

L2C: NATIONAL INTRODUCTORY WORKSHOP GUIDELINE

Aim of the document:

To assist partners in the planning, preparing and following up with the national introductory workshops that will take place in October/November 2018 (M11 and M12). As an annex to this document you may find an example agenda (Annex 1:).

Aim of the introductory national workshop:

This meeting will launch the first of three leadership workshops. The introductory workshops will launch the discussion for school leadership strategies, present the self-assessment tools, while encouraging the sharing of best practices and creating the ground for the different leadership groups to interact even more with each other.

The schools will use the self-assessment tools as a way to identify their school's present practice in each of the three areas, and use such picture to start discussing in a shared leadership path to be shared by the school as an organization. The school leadership team will also deepen their experience of shared leadership and will discuss how to develop shared leadership strategy in their school. The idea is to provide participants with the opportunity to engage in a dialogue regarding the vision and goals of the school on the basis of a concrete and common diagnosis provided by the self-assessment tool(s).

Participants:

Partners and representatives of the schools involved in the project (school principals, teachers and other educational staff), regional and national stakeholders in education, representatives from the school community and an EUN representative.

Venue:

An appropriate location for exchange and networking activities (spacious enough to fit all participants and the materials provided). Tables and chairs should be organized in order to facilitate the discussion, the movement within the room and group work group. Lunch and coffee breaks should be scheduled consistently, ensuring enough number of breaks and appropriate length between the sessions.

Communication:

Participants should be provided with detailed information of the event's agenda, the venue and the travel arrangements in advance. Please remember to take into consideration the participants' dietary requirements.

Content:

General framing and context:

- Organize an introduction (including a meet & greet game/activity).
- Recall the rationale of L2C project- what the project aims to achieve.
- Recall the meaning of "shared leadership" within L2C project as discussed and presented in the kick off meeting. Let participants from the kick off meeting explain to new participants what do we mean by "shared Leadership" in L2C.
- Review what was obtained so far- the kick off meeting and the "food for thought" participants were given during the kick off meeting.
- Collect feedback from participants on their reflection/actions since the kick off meeting.

Self-assessment tools & questionnaire (by EUN):

- Explain the overall role of the tools in the project: the tools will provide a picture of the state of the art of the school strategy and achievement in the (topical) areas concerned and facilitate schools establishing goals to be met according to their shared leadership strategies. These will be revisited by the end of the project to see if the objectives defined by the schools in the different areas have been met (adjusted, new have been added, etc.)
- An EUN representative will briefly present the 3 self-assessment tools (eSafety label, STEM School label, FCL maturity tool) and the survey (pre and post survey that will provide information regarding shared leadership practices in the school).
- One of tools will be presented in further detail. Second and third tool will be presented in a later stage.

Discussion and reflection:

- Allow participants to discuss how a school strategy can be built adopting a shared leadership perspective, starting from the self-assessment tool's diagnosis to reach the next step/to develop further. What is the support schools will need from policy makers and community members in designing and later, implementing the strategy?
- Allow participants to present and discuss their school practices in relation to the tools - this is important step when fostering the dialogue between schools and triggering discussion between participants.
- Allow participants to discuss how they will use the tools. Are they planning to use all of them or would they like to focus on only one or two tools?
- Share the NESTA Theory of Change sheet and guideline, explain how schools can use it in order to define their goals and actions after using the self-assessment tools.

Links: [NESTA theory of change diagram](#)

[NESTA theory of change guidance for applicants](#)

Next steps:

- Present the timeline and tasks of the project, focus on the tasks and steps to follow until the next workshop/meeting.
- Suggestion: Set a date for a national webinar where each school will present their draft strategy and how this will be implemented through a shared leadership approach to succeed [this needs to take place AFTER all school complete the survey and the self-assessment(s)].

Meeting follow up:

- Share all the necessary meeting materials with the participants: minutes, presentations, information about the tools links... In this way participants will be able to review the issues presented and continue the discussion within their schools.

ANNEX 1:

Introductory workshop agenda (example structure)

Welcome to participants:

Welcome to participants by the host organization and presentation of the agenda. It is important to create a welcoming and open atmosphere from the beginning in order to foster open communication and discussion between participants.

Participants' introduction:

School introduction, presentation of shared leadership representatives and their role in the school, introduction of other stakeholders- community members and any non-school staff. This session may also start with informal activity (icebreaker).

Session 1: recall- what is shared leadership for the L2C project?

- Presentation on shared leadership in L2C, you can do this through stories about shared leadership in schools, such as [here](#)
- Recall of L2C project goals
- "Food for thought" results- what has happened in the schools since the kick off meeting? Did we come up with ideas/ actions that make the school practice shared leadership?

Morning coffee break

Session 2: self-assessment tools and how they are used in L2C- presented by EUN

- Explanation of the role of the self-assessment tools- why do we use them in L2C? Shared leadership as a lens to assist the school in the process of change.
- Presentation of the self-assessment tools eSafety label, STEM School label briefly and in depth presentation of FCL maturity tool. Explanation regarding the pre- questionnaire and its aim.
- Discussion and reflection: in groups- how can we engage school staff to take up the self- assessment tool? Challenges and possible solutions.
- How do we think our school will perform in the FCL maturity tool and/or others?

Lunch break

Session 3: Theory of Change – how can we introduce change in schools? moderated by partners

- Guided discussion in groups, each group will define their vision, goals and actions according to the NESTA theory of change.
Links: [NESTA theory of change diagram](#) and the [NESTA theory of change guidance for applicants](#)
- Discussion and reflection: what kind of support do we need from the community: parents, stakeholders in education, policy makers in order to plan and implement our school strategy through a shared leadership lens? How can we keep them engaged?
- Presentation and discussion- each school presents their insights and remarks.

Afternoon coffee break

Session 4: Next steps & summary of the day- moderated by partners and EUN

- Next steps: summary of upcoming activities (end of year 1 and year 2 tasks)
- Setting up a date for webinar where each school will share their jointly designed strategy/plan.