities is generated when respondents complete items from other sections.

Section 5: Demonstrating Leadership Supporting Special Character
Specifically for leaders of Special Character Schools this section consists of 5 items.

Section 6: Student Voice
If you wish to include student voice within your appraisal you can ask for feedback directly from students you choose on the following areas within the following 2 sub-sections

In the Classroom
- Safety & Well-Being in the Classroom   7 Items
- Standards & Expectations   7 Items
- Teaching & Learning – Relationships   6 Items
- Teaching & Learning – Communication   7 Items
- Teaching & Learning – Motivation   9 Items

Around the School
- Safety & Well-Being   7 Items
- Expectations & opportunities   8 Items
- Relationships   6 Items

In summary:

- As DP/AP you select who you wish to receive feedback from and you set deadline dates. You decide the sections you want to receive feedback on. It means you are in the cockpit and you are in control making crucial choices and decisions around your leadership and management of your school.

- All feedback is gathered on line with the assistance of e-mail prompts and automatically generated reminders. Each time you add data your summary report is updated. By the end of each appraisal cycle you have generated a comprehensive leadership report.

- You may choose to share this report with a Coach or Mentor or with your Appraiser. You and your appraiser may decide you don't require an external appraiser and use the report generated to go it alone. You can confidently move towards more frequent leadership self-appraisal.

- Leaders are able to focus with precision and with insight on those targeted areas whilst ignoring other, less important areas within your leadership and school's development;

- Over each year accumulate at your own speed insights into your leadership with data gathered contributing to a full report designed to assist your professional reflection and inquiry at the end of each appraisal cycle which satisfies ERO

Here's an example...

You may after Two Terms have gathered data from a number of areas from a number of people. After eight weeks in Term One you have gathered insights into three specific areas - how you are Leading Change, insights into School Culture and how you Relate to Others. Two weeks into Term Two your attention switches to Managing Self and Problem Solving. In week eight Term Two you want more feedback on Leading Change but this time from different respondents and Problem Solving. In this way you self-manage your development and hone in on exactly what you might need to do to bring about the influence you seek.

Selected Respondent	Leading Change	Culture	Relating To Others	Managing Self	Problem Solving	Leading Change	Problem Solving
Jane Dixon	X						X
Andrew Venning	X		X				
Shaun Warner	X	X				X	X
Jennifer Calliope	X						
Patricia Timms	X	X	X				X
Jason Renwick	X		X				
Malcolm Danson	X						
Adam Stokes	X	X	X				X
Martin Dixon	X						
Paul Moses	X		X				
John Ensor		X				X	X
Jenny Naidoo			X			X	
Diane Farthing		X					
Tim Fekitoa		X				X	
Graeme Hill		X					X
Fred Barry		X				X	X
Abby Jones			X			X	
Sarah Kim		X					X
Karen Kone			X				X
Elizabeth Lasenby		X	X				X
Fran Lomas			X			X	
Tui Dunlop			X				
Soane Motualoa				X			
Sarah Benson				X		X	
Kate Netherby				X	X		
Jonathan Paxman				X		X	
Edith Pringle				X	X		
Sandro Quinn				X		X	
Andre Read				X	X	X	
Teressa Atherby				X			X
Jane Sargent				X	X	X	
Lucy Thompson				X	X		
Daniel Chamley					X		
James Tuomo					X		X
Manny Tupovea					X		
Charles Boxhall					X		X
Ed Brown					X		

The 'boot' - how is data displayed?

Data for each section is displayed in dial format and updated each time more data is gathered. In all if you cover all sections a year you will have 17 dials of aggregated data. Your perceptions will be clearly visible whilst everyone else's will be aggregated together. Written comments under each section will also be provided and remain anonymous.

