



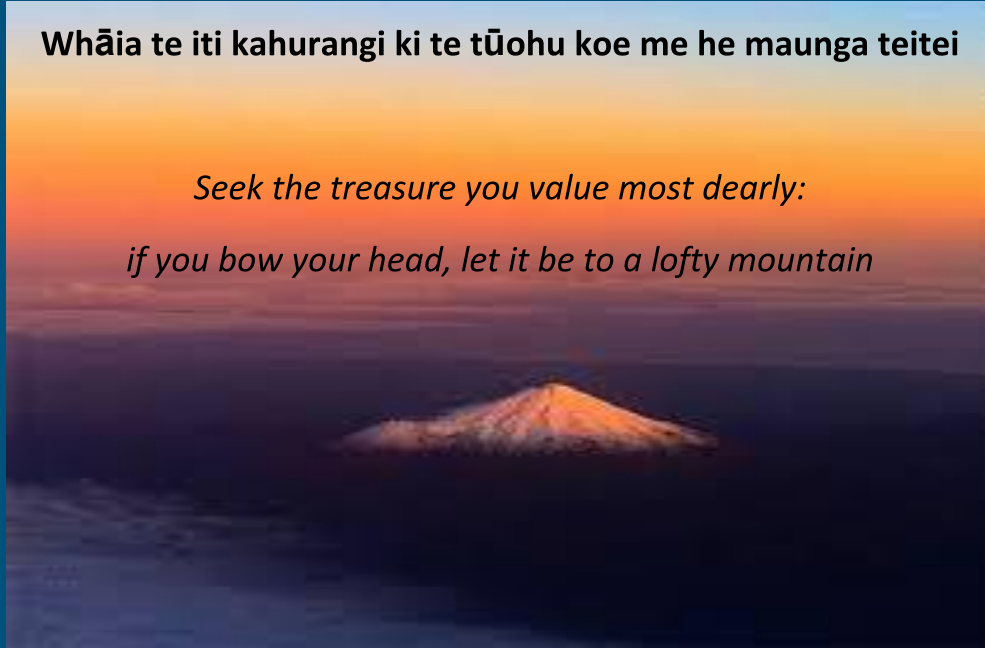
Sabbatical Report 2019

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Whāia te iti kahurangi ki te tūohu koe me he maunga teitei

*Seek the treasure you value most dearly:
if you bow your head, let it be to a lofty mountain*



Purpose:

The purpose of this small research project is to establish what effective leadership practice in our “Kahui Ako o Kohanga Moa” and Central Taranaki Kahui Ako is functioning and how leaders of these across-site collaborative environments can be best supported, specifically documenting professional learning that might be offered to leaders of Kahui Ako to assist with the development of skills and attributes required to lead collaboratively to improve outcomes for all learners.

Key Question:

How should we provide support for new (ourselves) and future Kahui Ako leaders to improve collaborative leadership resulting in positive outcomes for students?

Background

- During 2017 - 2018 both Kim-Central Taranaki Kahui Ako and Karen - Kahui Ako O Kohanga Moa were working in supporting roles for their Kahui Ako. In Term 2 2019 both Kim & Karen will be taking over as the Lead Principals for their Kahui Ako. Both Kahui Ako have been functioning for approximately two - three years.
- Both Kahui Ako have established Across School and Within Teaches within the last 12 - 6 months.
- The purpose of this sabbatical is to deepen our understanding of collaboration and what it truly means to collaborate within and across schools that result in a positive impact on the learner.



Actions

- Literature Review
- Attend leader's Forum 'Creating a New Success' with Charles Fadel, in partnership with Infinity Learn and the Ministry of Education. Conversations with other Kahui Ako Leaders.
- Interviews with Across School Teachers
- Interviews with External Partners
- Interviews with Lead Principals
- Discuss and collate key points and reflect on practice to determine next steps.



Key Kahui Ako Leadership



External Partners

Expert Partners, PLD
Facilitators, Ministry of
Education



Principals

Lead Principals, Support
Principals, Principals,
ECE Head Teachers



ASTs & WSTs

Across School Teachers,
Within School Teachers
and including All
Classroom
Teachers/ECEs



Other Key Partners

iwi, Hapu, Bot, Schools,
Parents/Whanau,
Tamariki, Wider
Community

Summary of interviews of Key Kahui Ako leadership



External Partners



Principals



ASTs & WSTs



Other Key Partners



External Partners

- Effective Collaboration requires: shared vision at the forefront and needs revisiting regularly, connection, trust, fun, visible transparent communication
 - Interpersonal/Team Related Skills: safe, trustful moving together as one culture, KLG Teams, feeling safe
 - Leveraging Digital: anywhere, anytime accessible - mesh the face to face and online, shared calendars
 - Other: What don't we want to hear other people saying in our Kahui Ako? Identify schools that you take under your wing.
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Principals

Only Kahui Ako Lead Principals were interviewed for this research.

