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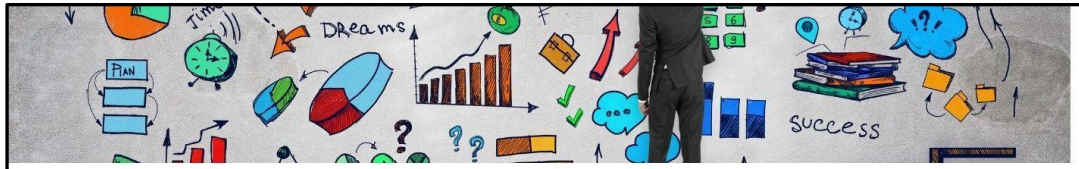
Leading and Learning

Emerging Leaders – ICP

20TH SEPTEMBER 2023



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VISION

Empowered Leaders; Inspired Learners

MISSION

To support and advocate for sustainable highly effective leadership – Tacaíocht, Misneach & Spreagadh

Tacaíocht, Spreagadh & Misneach

VALUES

Our values define us as an organisation:

Respect | Trust |Professionalism

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to strengthen our network - harnessing the capacity and capability of school leaders

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to enhance our supports and services - reflecting the needs of today's school leaders

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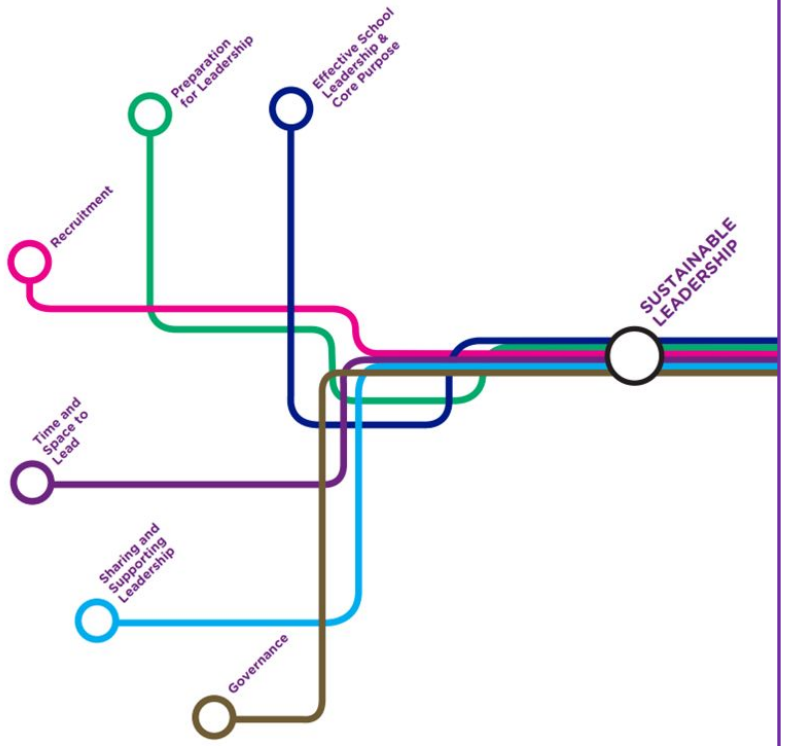
Primary School Leadership:
The Case for Urgent Action
A Roadmap to Sustainability



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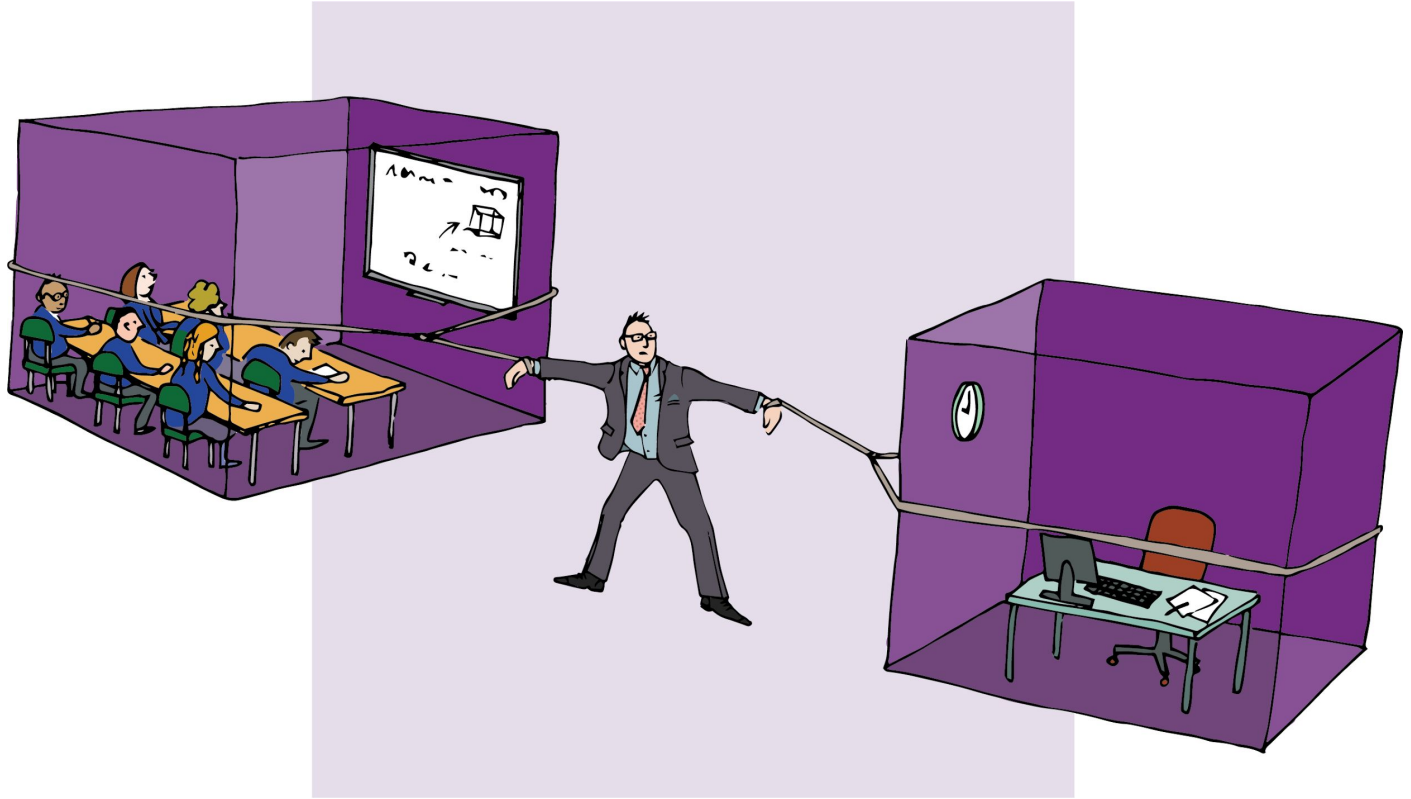
Shared Leadership

