L2C: NATIONAL LEADERSHIP MEETING GUIDELINES

Aim of the document:

To assist partners in the planning, preparing and following up with the leadership workshops and the policy dialogue meeting that will take place in November/December 2019. In order to assure high level participation of all schools. As an annex to this document you may find an example agenda (Annex 1:).

Rational of the national leadership workshops:

This meeting is a continuation of the first introductory workshops, conducted in autumn 2018. While the introductory workshops launched the discussion for school leadership strategies and present the self-assessment tools, participating schools are now implementing their shared leadership action plan, based on the mini- MOOC, reflecting on the use of the tools and leadership strategies designed in the 1st half of the project. The aim of the second round of workshops is to provide participating schools the opportunity to analyse and assess their own school context in line with the activities they have completed in the earlier stages of the project.

It is important that participants engage in a self-reflective process as they are already halfway within the implementation of their strategies and activities planned during the previous year. Through providing feedback, learning and by analysing their own and other schools' activities, participants can refine their own practice and prepare for their voice to be heard. Their active engagement plays a crucial part in the project's outcomes.

The importance of social interaction in relation to learning remains an underpinning element of the workshop. Interaction enables participants to share views and ideas, encourage the development of shared understanding and values in the implementation and evaluation of each school's leadership strategies and implementation of the action plan. The workshop will prepare the ground for the policy dialogue meeting, which will bring together practitioners and policy makers, sharing and creating possibilities to successfully implement shared leadership strategies through capacity building in schools.

Aims of the leadership workshops:

1. To involve a wide community of teachers and school leaders in the process of developing recommendations on how to empower, assist and implement shared leadership practices in schools.
2. To harness all participants' expertise through the facilitation of knowledge sharing and cooperation between practitioners involved in the shared leadership teams in the project.
3. To collect all partners and schools' perspectives to inform and improve the development, implementation and sustainability of shared leadership practices in schools.
4. To contribute to the generation of guidelines and recommendations for future schools that would want to integrate shared leadership strategies.
5. To develop networks of practitioners, stakeholders and others who can sustain knowledge sharing in school leadership and encourage the dissemination and use of strategies developed by the schools who participate in the project

Suggested areas of focus for the second workshop:

1. Learning
   a. by presenting the action plan and implemented shared leadership strategies in each school, participants from each school will engage in a discussion on the challenges, sustainability, dissemination and adaptation of the activities based on their action plan. The discussion may include the following topics:

      - Adaptability: How to **keep the action plan up to date**? How the leadership teams can assure that the goals and planned activities remain relevant?
      - Engagement: How to **engage school community** in the activities change processes the leadership team planned/performs?
      - Capacity building: Which support measures can leadership teams take in order to assist school staff in collaboration and implementation of the various planned activities?
      - How to reinforce the capacity to implement collaboration and shared leadership into action'?
      - Facilitating structures: What are the **mechanisms** needed in each school in order to allow shared leadership practices and the implementation of the action plans?

      Discussion followed by guided group work among participants will assist schools in identifying the necessary enablers and approaches that are appropriate to their school reality, while at the same time preparing the ground to the second part of the day, where participants will prepare their suggestions to the policy dialogue meeting.

   b. Topic targeted workshop- according to the focus and interest areas of the schools in each partner country (STEM, ICT, eSafety, collaborative methods, more in depth insight on shared leadership etc.), a learning session led by an external expert or by the project partner can be added to the learning part of the day.

2. Preparation for the Policy dialogue meeting- as this workshop addresses practitioners but it will be followed by a dialogue with policy makers at the national level, it is important that a concrete list of actions and enablers will be proposed, discussed and agreed upon by all schools. Hence, the same questions discussed at the school level should be also discussed at the national level. The result of this activity will be a common document with suggestions for concrete actions from policy makers that will be discussed in the policy dialogue meeting.

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.

Suggested content:

1. General framing and context:

- Organize a welcome activity, if there are new participants, make sure they are introduced to the group (including a meet & greet game).
- Recall the rational of L2C project- what the project aims to achieve
- Recall the last years' activities: national workshop, school visits, participating in the co-creation of the mini MOOC, using the self-assessment tools and creating the Action Plan.
- Review what was obtained so far- bring initial examples from actions implemented in various schools (presented by partners)

2. Presentation of activities following the first year:

- Allow participants to present their school action plan and shared leadership strategies they have put in place. Provide each school an opportunity to share their activities through a presentation or a demonstration (make sure to ask schools in advance so they will come prepared)
- What are the foreseen activities/actions of each school? Ask participant to share and engage in Q&A session.

