



MALTBYLEARNINGTRUST

Exceptional Experiences. Successful Lives.



Leadership Development Programme

2024/25

“Leadership is the capacity to influence others to unleash their power and potential to impact the greater good.”

Ken Blanchard

In November we will be launching the MLT Leadership Development Programme (LDP) for 24/25. Last year 48 staff across the Trust completed the programme. Over 200 staff have completed the programme since it started in 2019.

The LDP is open to all staff (Primary, Secondary, Central Team, Teachers and Associate Professional Staff), who are interested in developing their leadership skills and qualities. Staff at all levels of responsibility are welcome to complete the programme, whether you are aspiring for your first leadership position or you are an established senior leader, you will bring your current role and experiences to the content of the programme. The LPD is also open and available to staff outside the Trust free of charge.

The LDP will focus on developing you as a leader and get you to engage with key leadership reading, activities and discussions with other members of staff from across Maltby Learning Trust. It is also a great opportunity for new staff and leaders to gain an insight into Maltby Learning Trust and our focus and commitment to empowering all staff to lead and grow.

The LDP is led and delivered by Dale Jackson, Executive Director of Secondary Education, and David Horigan, Executive Director of Primary Education.

It consists of 9 twilight sessions over the Academic year:

Session	Time and Date	Location
Session 1: Introduction to Leadership	16:30 – 18:30 Thursday 21st November 2024	Maltby Grammar Business Hub S66 8AB
Session 2: Culture and Vision	16:30 – 18:30 Thursday 28th November 2024	Maltby Grammar Business Hub S66 8AB
Session 3: Public Speaking	16:30 – 18:30 Thursday 9th January 2025	Wath Academy S63 7NW
Session 4: Leading effective teams	16:30 – 18:30 Thursday 23rd January 2025	Maltby Grammar Business Hub S66 8AB
Session 5: Leading and developing staff	16:30 – 18:30 Thursday 13th February 2025	Maltby Grammar Business Hub S66 8AB
Session 6: Leading the curriculum	16:30 – 18:30 Thursday 6th March 2025	Maltby Grammar Business Hub S66 8AB
Session 7: Leading teaching and learning	16:30 – 18:30 Thursday 13th March 2025	Maltby Grammar Business Hub S66 8AB
Session 8: Managing risk and resource	16:30 – 18:30 Thursday 24th April 2025	Maltby Grammar Business Hub S66 8AB
Session 9: Personal wellbeing and effectiveness	16:30 – 18:30 Thursday 19th June 2025	Maltby Grammar Business Hub S66 8AB

Meet Our Executive Leaders



Dale Jackson
Executive Director of Secondary Education

Dale Jackson started his career as a Geography teacher in Sheffield. Having been through the Rotherham Education system himself, he has always been committed to improving educational standards in schools within disadvantaged communities.

He now has over fifteen years' experience in Secondary school Senior and Executive Leadership. Dale's previous roles include Principal of Kingswood Academy in Hull, where he led the Academy from Ofsted 'Inadequate' to 'good'. In 2019 Kingswood Academy secured a Progress 8 score of +1.17, including a disadvantaged Progress 8 score of +1.3 and was listed in the top 20 highest performing schools in the country.

In 2019 Dale joined Maltby Learning Trust (MLT). Now working as Executive Director of Secondary Education across MLT, Dale and the Executive Leadership Team are shaping the strategic development of the organisation across Rotherham and Doncaster.



David Horigan
Executive Director of Primary Education

David Horigan oversees the four Primary Academies in Maltby Learning Trust and has over twenty years' experience in Primary school Senior Leadership.

David is an exceptional leader with a proven track record of school improvement, taking two schools from 'special measures' to 'good', and both within a three-year window.

Working as Principal at Maltby Lilly Hall, David secured rapid school improvement, taking the school from 53% combined attainment to 78% in two years. He has been the Executive Director of Primary Education at the Maltby Learning Trust, driving improvement across our Primary phase, since September 2020.

Delivering exceptional learning experiences that enable all young people to thrive in a competitive world and lead successful and fulfilling lives.