Over-burdened



Empowered

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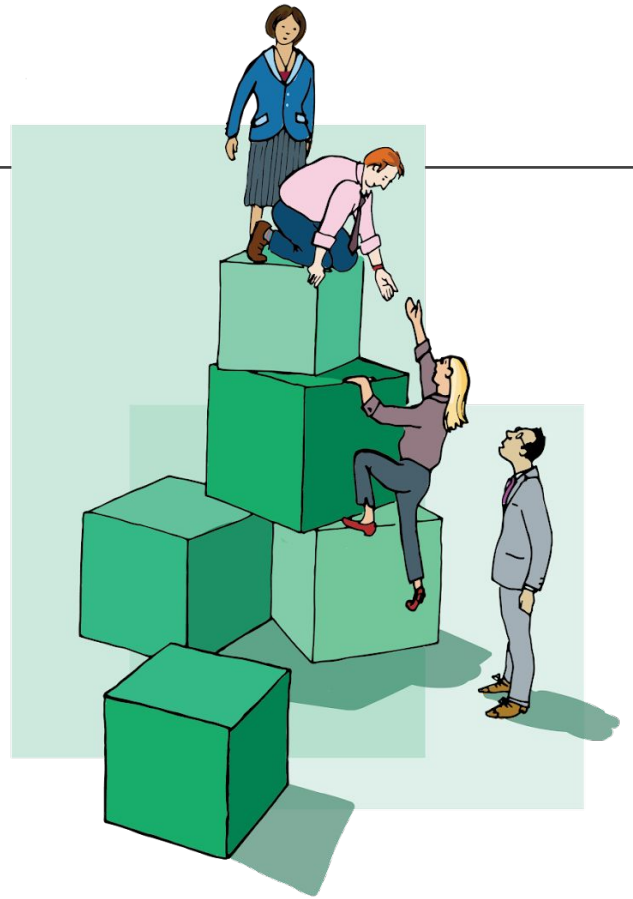
Capacity-building



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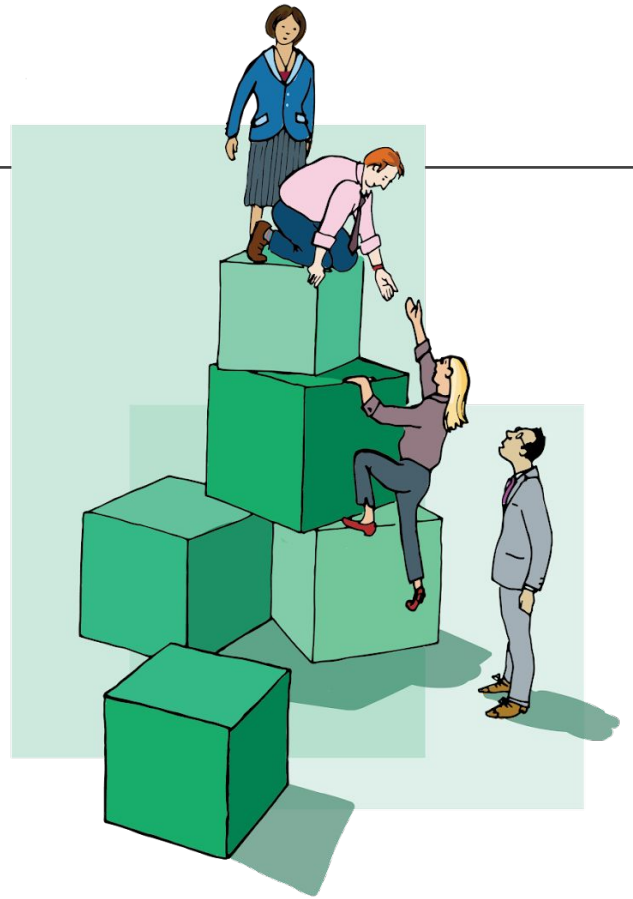

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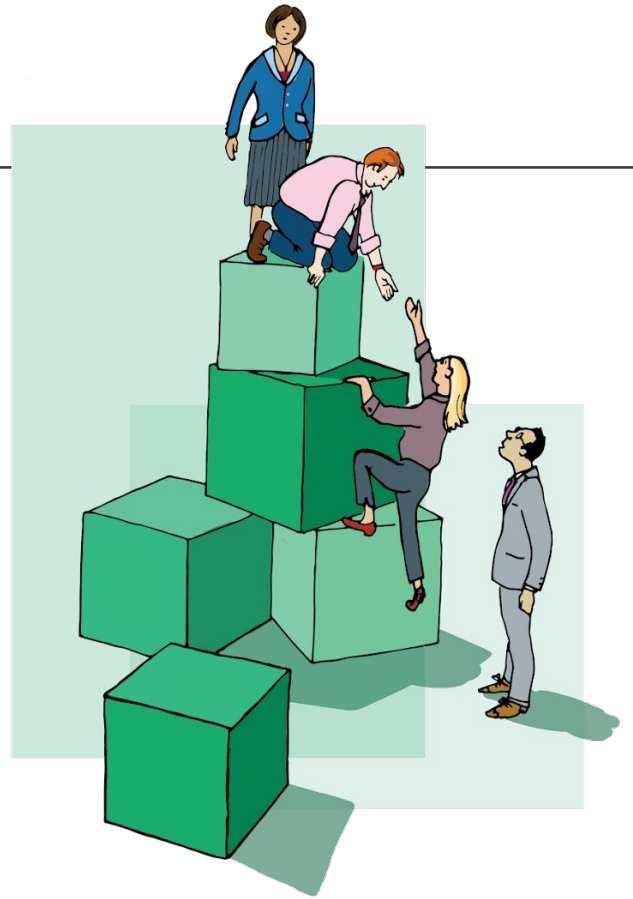