- Effective Collaboration requires: honesty, trust, deliberate actions, every voice heard, strong distributed leadership, acceptance of all points of view, finding a common ground, good communication, clear boundaries.
- Interpersonal/Team Related Skills: Sense of humour, good communication, relational skills, scan and listen, adaptability, flexibility, ongoing commitment, personalities to challenge, deep thinkers, courageous, honest.
- Social/Emotional/Intercultural Skills: Respectful of opinions, hear and value other members,



Only Kahui Ako Lead Principals were interviewed for this research.

Continued . .



Principals

- Social/Emotional/Intercultural Skills: Respectful of opinions, hear and value other members, empathy, unselfish, lack of ego, able to listen, inclusivity, positive attitude open to learning.
- Leveraging Digital: With care, the relational aspect of collaboration is its greatest strength and lack of face to face has the potential to undermine that. Things like Skype/FaceTime (anything real time visual) bring genuine inclusivity and flexibility to collaboration that might be constrained by distance, set protocols at the outset.



Across School Teachers & Within School Teachers

Only Across School Teachers were interviewed for this research.

- Effective Collaboration requires: communication, trust, respect, reflective action, professionalism, shared understanding, knowing your role
 - Interpersonal/Team Related Skills: shared mindset, personal learner agency, transferable skills, growth mindset, common agenda, active listening, communication, professional, using initiative
 - Social/Emotional/Intercultural Skills: team player, empathetic, confident, accepting our journey, participation.
 - Leveraging Digital: website, regular newsletter, strong platform for sharing.
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Other Key Partners

- This will be a future action.



Collaborative Leadership Definition:

Collaborative leadership is a process or method to guide a diverse group of people to find solutions to complex problems that affect them all—and to encourage systems change. In both public and private settings in recent years, a team approach to problem solving has become increasingly popular and important. Collaborative leadership embraces a process in which people with differing views and perspectives come together, put aside their narrow self-interests, and discuss issues openly and supportively in an attempt to solve a larger problem or achieve a broader goal. Collaborative leadership is an evidence-based field where multiple stakeholders have an interest. (Turning Point, 2005)

Next Steps

1. Effective Collaboration Visual Planner will be shared and utilised by all members of each Kahui Ako.
2. New Pedagogies for Deep Learning(NPDL) - Learning Progression: Collaboration - complete rubric and track within our Kahui Ako.
3. Attend the NPDL NZ Deep Learning Lab in Christchurch to learn from and collaborate with global experts.
4. Survey Other Key Partners.
5. Meet with Within School Teachers and all other Principals to gather voice.
6. Develop Rubrics for each of our Kahui Ako around key values associated with Mission and Vision - NPDL
7. Share useful links and readings.

Utilising External Research:

Next Step 1: *Effective Collaboration Visual Planner will be shared and utilised by all members of each Kahui Ako.*

Creating a culture of collective responsibility is at the heart of how an effective Kāhui Ako operates.

This planner visually indicates how each of the components of a shared vision must be communicated to all in order to benefit better outcomes for akonga.

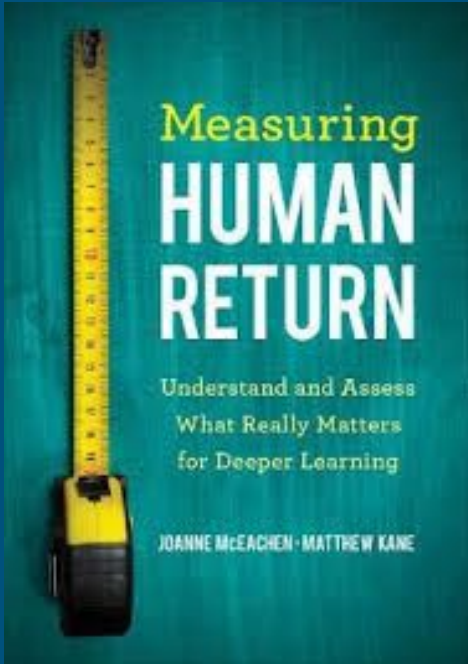
EG - without Vision being known to all,... resources, skills, incentives, action plans will only create

confusion.

