

Create a culture

Hampshire toolkit section 1

Aiming high; raising aspirations



Context

This section focuses on positive leadership cultures, how they foster more leaders and help leaders to be more effective.

Schools that are learning organisations seek to create the conditions that will nurture leaders, and place value on the sorts of learning that build leadership capacity.

A culture for growing leaders includes:

- shared values, vision and purpose
- a common language
- a range of leadership styles
- role modelling a range of leadership styles and behaviours
- openness to change, creativity and innovation
- organisational structures which support identification and development
- opportunities to experience different roles and build relationships.

Key questions

- Does your culture nurture leaders and place value on the sorts of learning that build leadership capacity? How do you know?
- What do you know about your teachers' underlying values?

In a changing culture what:

- do you pay most attention to?
- do you celebrate and honour?
- gets ignored or condoned?
- are the key rituals of life in our school?
- gets noticed first?

Contents

1.1 Changing the culture Page 2

A card sort activity tool. The tool suggests 12 different characteristics of cultures that help people to become effective leaders.

1.2 Strategies for developing a leadership culture Page 3

A list compiled by school leaders describing strategies that they have found to be effective in creating favourable conditions for leadership growth.

1.3 Defining success criteria to measure progress Page 4

An activity which enables you to translate theory into practice in a measurable way and results in focused data gathering and feedback about what really happens to the ideas in practice.

1.1 Changing the culture

This is a card sort activity tool. The tool suggests 12 different characteristics of cultures that help people to become effective leaders.

Target audience

- Leadership teams, middle leaders, staff groups, governors, networks and partnerships.

It will help to

- generate discussion about culture
- identify priority areas for improvement
- compare experiences and opportunities if completed as a network/partnership.

How to use the tool

Step by step instructions

Step 1: Copy and cut multiple sets of the cards.

Step 2: Gather together a group of leaders within your school, collaboration or area.

Step 3: Brief them on the purpose of the exercise.

Step 4: Split into groups of three or four and ask them to sort the cards into three categories:

- mostly true of our school
- not usually true of our school
- unsure, uncertain, varied.

Step 5: Debate the findings (particularly the last category) and consider possible actions.

Examples of the tools

See Tool 1.1

1.2 Strategies for developing a leadership culture

This list compiled by school leaders describes strategies that they have found to be effective in creating favourable conditions for leadership growth. It has an action planning help sheet for you to choose your preferred learning style.

Target audience

- Leadership teams, senior/middle leaders.

It will help to

- generate discussion about culture
- identify strengths and areas for development.

How to use the tool

Step by step instructions

- Step 1:** Use the statements in the table to generate discussion or as individual reflection.
- Step 2:** Record areas for improvement and key actions.

Examples of the tools

See Tool 1.2

1.3 Defining success criteria to measure progress

This is an activity which enables you to translate theory into practice in a measurable way and results in focused data gathering and feedback about what really happens to the ideas in practice.

Target audience

- Leadership teams, senior/middle leaders.

It will help to

- identify statements for measuring impact
- contribute towards a policy for leadership development
- identify actions for improvement with a target group.

How to use the tool

Step by step instructions

- Step 1:** Create a statement about leadership culture in your school.
- Step 2:** With the leadership team, construct the what would I see, hear, notice grid.
- Step 3:** Randomly select a target group for data gathering over a fixed period of time.

Examples of the tools

See Tool 1.3