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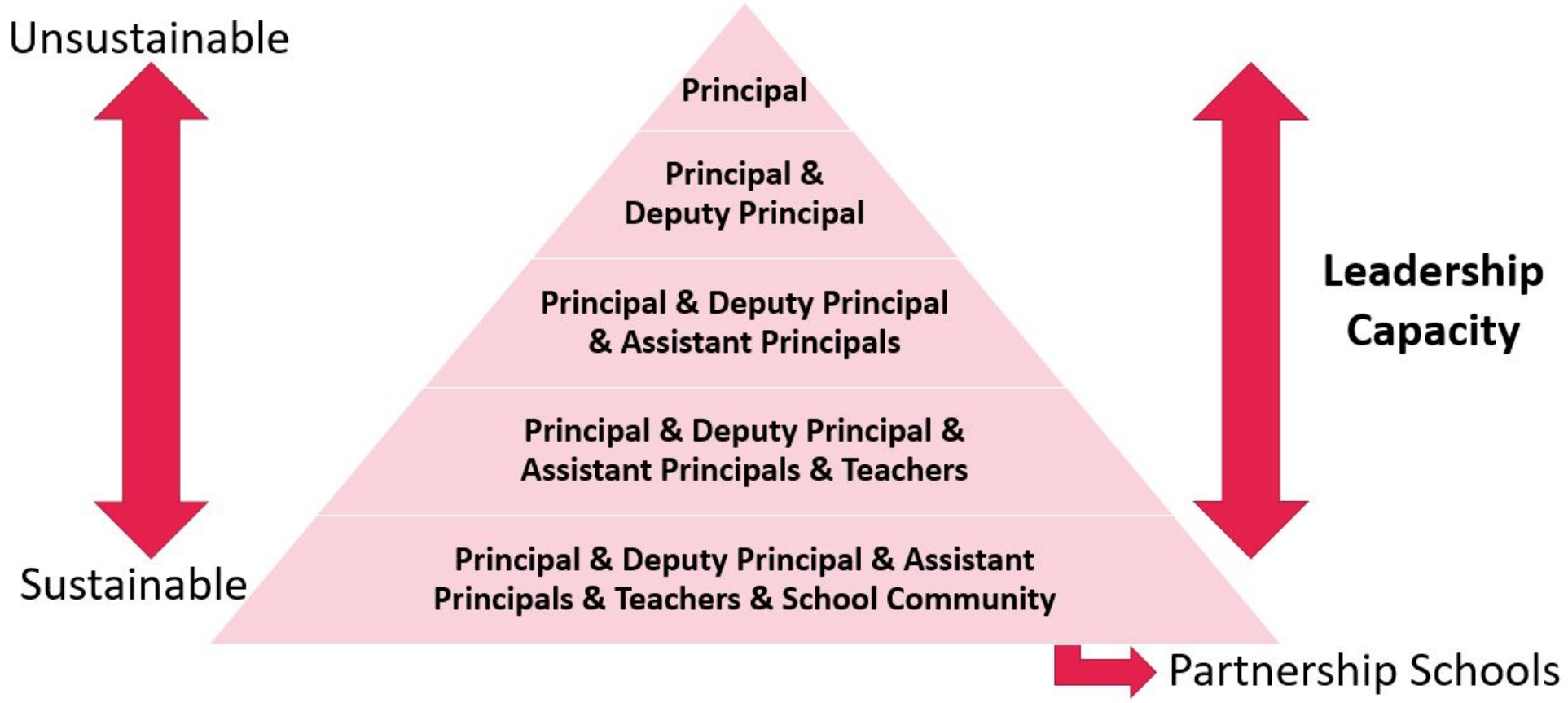
Sustainable Leadership Pyramid



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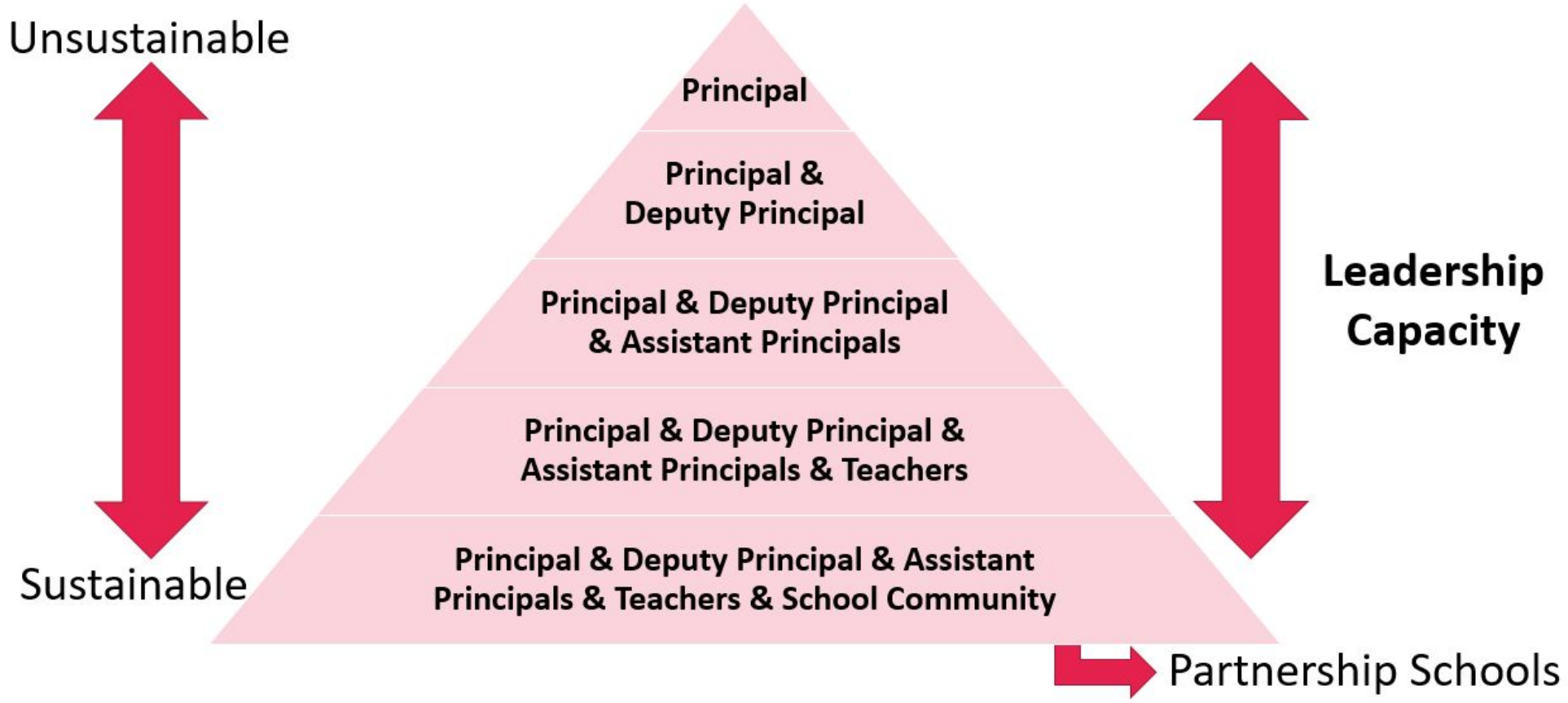