3. Analysis of leadership strategies and development in mixed groups
- Analysis of the activities and action plan according to the following 3 key questions:
  - What are the past present and anticipated challenges when implementing shared leadership strategies in the school?
  - How to keep the action plan a living document? How to continue and maintain the development of a common school development plan?
  - How to engage and enlarge participation of school staff, parents, pupils and policy makers in the development of a school strategy?
4. Summary of the above questions and preparation for the policy dialogue meeting

Meeting follow up:

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

ANNEX 1:

Leadership workshop agenda (proposed structure and content)

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.

Session 1: quick recall- milestones and activities in the project Y1-Y2

- Recall of L2C project goals
- Recall of the past activities and outcomes

Session 2: Presentation of activities following the first year

- Each leadership team presents their school action plan and shared leadership strategies they have put in place.
- What are the foreseen activities/actions of each school?
- Q&A session between schools.

Morning coffee break

Session 3: analysis and discussion:

Divide participants in 3 groups, where each group consists of participants from various schools. The activity involved 3 rounds when each time another group analyses a different question. The mixed groups are designed to fostering the dialogue between schools and triggering discussion between participants. (see table below)

Round 1:

- Group 1: Challenges (past, present and future). What did not work when you try/tried to implement the actions you decided upon in your leadership meetings? What can go wrong in the future? Is there anything stopping you now?
- Group 2: How to keep the action plan a living document? How to make it relevant throughout the year?
- Group 3: How to implement the action plan on an ongoing basis?
    - engagement and enlargement within the school staff
    - engagement and enlargement – policy makers
    - engagement and enlargement- parents, pupils and community

Round 2:

- Another group will review and add their comments to the answers the other group provided
- The group develops the points they found the most relevant

Round 3:

- Another group adds their comments and ideas to the list
- The group summarises the key highlights and main ideas of all the 3 groups
- The group present the main points brought up by the 3 groups

	Round 1: answer the question	Round 2: review the answers and add your groups comments	Round 3: review, summarise and present
Group 1	**Question A:** Challenges – past, present and future- what didn't work when you try/tried to implement the actions you decided upon in your leadership meetings, what can go wrong in the future? What is stopping you now? Assets- what has proved to be useful? Which actions/attitudes will you reinforce and maintain?	**Question B:** How to keep the action plan a living document? How to make it relevant throughout the year?	**Question C:** How to implement the action plan on an ongoing basis? -engagement and enlargement within the school staff -engagement and enlargement – policy makers -engagement and enlargement- parents, pupils and community
Group 2	**Question B:** How to keep the action plan a living document? How to make it relevant throughout the year?	**Question C:** How to implement the action plan on an ongoing basis? -engagement and enlargement within the school staff -engagement and enlargement – policy makers -engagement and enlargement- parents, pupils and community	**Question A:** Challenges – past, present and future- what didn't work when you try/tried to implement the actions you decided upon in your leadership meetings, what can go wrong in the future? What is stopping you now? Assets- what has proved to be useful? Which actions/attitudes will you reinforce and maintain?
Group 3	**Question C:** How to implement the action plan on an ongoing basis?	**Question A:** Challenges – past, present and future- what didn't work when you try/tried to implement the	**Question B:** How to keep the action plan a living document? How to make it

	-engagement and enlargement within the school staff -engagement and enlargement – policy makers -engagement and enlargement-parents, pupils and community	actions you decided upon in your leadership meetings, what can go wrong in the future? What is stopping you now? Assets- what has proved to be useful? Which actions/attitudes will you reinforce and maintain?	relevant throughout the year?

Lunch break

Session 4: from practice to policy

Following the presentation of the outcomes of the groups above another discussion will be taking place, now addressing policy makers: how the challenges, ideas and enablers mentioned above could be "translated" to concrete actions and synergies with policy makers in the upcoming policy dialogue?

- What is the support schools will need form policy makers and community members in, implementing, following up and adapting the strategy and actions they have planned?
- Allow participants to present and discuss their school practices in relation to national or regional policy or strategy that is in place?
- How can the activities schools perform within L2C project feed in the regional/national strategies?

Preparation of a common list of points to have in mind when participating in the upcoming policy dialogue. This doesn't need to be a "requests and demands" list but important points to have in mind and bring up the upcoming dialogue

Late afternoon coffee break

Session 5: Next steps & summary of the day- moderated by partners and EUN

- Summary of today's activities and introduction to following policy dialogue
- Next steps: summary of upcoming activities (end of year 2 and year 3 tasks)