

Leadership Hub

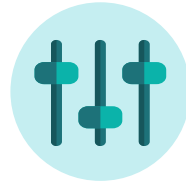
*“Just in time, just enough,
just for me ...”*



Leadership learning ... just in time, just enough, just for me



Education leaders are busy people. When they have a professional learning need, it is often 'on the job' and they need some **targeted support in the moment.**



Many schools, colleges and trusts **struggle to offer leadership learning to all** due to budget constraints. Selected leaders may benefit from flagship programmes or conferences, but many others miss out.



Leaders are increasingly asking for **bitesize learning that they can access independently.** AI and digital learning are changing the way that professional learning can be offered.



These needs have led BTS Spark to develop **Leadership Hub – an online leadership learning resource** which connects education leaders with high quality learning modules relevant to their needs.

Reflecting on your leadership: Personal Leadership Review

Leadership Hub participants are encouraged to start their journey by undertaking a Personal Leadership Review. This is a powerful reflection tool, based on BTS' mindset research, which helps education leaders to identify the one or two big shifts that will support a step change in their leadership.

This tool focuses in on:

- The mindsets that will drive the biggest changes in their leadership practice.*
- A contextual review - given the leader's own context and challenges, what change is most important to work on.*



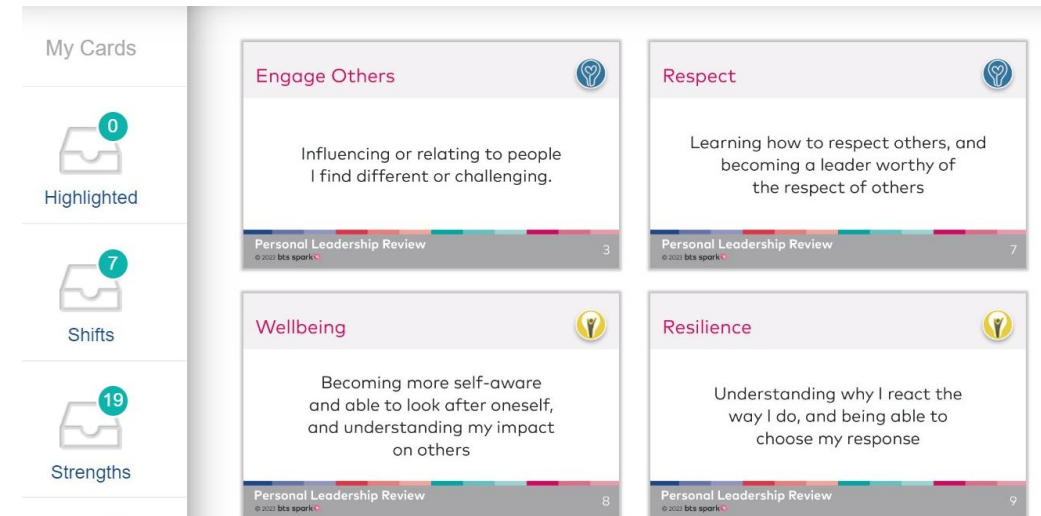
bts spark
personal leadership review

Discover your key mindset shifts - strengths to enhance and mindsets that have the greatest potential for growth.

In just 20 mins you'll receive your Personal Leadership Review report via our online assessment.

[click](#)

bts spark



My Cards

- Highlighted 0
- Shifts 7
- Strengths 19

Engage Others Influencing or relating to people I find different or challenging.	Respect Learning how to respect others, and becoming a leader worthy of the respect of others
Wellbeing Becoming more self-aware and able to look after oneself, and understanding my impact on others	Resilience Understanding why I react the way I do, and being able to choose my response

30 online learning modules enable leaders to deepen their learning



Leadership Hub empowers leaders to own their professional growth

Each self-paced learning module enables leaders to take a deep dive into a specific leadership capability and mindset. **Insights** distil research on leadership best practice and share practical tools and strategies, whilst **Exercises** support personal reflection and application of learning.