The Irish Primary Principals' Network

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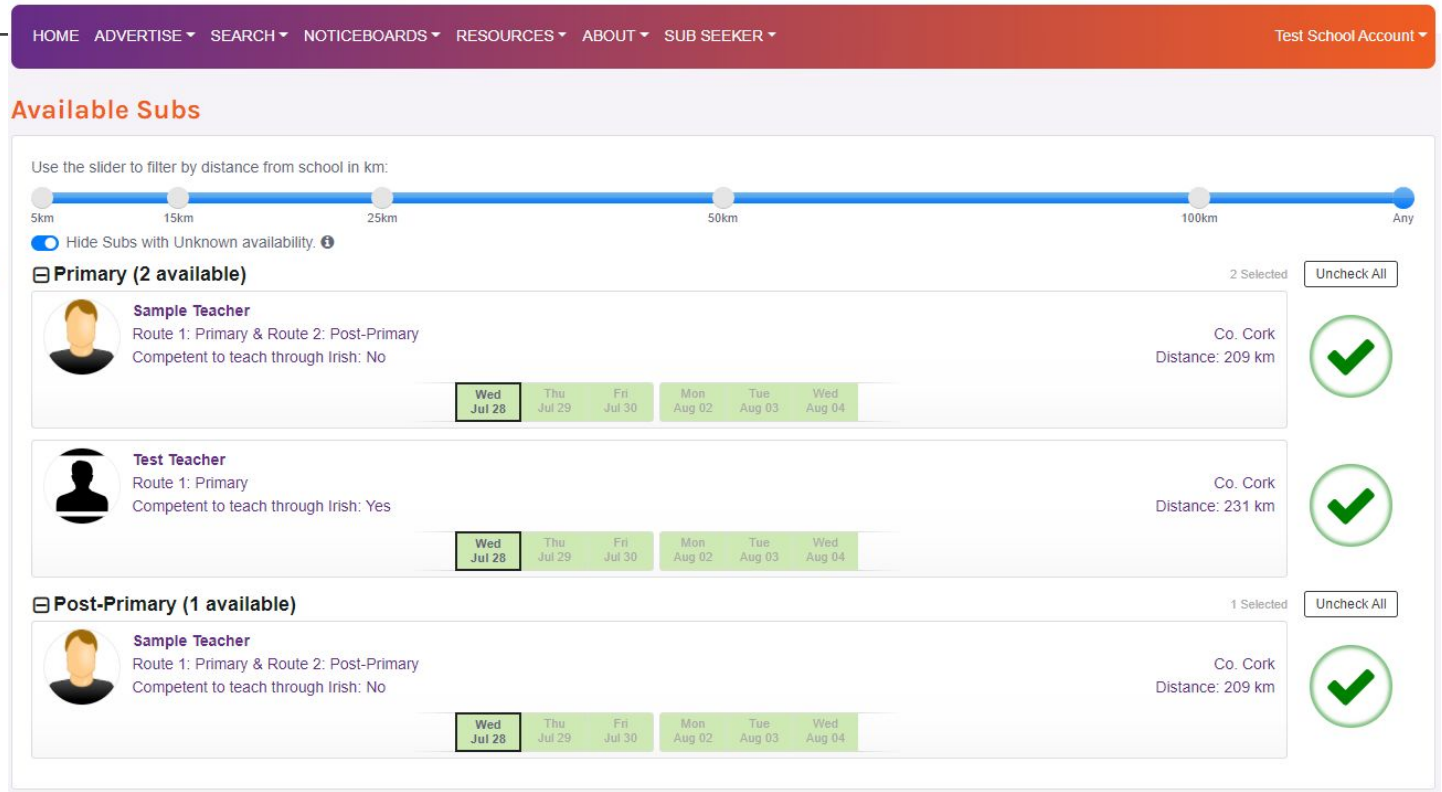
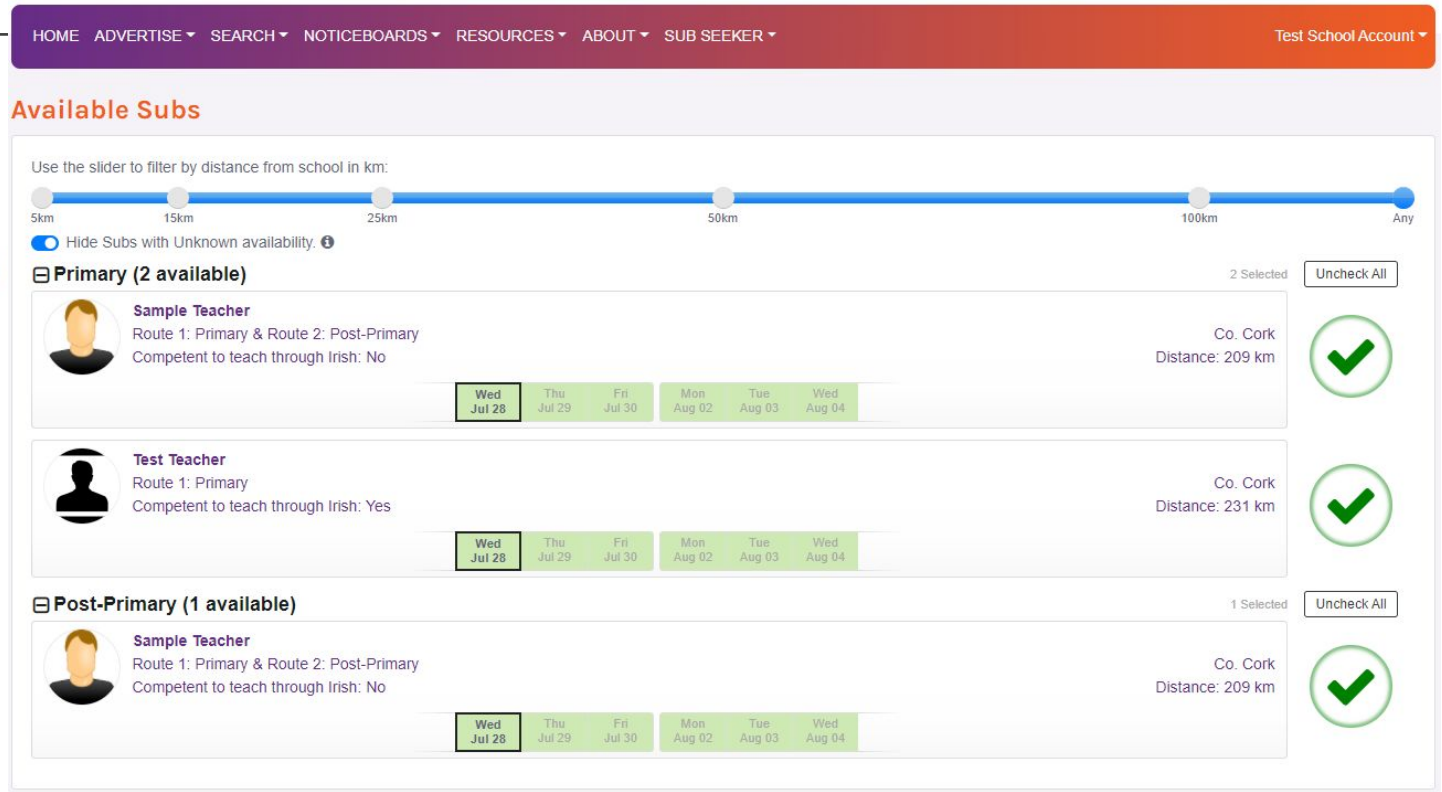
Online Supports

education posts.ie



Online Supports

education posts.ie



Summary of Supports & Services

- Leadership Support
  - Professional Guidance Queries
  - Networking
- E-scéalta
- CPD
  - Ciall Ceannaithe
  - Conferences
  - Autumn Meetings
- Local Support Groups
- Member Engagement
- New Features
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    - Recruitment Portal
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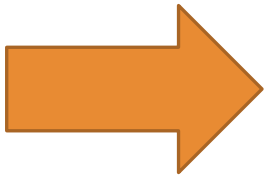