With ; Vision, skills, Incentives, action plans but ... without resources, ... this will create **frustration**, etc etc

	Resources	Skills	Incentives	Action Plan	Confusion
Vision		Skills	Incentives	Action Plan	Frustration
Vision	Resources		Incentives	Action Plan	Anxiety
Vision	Resources	Skills		Action Plan	Complacency
Vision	Resources	Skills	Incentives		Gradual change
Vision	Resources	Skills	Incentives	Action Plan	Change

Utilising External Research:



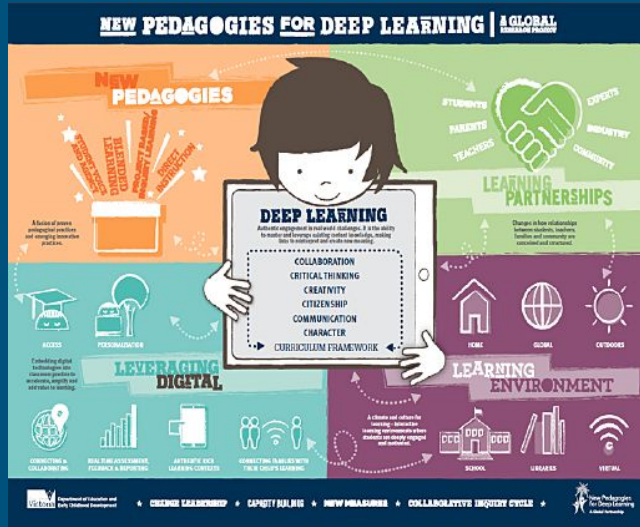
Next Steps 2: New Pedagogies for Deep Learning(NPDL) - Learning Progression: Collaboration - complete rubric and track within our Kahui Ako.

We will encourage all Kahui Ako Principal/Leads to read this book and access resources online once purchased. As a starting point, related to this research, we will focus on the Learning Progression Collaboration Rubric.



New Pedagogies for
Deep Learning™
A GLOBAL PARTNERSHIP

Next Step 3: *Attend the NPDL NZ Deep Learning Lab in Christchurch to learn from and collaborate with global experts.*



We will share the details of the above with Kahui Ako members to plan a hiko to this in July 2019. We will discuss findings and then formulate deliberate actions moving forward for each Kahui Ako.

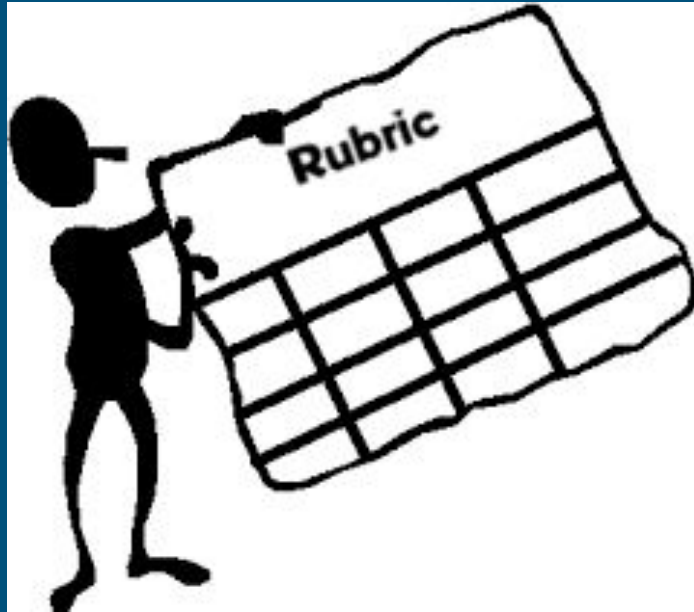


Next Steps 4: *Survey Other Key Partners.*



Next Steps 5: Meet with Within School Teachers and all other Principals to gather voice.





Next Steps 6: *Develop Rubrics for each of our Kahui Ako around key values associated with Mission and Vision - NPDL*

We will delve deeper into the book *Measuring Human Return* to inform our practice and deliberate acts of leadership as Kahui Ako Lead Principals.





Resource Sharing

Direct Kahui Ako Members to our findings with regards to the above to improve collaborative practices within our schools and Kahui Ako.

- [Communities of Learning : Kahui Ako - Working Towards Collaborative Practice](#)
- [Learning is the Work](#)
- [New Pedagogies for Deep Learning](#)
- Deep Learning -Engage the World Change the World.
- Legacy
- Measuring Human Return
- Whats worth Fighting for in your School.
- Leadership Mindsets
- [Lead with Culture](#)

Final thought . . .

“Deep lasting change doesn't happen with isolated levels or pockets of a system, and it certainly can't be achieved as a result of individual action. It requires collective commitment to the vision and process for change, to involving learning partners at all levels of the system, and, ultimately, to the learner. Unless we make these commitments, we will never achieve the outcomes our learners really need. Joanne McEachen & Matthew Kane

References:

- Communities of Learning : Kahui Ako - Working Towards Collaborative Practice - Education Review Office.
 - Deep Learning - Michael Fullan, Joanne Quinn & Joanne McEachen
 - Lead with Culture - Jay Billy
 - Leadership Mindsets - Linda Kaser & Judy Halbert
 - Learning is the Work - Michael Fullan
 - Legacy - James Kerr
 - Measuring Human Return - Joanne McEachen & Matthew Kane
 - The Transformative Power of Collaborative Inquiry - Jenni Donohoo & Moses Velasco
 - Whats Worth Fighting for in your School - Michael Fullan & Andy Hargreaves
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