RELATE Leadership Modules / Feedback
Exercise: Giving Feedback

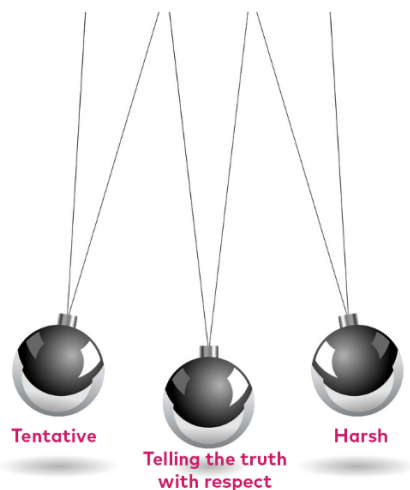
What feedback have you **not** given them?

RELATE Leadership Modules / Feedback
Insight: Giving Feedback

To help ease the fear or angst of giving feedback, try to always stick to these two rules:

1. Tell the Truth with Respect

Giving feedback often requires us to challenge someone, and as a result, can make us feel anxious. The feelings that result from this can distort our message and cause us to either be too tentative or too harsh. In either scenario, it makes the experience uncomfortable causing the other person to become defensive or even shut down. So be open, honest and provide feedback with respect for the other person.



Tentative Telling the truth with respect Harsh

Individual two

1000 characters left

What feedback have you not given them? What will be challenging about giving

Individual two

Feedback

- Pre-work [Start](#)
- Introduction [Start](#)
- Insight: The Johari Window [Start](#)
- Exercise: Receiving Feedback [Start](#)
- Insight: Denial, Exploration and Integration [Start](#)
- Exercise: Denial, Exploration and Integration [Start](#)
- Insight: Giving Feedback [Start](#)
- Exercise: Giving Feedback [Start](#)
- Insight: Beliefs That Hold Us Back [Start](#)
- Exercise: Beliefs That Hold Us Back [Start](#)

Let's take a look at one module



Each module encourages clear mindset and behaviour shifts



Feedback

FOCUS

Championing a feedback culture by both asking for and giving regular, high-quality feedback

MINDSET SHIFTS

From:

To:

A feedback culture is created by giving feedback

A feedback culture is created by asking for feedback

I give feedback as part of the performance process

I give feedback because every person wants and needs it

Constructive feedback is necessary but creates distance

Feedback can create connection and strengthen relationships

CONTENT, MODELS & TOOLS

- A feedback environment: www – ebi
- On-track and Off-track feedback (AFIRM)
- Receiving feedback, 2% of truth
- Denial, exploration, integration
- Feedback barriers

BEHAVIOURAL OUTCOMES

- 1 Become comfortable asking for, and learning from, feedback regardless of role or leadership level
- 2 Get the balance right between giving on and off-track feedback
- 3 Understand how to deliver consistent, effective feedback to those around you

RESEARCH RELATED TO THE CONTENT

AFIRM is a BTS model

Amy Edmondson highlights that psychological safety is fundamental to having a culture of feedback and improvement.

Sheila Heen and Douglas Stone's article Find the Coaching in Criticism, shares that feedback strikes at the tension between two human needs – the need to learn and grow, and the need to be accepted just the way you are. As a result, both giving and receiving feedback requires understanding and managing those feelings.

There's an ideal ratio of negative to positive feedback depending on the situation. Jack Zenger and Joseph Folkman discuss the use of positive and negative feedback in their article, The Ideal Praise to Criticism Ratio. Explore why negative comments stick with us longer than positive ones in Judith and Richard Glaser's paper on the Neurochemistry of Positive Conversations.

Marshall Goldsmith argues the fundamental problem with feedback is that it focuses on the past, not on the infinite variety of opportunities that can happen in the future.

Critical to the PLC model from Richard DuFour is the ability to give and receive feedback in order to create a culture of learning and ensure that students learn.

Joseph McDonald encourages the use of protocols for groups of educators working together to improve the school, curriculum, and instructional practices e.g. Critical Friends Groups.

Power of Team Norms – Kathryn Parker Boudett and Meghan Lockwood unpack the power of setting and sticking to shared agreements as it can transform team dynamics.

