

Instructional leadership – leading the teaching and learning

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Acknowledgement of Country



Title: [Coral Beds Down Under](#)

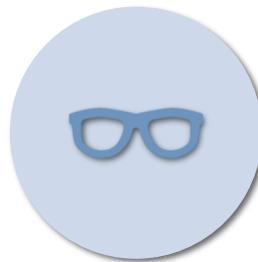
Artist: [Josiah Omeenyo](#)

Agent: [Lockhart River Arts Indigenous Corporation](#)

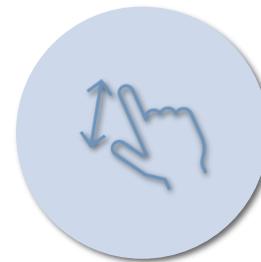
Josiah Omeenyo is a cultural leader in his community and an accomplished traditional dancer and singer. His artwork expresses his enthusiasm for life. Josiah is represented by major galleries in Australia and overseas.

What is instructional leadership?

What does it...



look like?

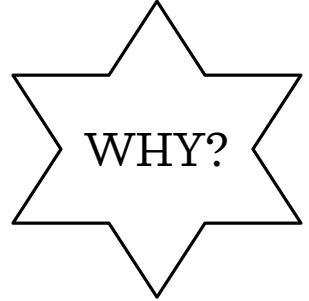


feel like?



sound like?

<https://www.youtube.com/watch?v=d-UX72EOfXE>



Rationale for spotlight paper

National School Improvement Tool

- Core elements of instructional leadership are found throughout the nine domains of the NSIT.

Evidence base

- “Research is revealing the powerful impact that school leadership teams can have in improving the quality of teaching and learning.”
- ACER 2012, p. 1.

2021 school reviews

- Among the schools reviewed during Terms 1 to 3 in 2021, nearly all had at least one recommendation about instructional leadership.



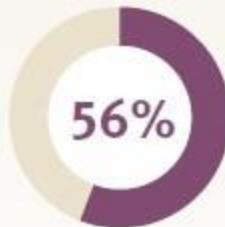
Keys to success



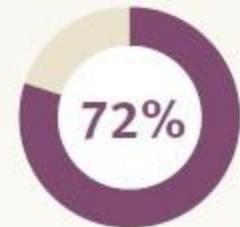
'Effective leaders at every level have a clearly articulated vision; a short sharply focussed plan; and a clear line of sight to every classroom.' – Lyn Sharratt, 2019

Review recommendations in 2021 Terms 1-3 (N = 257)

Defining shared
expectations



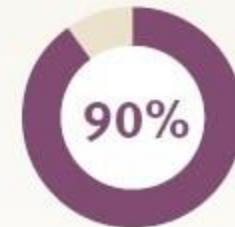
Resourcing
strategically



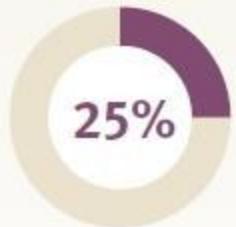
Managing the
instructional program



Promoting a positive school
learning environment



Developing leadership
skills and knowledge



Quality assuring instructional leadership

Eighty-nine per cent of review schools received instructional leadership recommendations that referred to quality assuring practice.

These applied to defining shared expectations, resourcing strategically, managing the instructional program, and promoting a positive school learning environment.

What the literature tells us

- The **practices** of instructional leadership are the tasks of effective school leaders – *what* effective school leaders do to lead the work.
- The **attributes** of instructional leadership are the capabilities needed to put the practices of instructional leadership to work – *how* effective school leaders lead the way.



Defining shared expectations	Resourcing strategically	Managing the instructional program	Promoting a positive school learning environment
Setting clear goals	Aligning resources with instructional priorities	Coordinating the curriculum	Minimising disruptions to instruction
Communicating goals	Planning, strategic relationships, staff collaboration	Monitoring student progress	Promoting professional development
	Staffing and partnerships	Supportively supervising and evaluating instruction	Providing incentives for teachers and students
			Upholding academic standards
			Maintaining purposeful visibility

Leading the work

Hallinger & Murphy 1985; Robinson et al. 2008

Leading the Work

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School self reflection

So what? Now what? – Possible next steps

Communication skills

- Trust and clarity
 - Using conversations that frame difficult situations, challenge assumptions, invite alternative views, manage feedback and deal constructively with conflict.
 - Exhibiting interpersonal respect, regard for others, competence and personal integrity.

Leading the way

Knowledge in pedagogy and curriculum

- Leadership innovation and authority
 - Using depth of experience to evaluate and guide teaching in the classroom, the broader instructional program and collaborative learning and decision making.

Complex problem solving

- Best solutions for a given context
 - Using definable procedures for reaching solutions, clear solution criteria, and the right data and information.

Robinson et al 2009, p. 49

Culture of trust and transparency



Collaboration “is not just about individuals cooperating or their sense of collegiality ... It is about them purposefully engaging; it is about them developing a culture of learning together to best serve students’ needs.”

Sharratt & Plance, 2016, preface

watching teachers processes people responsibility
engagement listening scenarios
thinking learning adopting debriefs openness
evidence conversations coaching questions
repetition agility understanding reflection training peers
collaboration inquiry variation
practise discussion **observation** data context trialling
feedback modelling method
research experience **trust** **time** practice confidence
iteration attention routine focus norms **protocols** communicating steps
sharing consistency **structure** support meetings
instruction upskilling presence expectations transparency
relationships

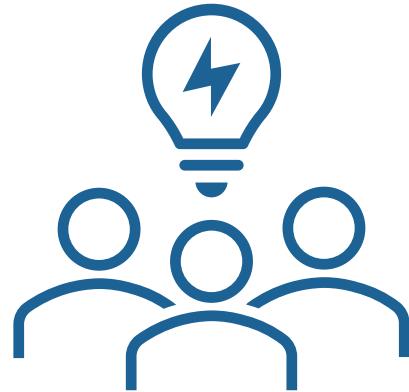
How instructional leadership skills are developed

Reflections from EIB school improvement workshop, November 2021

Leading the Way

	Existing processes & practices	Wonderings	Possible next steps
Communications			
Curriculum and pedagogy			
Complex problem solving			

School self reflection



To generate discussion

- What do you do in your role to build a common understanding of shared expectations across the school?
- How can the school's resources be best aligned to the instructional needs of teachers and students?
- What can you do to manage the instructional program so that school goals are translated into classroom practice?
- How can you promote a positive school learning environment that engages and inspires both staff and students?
- What do the skills of instructional leadership look like and why are they important?
- How can you go about developing instructional skills in current and emerging leaders?

Successful instructional leadership

"Instructional leadership looks like high expectations, consistency, being present, a role model, and walking beside my staff and the kids. It's a long game, very aligned. There's logical steps, taking that three- or four-year view of where you're going to be, and backward mapping from that point"

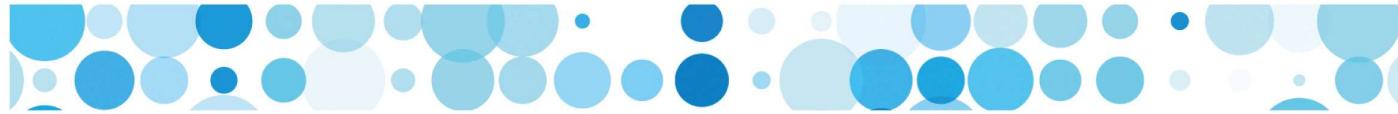
*— Principal, school improvement workshop,
November 2021*



Leading the Work

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So what? Now what? – Possible next steps



Leading the Way

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