

Case study - Senior Leader Coaching Programme 19/20

- **Heather Wright**
- **Barlby High School**
- **English and Associate Assistant Principal**

What was the focus for your development/ Why did you want to take part in the programme?

I wanted to improve my leadership capacity and encourage responsibility and independence in others. I was interested in coaching as a system of guidance and empowerment.

What impact has the programme had on you? Your organisation? Colleagues you work with?

One of the biggest impacts on me was a session surrounding how many interruptions a leader can make when meeting with a colleague. In the desperation to fill silences, leaders may believe they are helping, but actually the well-meaning agreements or sympathetic statements become distractions. The message was very clear to me - limited questioning meant that the colleague was free to speak and encouraged to make their own choices and decisions and it was the leader's role to enable this.

What do you know now that you didn't know before you started the programme?

I know now that spending less time on meetings can be just as, if not more, effective in terms of outcomes. Establishing what we want to achieve and by a specific point was something I would have shied away from in the past, believing it to look cold and disinterested, but I now see that it is much kinder and more valuable.

What are your next steps? (Include supporting other colleagues to develop their leadership using a more open coaching approach etc)

My next steps are to encourage other members of my team to become coaches themselves and to recognise in themselves the barriers to improvement.

How has EborHope TSA supported you in the programme?

All sessions were respectful, well-organised and welcoming.

In a sentence, what's the biggest piece of learning/insight you've had from the programme that you'd like to share with others (SLT/colleagues, friends, male colleagues, female colleagues etc)?

Encouraging dependency in colleagues is not leadership.