Oide

Tacú leis an bhFoghlaim
Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

IPPN Plans for the Future

IPPN Plans for the Future

IPPN Plans for the Future

IPPN Plans for the Future

Sustainable Leadership

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Sustainable Leadership

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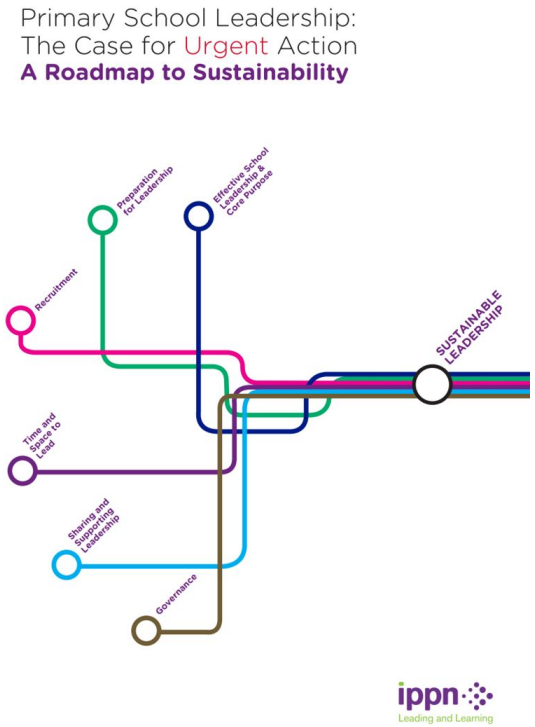
Context

