Middle Leadership in New Zealand Secondary Schools

A complex role with many challenges

Martin Bassett
Outline

• Examine expectations of middle leaders

• Explore challenges facing middle leaders

  • Strategies to support middle leaders
Rationale

• Middle leader in 3 schools over 10 years

  • Absence of leadership development

  • Advice informal and ad hoc
A new role

- Educational reforms intensified senior leadership role
- New responsibilities for middle leaders
- Workload unmanageable
Methodology

• Qualitative questionnaire

• BOT, Senior leaders, Middle leaders

• 60 participants - 8, 15, 37
Findings - Expectations

• Curriculum leadership
  • Developing staff
  • Administrative tasks
Findings - Challenges

• Lack of time

• Lack of leadership development

• Leading department within wider school context
Leadership Development

Assessment

Support  Challenge
“Qualification for the role of classroom teacher is no longer adequate for the role of middle leader”

Bassett (2012)
Conclusion

• Middle leaders - pivotal, demanding role

  • Middle leaders unprepared

  • Leadership development essential
Useful Links

Middle leadership development - Martin Bassett

Appraisal of Middle leaders - Joanne Robson
Leadership Development?

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