John Hattie's 6th of 'Ten Mindframes for Educators': "I give feedback and act on feedback given to me". (He identified feedback to students as a key influence on student achievement.)

Each module shares practical tools and strategies

Feedback traps



Stages to accepting feedback

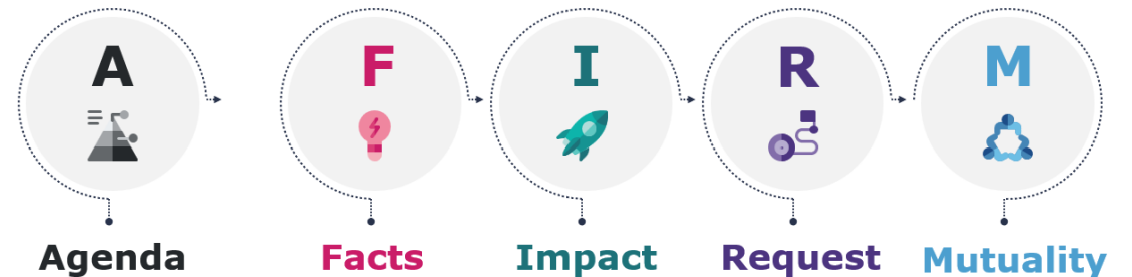


Simple feedback frame

www-ebi

What worked well? Even better if?

Feedback conversation scaffold



Maximising learner engagement

- We can advise on optional strategies to maximise learner engagement with Leadership Hub.
- Regular webinars every 1-3 months are an effective engagement strategy.
- Each webinar can focus on a specific leadership topic that our research suggests is one of the 'Top 10' for education leaders and showcase relevant resources.
- We encourage participants to form peer learning clusters, meeting monthly to discuss a module (similar to book groups). These can also replicate the cadence of webinars.
- Monthly bulletins can also highlight modules most relevant to current activities such as improvement planning, welcoming new student cohorts, end of year presentations etc.