Leadership effectiveness = school effectiveness

Need for a pipeline

IPPN's Mission

Sustainable Leadership Project



Reluctance to Lead

Limited numbers

Limited preparation

Limited experience

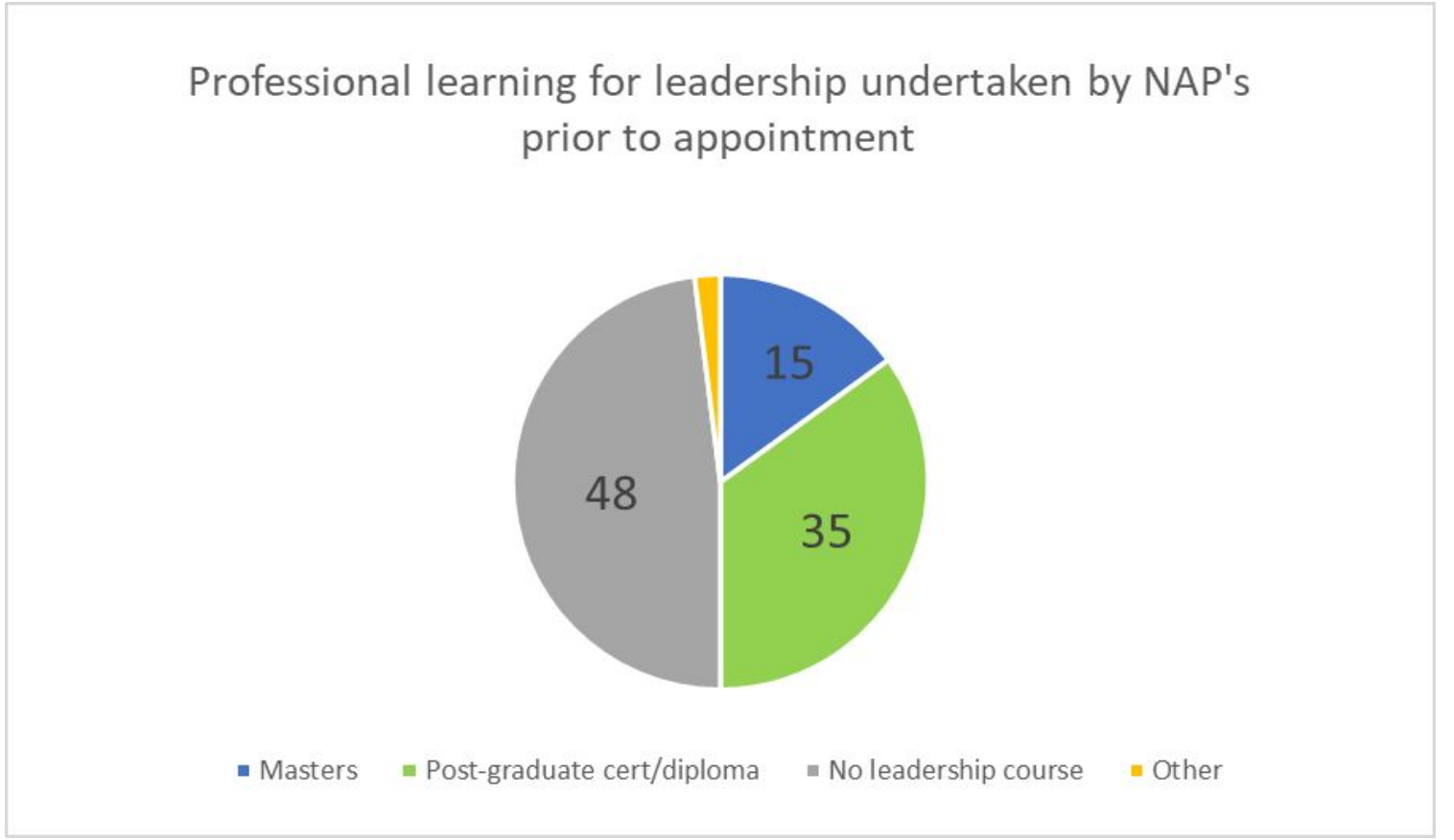
Limited numbers

27% = 3 or fewer applications

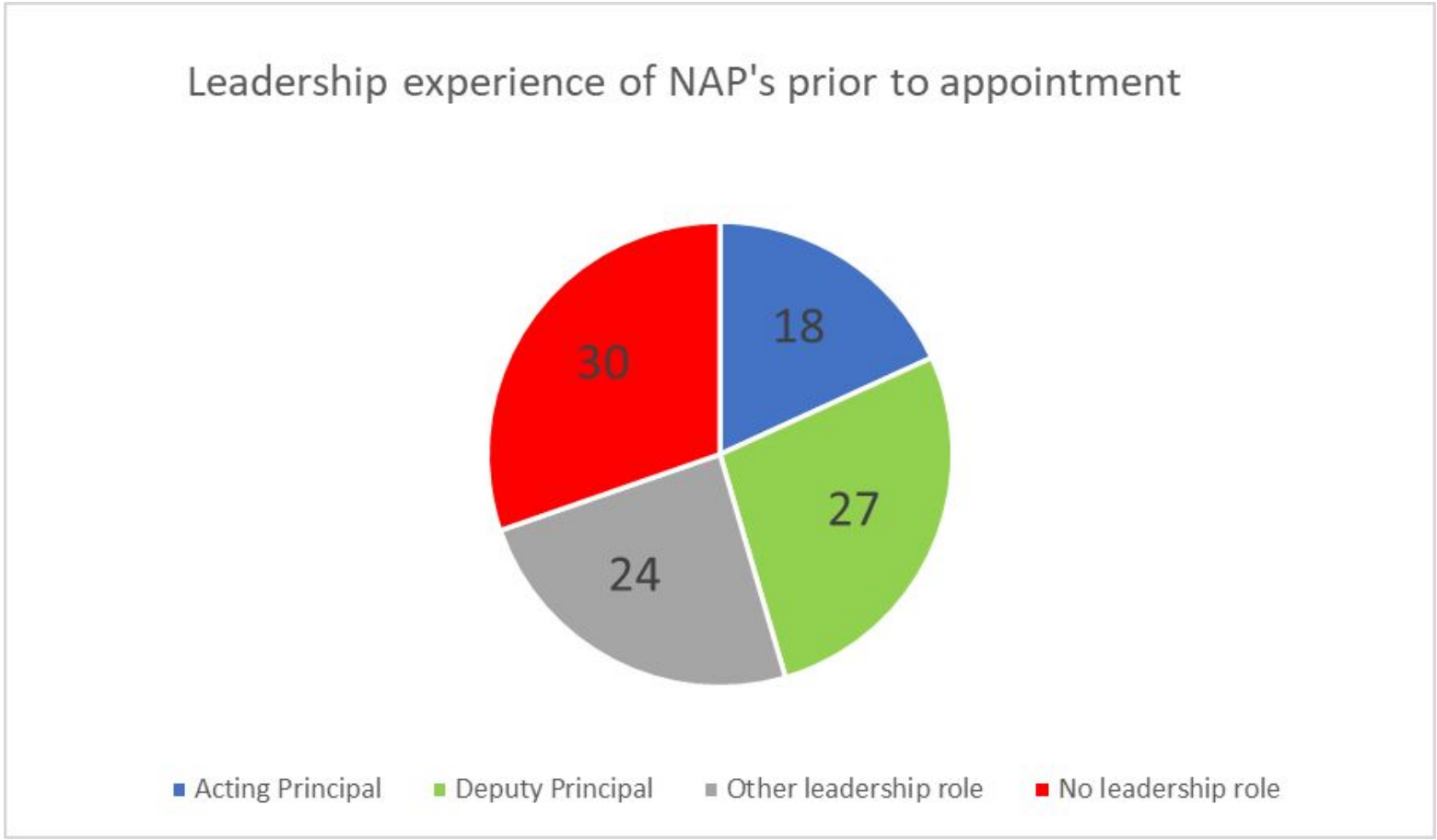
36% = no internal applicant

68% = DP did not apply

Limited preparation



Limited experience



Analysis of role demands

Leadership & Management Domain	Number of the 162 documents/ circulars analysed that have duties that fall into each domain	% of the 162 documents/ circulars analysed that have duties that fall into each domain
Leading Teaching & Learning	40	25%
Managing the Organisation	162	100%
Leading School Development	29	18%
Developing Leadership Capacity	22	14%

