

How to be an outstanding middle manager

Course objectives:

This course is designed for all current and aspiring middle managers working in an independent school. The challenges of being a middle manager are some of the most demanding; pressure from senior leaders, colleagues and children as well as parents and outside agencies.

Over the four sessions we will firstly consider the demands and differences between leadership and management and how it may be possible to increase the latter whilst continuing to operate efficiently.

The rest of the course will be very much practical dealing with day to day management and ways to make schooldays run more smoothly. There will be an extended session with practical scenarios dealing with how to handle difficult conversations with colleagues and others.

Finally, there will be time for reflection on delegates' own personal and professional development.

A course booklet will be provided to accompany the course and additionally delegates will be asked to complete a couple of practical tasks to see how they might provide on-going benefit and there will be opportunity to feedback on these and discuss adapting them for future use.

Course contents:

1.- Defining Leadership. Manager or Leader?

- *What is a Middle Manager? What are the issues?*
- *Defining your role.*
- *Characteristics of Leaders.*
- *Define your style.*

2.- Day-to-Day Management 1

- *The Urgency addiction*
- *Time Management*
- *Paper Management*

3.- Day-to-Day Management 1 (continued)

- *Emails*
- *MBWA*
- *Macro or micro-management?*
- *Delegation*

4.- Day-to-Day Management 2

- *Running and participating in meetings.*

- *Communication in schools*
- *Administration*

5.- Day-to-Day Management 3

- *Having difficult conversations.*
- *People management - colleagues , SLT*
- *The challenges, the philosophy & some suggested solutions.*
- *Some scenarios*

6.- Supporting the Vision

- *The Management of Change*
- *Appraisal/Review/Professional Development*
- *Inspection*

7.- Self-appraisal and Career Development

Course Tutor:

Tony Woolstone has been delivering courses to teachers for many years and he has wide experience as a school leader and manager in independent schools. Tony was a Deputy Head of an HMC school for over 20 years and in that time he had responsibility for staffing, pastoral issues, fund raising and recruitment and everything that moved in the school. Prior to promotion he was a middle manager running small and large Modern Languages departments and was a boarding Houseparent. In recent years he returned to the classroom to see if he could practise what he has been preaching. Tony has been a Schools' Inspector for the past 17 years and he has also been a Governor of an independent boarding school. He has been involved in syllabus development and examining for 30 years and has been Chair of Examiners for a major examining board. His aim in delivering courses is to provide colleagues with practical, inexpensive and common-sense ideas to take back into schools and colleges; all his activities and suggestions come from his own experience, not a textbook. He is only too aware of the pressure under which colleagues work and looks to offer help, not just theories.