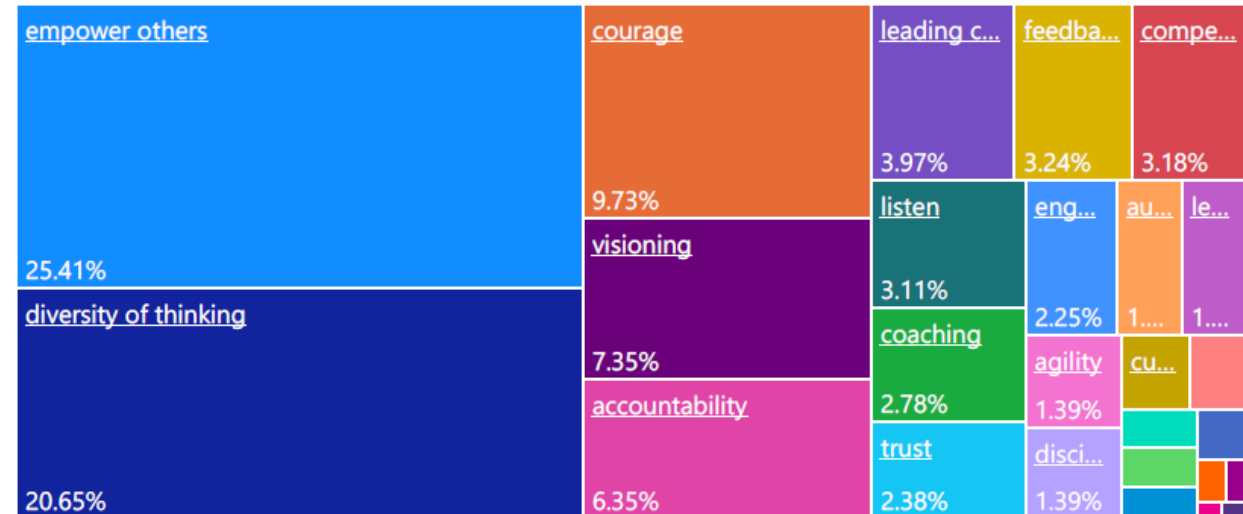
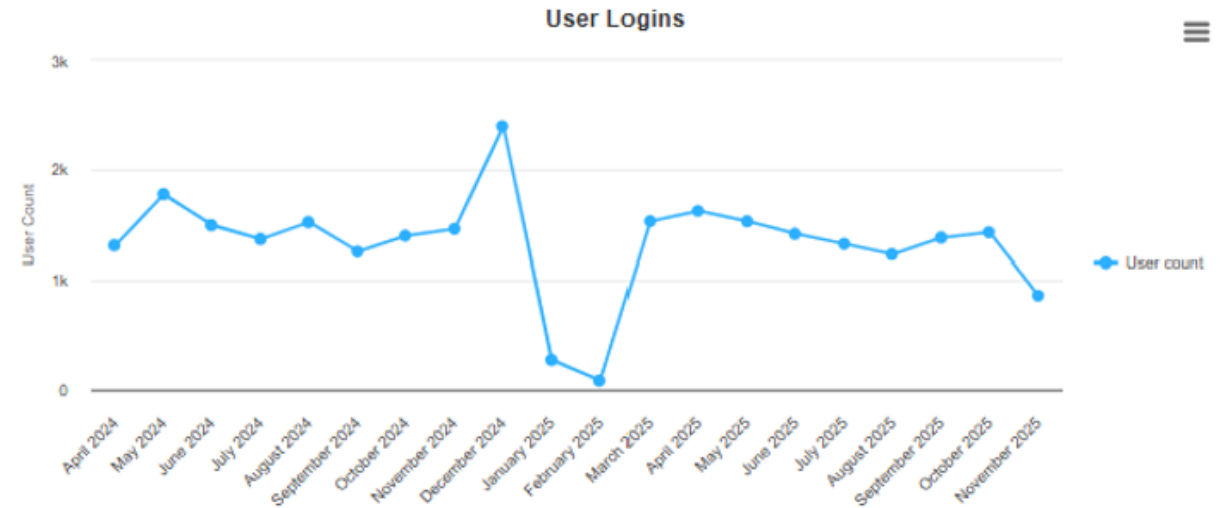
Reporting

We commit to working with client sponsors to evaluate the uptake and impact of Leadership Hub on-demand leadership learning across participant cohorts.

We can provide 24/7 access to a reporting dashboard with cohort-level information on user engagement including:

- % of registered users currently active
- log-in times
- completion of modules
- choice of leadership modules
- aggregated responses to surveys and free text responses

We can also arrange for an online survey to consult participants regarding their learning experience, satisfaction and application of learning.



Leadership Hub pricing

Total no of enrolments within a single 12-month period	Enrolment cost per participant	Notes
1 - 149	£149 + VAT	<ul style="list-style-type: none"> Average enrolment batch size 25 participants Help-desk support
150 - 499	£95 + VAT	<ul style="list-style-type: none"> Average enrolment batch size 50 participants Help-desk support
500 – 999	£60 + VAT	<ul style="list-style-type: none"> Average enrolment batch size 100 participants Help-desk support
1000 +	£45 + VAT	<ul style="list-style-type: none"> Average enrolment batch size 100 participants Help-desk support
Additional recommended service enhancements		
Leadership webinars	£445 + VAT per webinar (60 mins.)	Series of webinars recommended to showcase content on selected leadership topics and orientate participants to Leadership Hub platform
Module showcase briefing	£150 + VAT per briefing	Written briefing recommending leadership module content relevant to current cadence of activities, e.g. to support monthly comms to participants and use by 'peer learning clusters'

Offering on-demand leadership learning to support your leaders

Leadership Hub offers your leaders the opportunity to be in the driving seat for their own professional learning, accessing support and resources when and where they need it most.

Reach out for a conversation about how Leadership Hub could support your leaders, to explore a pilot or to arrange a demo.

Email: denise.barrows@btsspark.org

Phone: 020 3100 7545

Website: btsspark.org



Denise Barrows
Director, BTS Spark UK