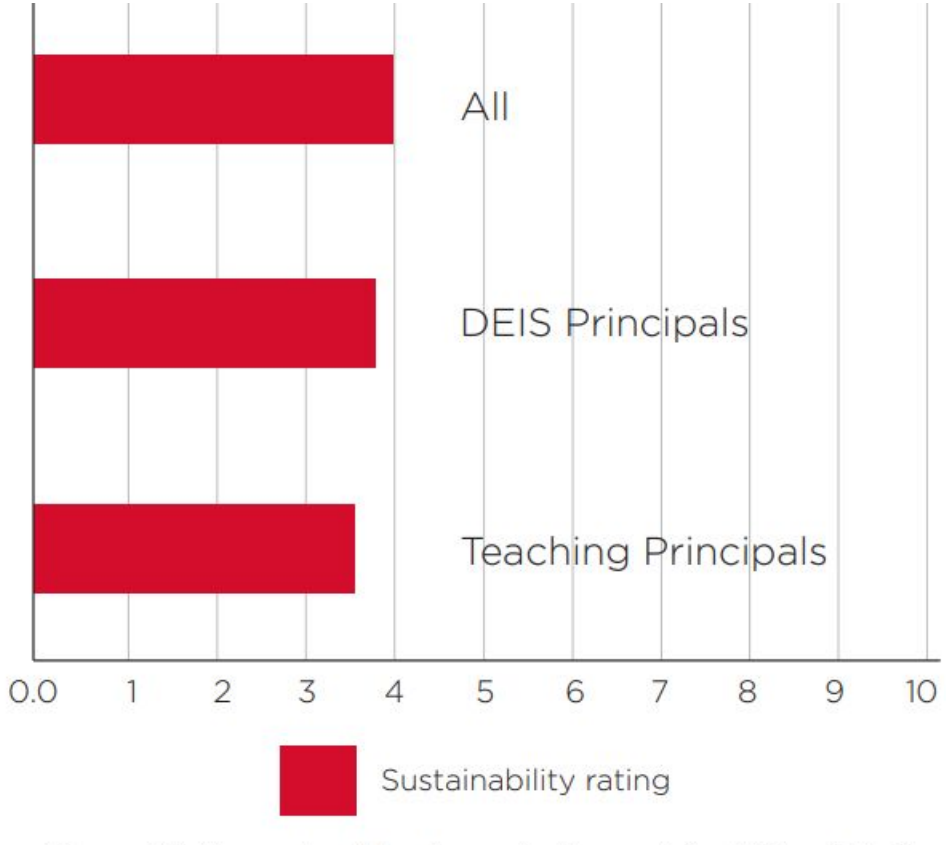
Table 2.1

Analysis of role demands

Disproportionate focus on management

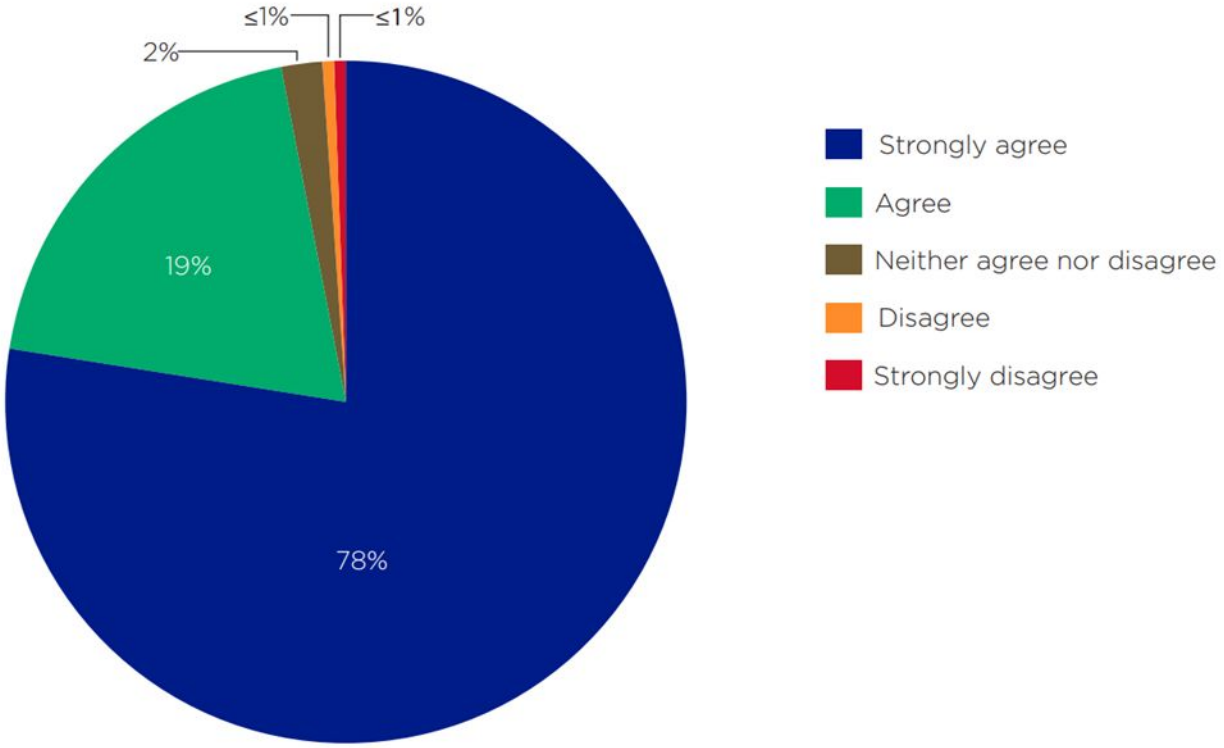
Diverted from core purpose

Impact on leadership practice

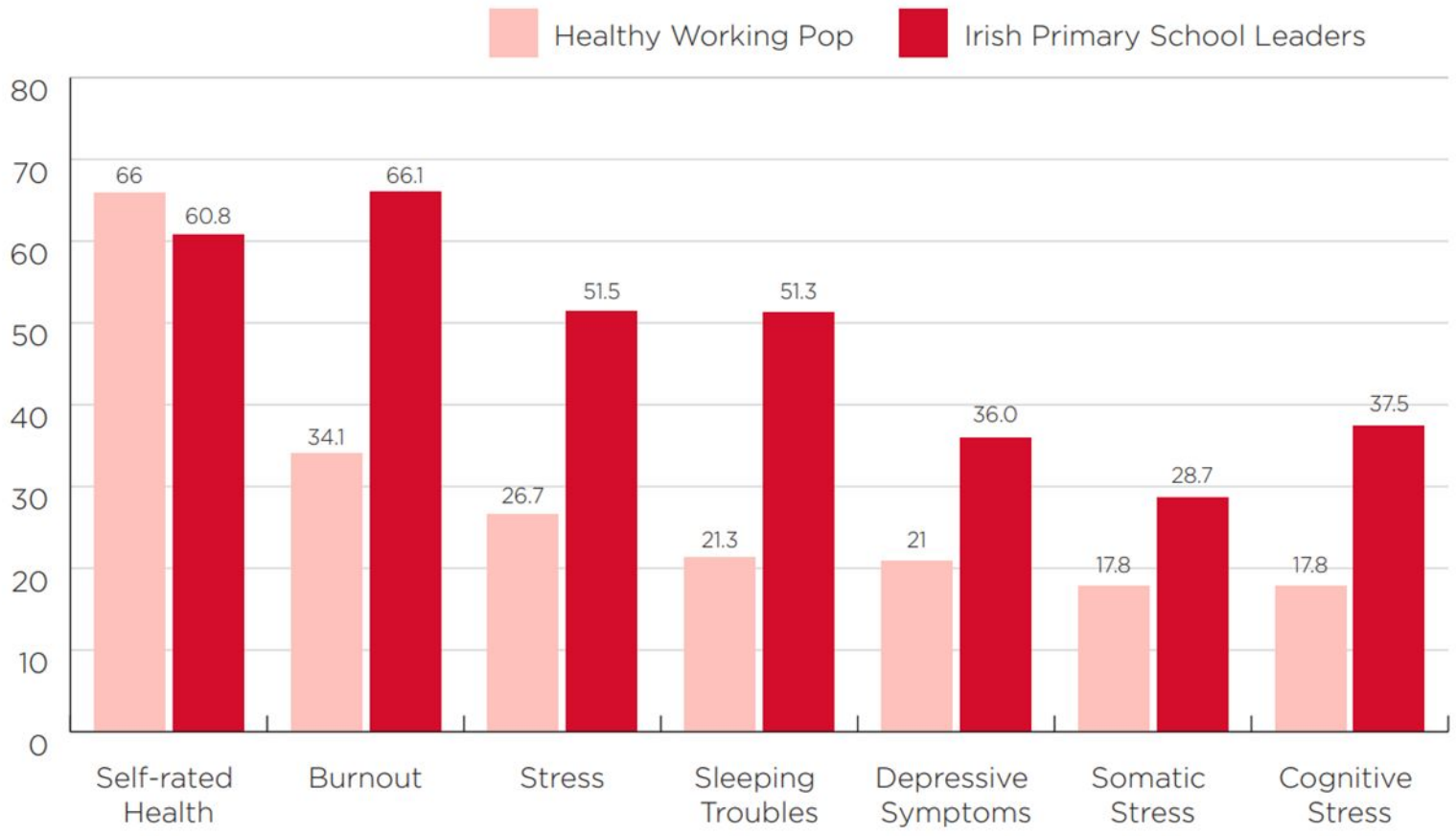


Impact on leadership practice

The key issue that undermines the sustainability of my leadership role is the number of tasks and responsibilities that divert my attention away from my core purpose as a school leader



Impact on health & wellbeing



Impact on health & wellbeing

	2015	2022
Burnout	57.6	66.1
Stress	49.6	51.5
Sleeping troubles	45.4	51.3
Depressive symptoms	33.5	36.0
Somatic stress	23.8	28.7
Cognitive stress	34.2	37.5

