

Leading your staff in a Boarding Community



Presented by
Mr Darren Roylett – Head of Boarding

Presentation Outline

- Introduction - whom am I
- Overview of Distributed Leadership
- The PAC model
- Managing Staff
- Overview of Distributed Leadership



Whom am I ?

- **My journey in leadership**

Watch listen and learn...

**Practical experience enhanced
through professional development**



Why do we choose to lead?

- **Personal aspirations?**
- **An urge to make a difference?**

Why did you choose?



Snapshot of Boarding Life



Overview of the Boarding Community at PAC

Present:

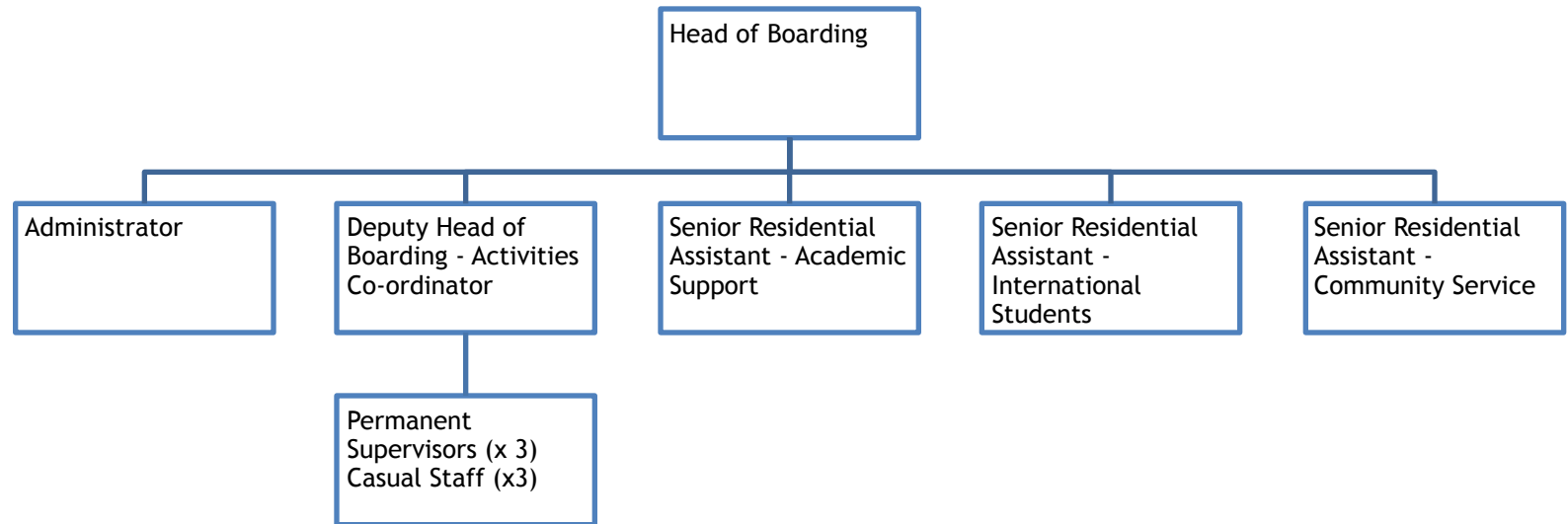
138 boys – Year 7 to 12

Staff:

- **Head of Boarding, Asst. Head (Activities) , Senior Residential Assistant – Academic, SRA – International Students and Communications, SRA Community Service & Wellbeing, Administrator**



Staffing structure



Snapshot of Boarding Life



Distributed Leadership Model

A distributed leadership (DL) model has been adopted whereby the leadership of the community involves staff in processes (such as program review and development, policy development and strategic planning) and values their input and expertise. This will enable a leader to harness the collective energy and knowledge of the people that surround them. (Spillane, 2006)



Developing a culture where informal leaders have the opportunity to express themselves and determine an appropriate course of action through leadership is at the heart of the DL model (Harris, 2003). **“Everyone should be responsible for adjusting the current system to increase opportunities, not just to manage but to lead schools toward ever improving results.”**(Schmoker, 1996, p. 67)