Development Programme

Session One

Introduction to Leadership

Session Aims:

- Introduce the Maltby Learning Trust Leadership Development Programme.
- Explore the terms leadership and vision and develop an understanding of what they mean.
- Use the 'F15 Factors of Leadership' and MLT's 'Model for Creating Culture' framework to introduce and unpick the key factors which make organisations successful and sustainable far beyond expectation.
- Introduce Boyatzis' theory of self-directed learning.
- Introduce and use the MLT Professional Behaviours Framework and Development Guide to develop your own leadership performance.



Session Two

Culture and Vision

Session Aims:

- To further explore the term 'Leadership'.
- To explore the terms organisational culture and organisational vision and develop an understanding of what they mean.
- To understand how we create and establish culture and how we enable culture to transcend the whole organisation.
- To explore the core purpose of your role and create a 'Razor Sharp' and 'R-Rated' vision sentence (or sentences).
- To create Vision-Led Goals 'VLGs' and an 'Envisioned Future' for your role and MLT.
- To understand how we use all of the above to drive cultural change.



Session Three

Public Speaking

Session Aims:

- To explore the components of public speaking and gain an understanding of what makes a great speech.
- To engage in some real deliberate practice of 'public speaking' and get some good quality feedback from peers and colleagues.
- To use your knowledge of public speaking to give good quality feedback to colleagues.
- To develop the MLT Professional Behaviours 'Inspiring Others' and 'Developing Others'.

Session Four

Leading effective teams

Session Aims:

- To explore different mechanisms which can be used to better know yourself, your staff and your teams.
- To develop an understanding of the different leadership styles and explore the strengths and weaknesses of each style, including when best to use different styles of leadership.
- To gain an understanding of your own personality type, leadership style and personal style.
- To understand the components of good quality line management and put these into practice.



Session Five

Leading and Developing Staff

Session Aims:

- To gain a further insight into Leadership by exploring different levels of engagement and the four leadership energies.
- To understand the composition of your team – strengths, areas for development, challenges and opportunities.
- To review members of your team and create some specific actions and next steps to drive improvement.
- To plan/script some difficult conversations.
- To become more familiar with key Trust policies.

Session Six

Leading the Curriculum

Session Aims:

- To explore leadership strategies and thinking around 'How to be at your best, more/most of the time'.
- To understand the fundamental meaning of the terms: Curriculum and Curriculum Intent.
- To gain an insight into how a curriculum is created, sequenced and planned, and how we enable it to transcend the whole school.
- To learn how to lead, embed and further develop a Curriculum.



Session Seven

Leading Teaching and Learning

Session Aims:

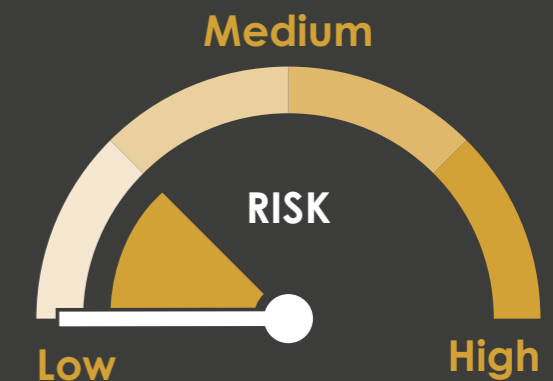
- To understand how 'Talent' is grown and developed.
- To view the whole 'Teaching and Learning' system as an artefact and lead and drive it via MLT's 'How we operate day to day' method.
- To explore key leadership strategies and mechanisms to lead whole school 'Teaching and Learning'.
- To explore how to deliver good quality effective feedback.

Session Eight

Managing Risk and Resources

Session Aims:

- To identify, manage and mitigate risks within a team and/or project effectively using a risk register.
- To understand the steps required to successfully implement plans and ensure the project doesn't fail.
- To develop an understanding of Academy budgets, including key funding streams and key income and expenditure lines.



Session Nine

Personal Effectiveness and Wellbeing

Session Aims:

- To recognise the factors that affect Personal Effectiveness and Wellbeing.
- To identify practical solutions to improve wellbeing and workload of self and others.
- To identify the key ingredients to managing change and how they can effect effectiveness and wellbeing.

If you are interested in participating or have any questions,
please email us at info@maltbylearningtrust.com



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