Table 2.2 – Comparison of Health & Wellbeing Outcomes between 2015 & 2022

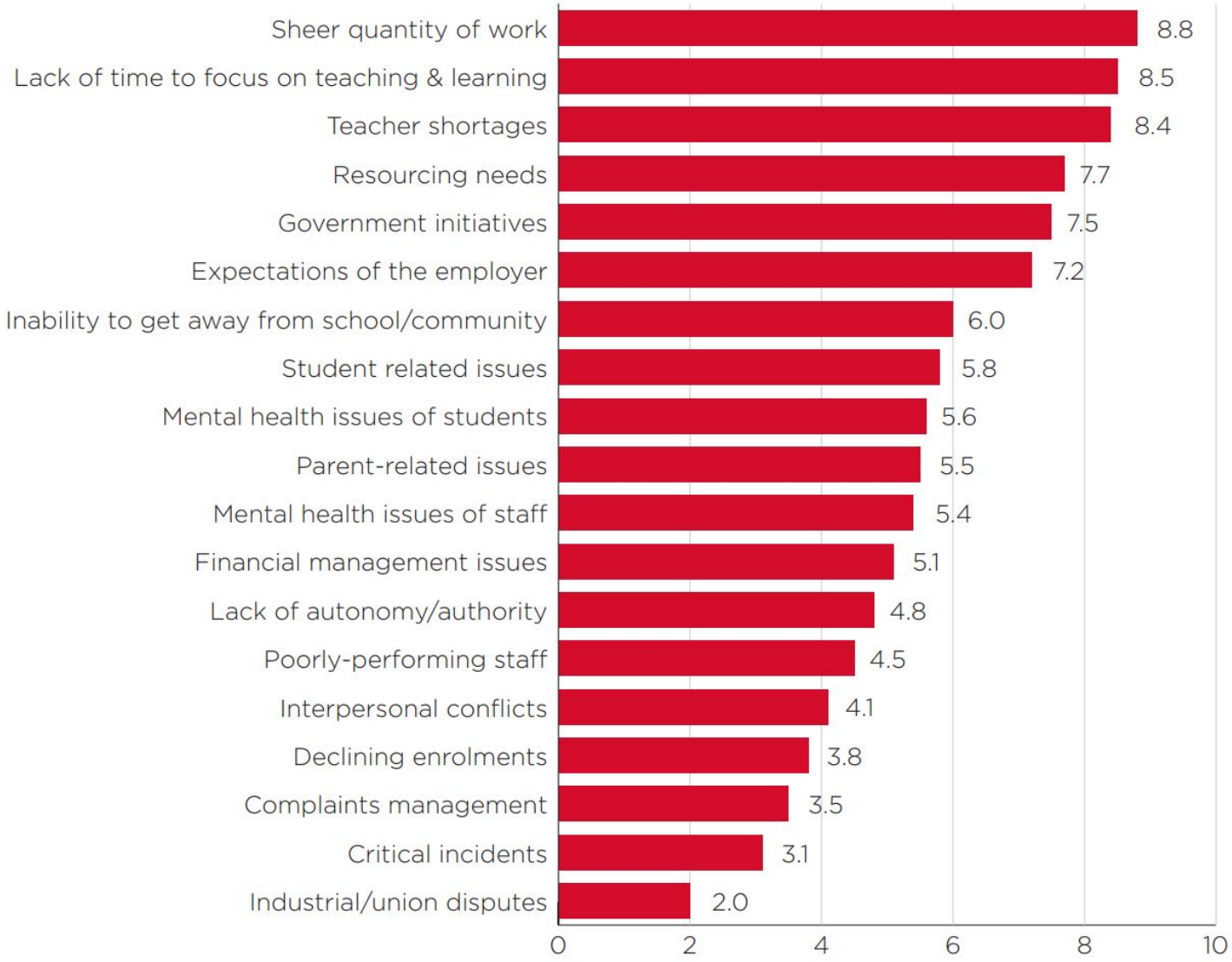


Figure 2.5 – Sources of Stress 2022 (Primary School Leaders)

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Silver Bullets

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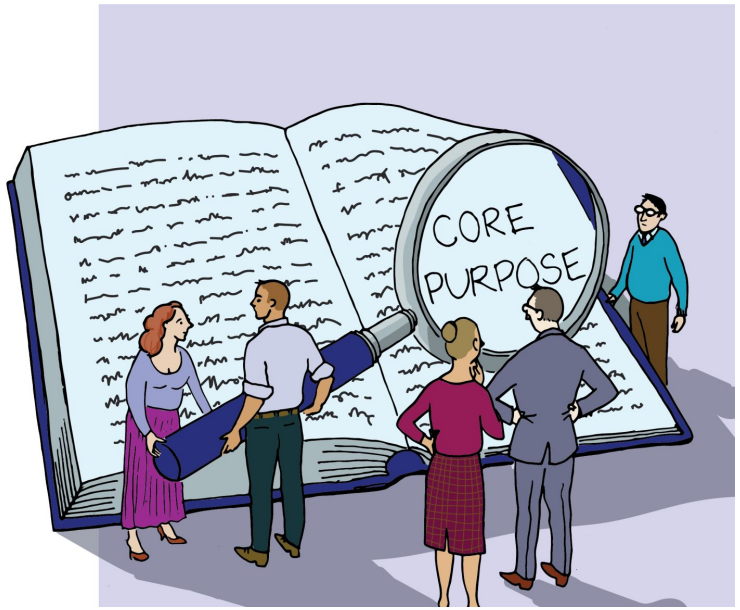
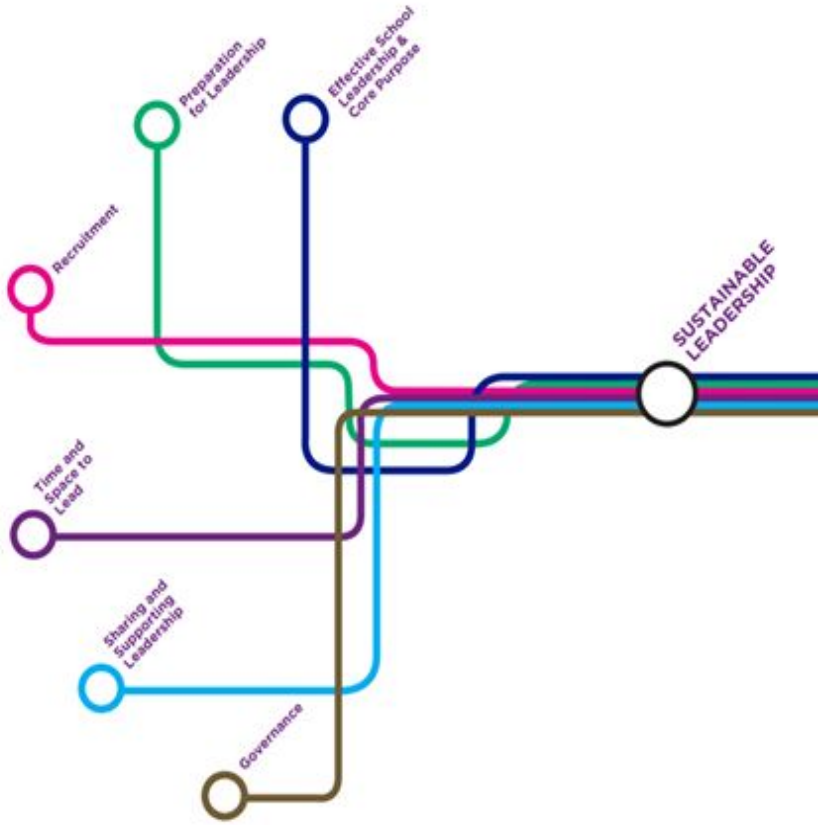


The way forward

Agree what we want our school leaders doing.

Give them what they need to do it.

Focus preparation for leadership on that goal.



Preparation for Leadership

3 phases

Aspiring

Newly appointed

Newly practising

Table Discussion

Does this dynamic of a reluctance to lead exist within your jurisdiction?

If yes, what are the factors that contribute to a reluctance to lead?

If no – what is motivating people to become school principals?

Table Discussion

What structural supports are in place in your jurisdiction to empower or facilitate emergent leadership?

What else could be done to develop leadership capacity and succession planning?