



CASE STUDY

Hackney School Cluster Leadership Programme

The Shoreditch Trust contracted Kaizen in September 2008 to conduct a leadership programme in eight primary schools in their cluster. The School Council Leadership Development Programme (SCLDP) provided leadership training at each school for children participating in school councils and the supervising staff member.

Key Intended Outputs / Outcomes

- Enhance student voice in the participating schools;
- Increase confidence of students;
- Increase profile of the school council within the school.

Kaizen Activities

School Engagement: Kaizen staff met initially with all the Head teachers and supervising staff to clarify aims and objectives for each school, and to ensure that the leadership training at each school was tailored to the specific needs of that school.

Staff Set Up Day: A staff set up day introduced staff to key leadership skills that would be covered in the training with the student council members. The set up day was also an opportunity to fully explain the programme and answer questions.

The SCLDP was structured similarly in each school

Two-Day Leadership Workshop: Kaizen trainers facilitated an initial two-day leadership workshop with the school council and in some cases with prefects and other student leaders. The leadership workshop introduced the following key leadership learning outcomes:

- Leadership as Ownership, what it is and the qualities needed;
- Commitment, what it takes to do what you say;
- How to communicate effectively and powerfully;
- Actions and Consequences, choosing actions that are in your long-term interest;
- How to create effective relationships with staff and other young people,
- Looking at judgements and self-limitations,
- Discovering what it takes to be a successful member of a team.

Coaching: After each leadership training, the Kaizen Project Manager, and educational specialist, followed up with the supervising staff person at each school to provide ad-hoc coaching.

Follow-Up Workshop: Each school had a follow-up day with the students about one month after the leadership workshop. This was an opportunity for students to talk about how the leadership workshop had impacted their behaviour and to get further coaching.

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Child Outcomes

- A pre- and post-test showed that students felt more able to trust and talk to the supervising staff person as a result of the SCLDP;
- All schools reported that student council members were clearer about their roles and responsibilities after the SCLDP;
- The schools also reported that student council members were more confident to speak up and take on bigger issues than before;
- Staff also noticed a difference in the teamwork as a result of the programme.

“The children now have a better understanding of their roles. They take their roles seriously.”

“The children are better at problem solving.”

“The concept of ‘teamwork’ has permeated throughout the school. This has revealed itself through conversations with children.”

Staff Outcomes

The SCLDP also focused on developing the capacity of the supervising staff person. Staff were very positive in their evaluation of the programme.

“The programme has focused my attention and led to an overall change in the way the school council is run.”

“Very good to share ideas with a good group of people.”

“I am better prepared for the job.”