Example:

Partnerships & Networks
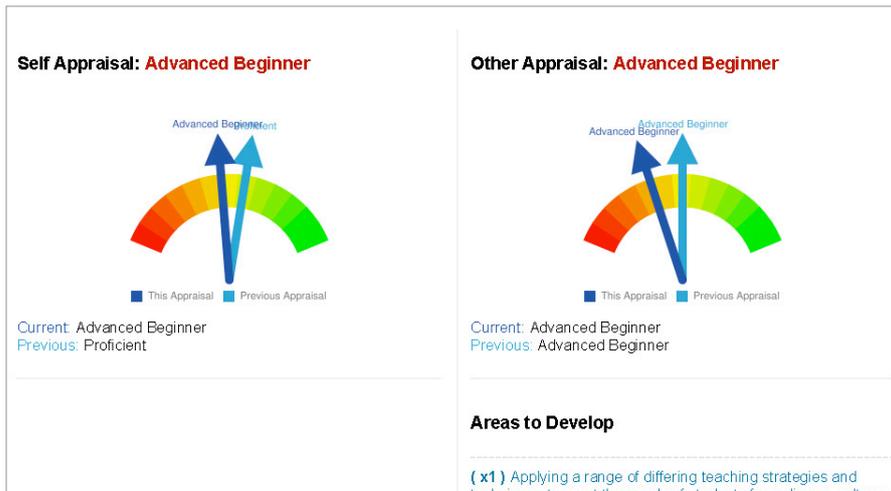
Individual data is also accessible for each item. A comparative table shows your response to each selected item as well as how others also responded (each individual response remains anonymous).

Example:

Relating to Others

This section allows you to monitor goals and progress towards achieving them and gather evidence. There are a number of functions:

Goal Setting Function

Create your goals – with the help of prompts – and set them up in ways so that you are able to achieve them. Manage your goals as you go – edit them, delete them if you realise you have the wrong one, and once completed, shift them to your completed goal section with other completed goals.

Reflections

Each time you Journal a reflection the Leadership Reflector allows you to link it to:
- The Goal/s it relates to
- The relevant Area/s of Practice (Culture, Pedagogy, Systems and Partnerships & Networks); and
- The relevant Leadership Activity to which it might support (Leading Change and Problem Solving).

Once each reflection is saved it becomes automatically date stamped and visually it appears with the goal/s, areas of practice and leadership activities you have linked it to.

Managing My Reflections

Over time it is feasible, in fact extremely likely, you will gather many reflections linked in many ways to different goals, the Areas of Practice and Leadership Activities. Using Leadership Reflector™ you have the ability to view and to sort your reflections by Goals, by Date, by Area of Practice, and by Leadership Activity.

Sorting by Leading Change (Leadership Activity) for example Leadership Reflector™ sorts in chronological order all your reflections you have linked to that Leadership Activity.

Journal Sharing

You can invite others to contribute to your Journal. In this way you gather evidence of ongoing professional dialogue. Because you have the ability to hide reflections as you go it means you can maintain confidentiality as and when required.

File Saving Gallery

Many leaders require a place to save documents relating to goals and inquiries. Using the Leadership Reflector™ you have the ability to create separate folders relating to individual goals and/or inquiries within which you can save related files. It means the Leadership Reflector™ provides a one-stop shop for all of your appraisal needs.
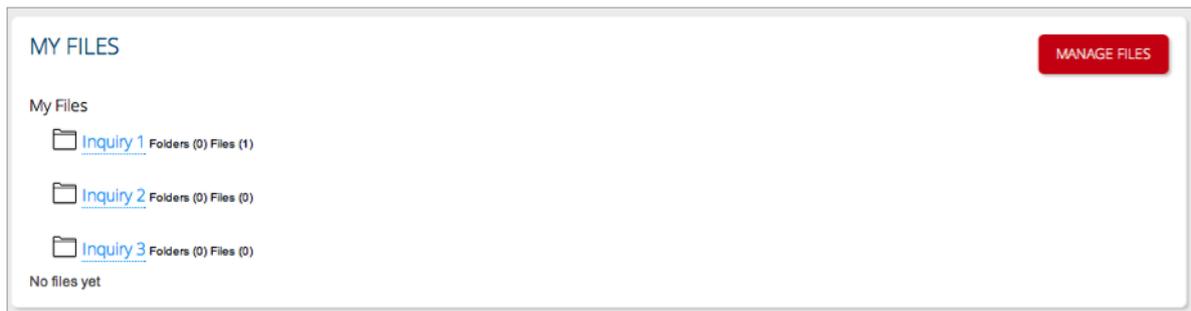
Questions - please contact us

Learn more at **www.interlead.co.nz**, email
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We will be happy to provide you with more information.

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