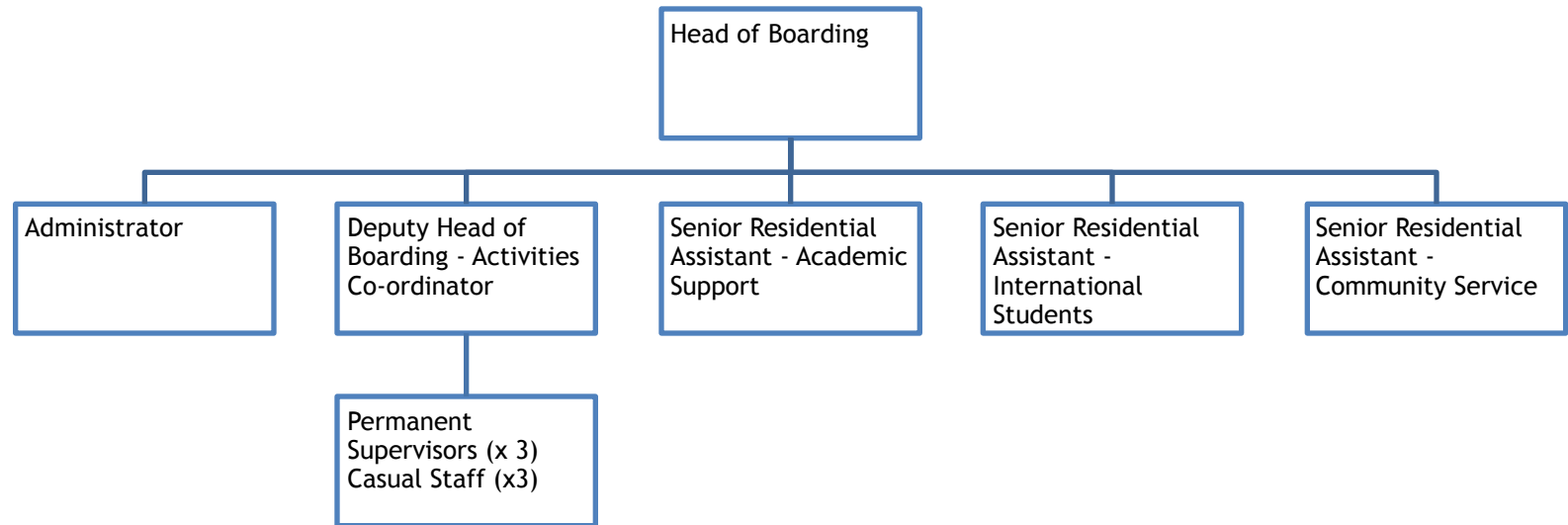


How does this work?

- The use of the DL model sees each senior member “own” their own portfolio of responsibility
- Each Senior staff member has an appropriate time allowance to get the things done
- Give ownership and get buy-in



Staffing structure



Building a Team

- Key attributes of a Professional Learning Community (see Senge et al)
- *Share vision*
- *Collective responsibility*
- *Critical reflection - continual improvement and questioning of practice*



Building a Team

- Share a vision
- Build collective responsibility
- Be brave and embrace critical reflection - continual improvement and questioning of practice



Building a Team through collaboration

- the organic nature of the group establishing its own goals which adds authenticity to the process and enhances ownership of the delivery of the outcomes.

Input = buy in to the vision and the direction you want your team to go



How does this work?

- **Share your vision and develop a plan**

Develop a strategic plan together

Driving out of this document will be a collectively defined set of goals which be appropriately time-lined for achievement.



How does this work?

- **Develop a Plan!**

Prince Alfred College Boarding Strategic Plan 2013-2015

The Prince Alfred College Boarding Strategic Plan is the guiding document for the Boarding Program. This document reflects the College's purposes and values and ensures that the Boarding Program equips boys for the challenges of the 21st Century. A key goal of the Boarding Program is to provide an environment which enables boarding students to develop their intellectual and emotional intelligence, whilst at the same time provide a fulfilling residential experience that augments the College's academic and co-curricular programs.



How does this work?

- **Make time to meet**

“It's important to carve out enough time for learning teams to meet and work through their issues regularly.” (Ullman.E, 2009)

You need to foster collaboration!
Meetings scheduled weekly during term time and also days will be allocated throughout the year in order to discuss and develop other long-term matters.



Have you got a vision?

- **Where you want the boarding program to go?**
- **Are you heading towards certain timelines and goals?**

What's your plan?

Put theory into practice



Communicate

- **Share your vision and share the workload**
- **Enable your staff to lead**

How well do you communicate with staff?



Things to do

- **Build team relationships carefully – it's a close community on campus**
- **Host functions – build morale**
- **Find a mentor or confidante**
- **Don't complain down the chain**



Congratulations you have been
appointed!

The challenge is....



What's your prize?

- You inherit staff
- You inherit culture
- You could inherit issues



On a Good day

You are surrounded with
staff that are supportive,
energetic and want to be led



On a bad day...

You are dealing with more issues with staff than your boarding students!



So what does all this mean?



Things to remember

- Give yourself time to make decisions
- Seek the input of your staff
- Seek the guidance of colleagues and your networks
- Ask questions
- You wont have all the answers
- Keep focused on your goals and stick to the plan!



Wrapping Up and Takeaways

- Learn to lead – there's plenty of information out
- Have a vision and develop a plan
- Take your staff with you or change your staff
- Remember why you chose to lead.

