

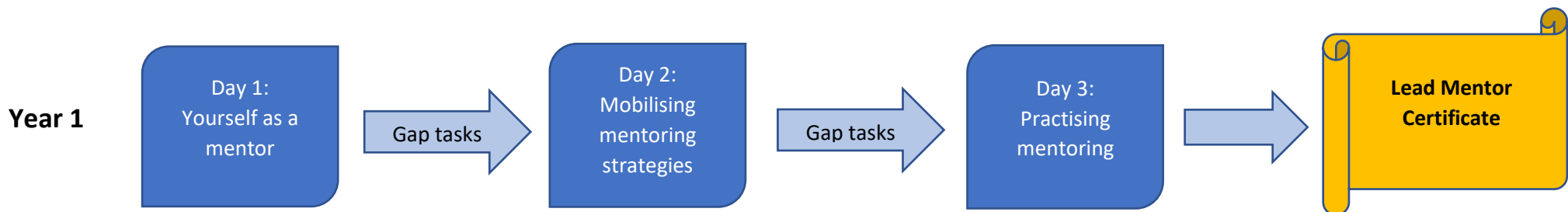


York St John University Mentor Leadership Programme: Rethinking Mentoring

Welcome to a new professional programme designed, written and developed by York St John School of Education in partnership with Stamford Bridge Primary School, EborHope Teaching Schools Alliance and Campus Stockton Teaching Alliance.

Programme Aims:

- To reconceptualise the process of mentoring and acknowledge the complexities arising within the relationship between mentor and mentee
- To place the self as mentor in a reflexive capacity so that the mentoring process is both effective and flexible
- To create a network of established mentors from a range of schools and settings in order to share and learn from practice



Day 1
Tuesday 2nd July 2019
De Grey Building, York St John University

Theme: Knowing the Self as Mentor

Outcomes of the day:

- Identify the coaching and mentoring culture within your own setting
- Be aware of your own strengths and areas for development in the role of mentor
- Challenge what is understood to be coaching and mentoring
- Set targets for personal and professional development

Outline of the Day

8.30am	Arrival at De Grey building foyer for tea, coffee and signing up for the workshops
9.00am	Welcome, introduction (Dean Garratt, Head of School of Education) in De Grey Lecture Theatre
9.20am	Guest speaker Matt Messias (Leadership and Resilience Coach) De Grey Lecture Theatre
10.20am	Break
10.40am	Facilitated Group Activity (various rooms)
11.20am	Workshops (various rooms)
12.30pm	Lunch (Holgate Dining Room)
1.15pm	Guest speaker Christine Ware (Career Coach and Mentor) De Grey Lecture Theatre
2.00pm	Break
2.15pm	Workshops (various rooms)
3.30pm	Plenary and Planning for Day 2 (Dean Garratt, Jenny Carpenter) De Grey Lecture Theatre



Welcome and Introduction: De Grey Lecture Theatre

- **Dean Garratt**, Head of School of Education, YSJU
- **Jenny Carpenter**, Subject Director Partnerships, School of Education, YSJU
- **Matt Messias**, Director of Matt Messias Impact Leadership Ltd Consultancy; formerly Founding Principal of the Atrium School, Devon; Deputy Principal at Howick College, Auckland, NZ; FA Premier League and international football referee. Specialising in leadership coaching and workshops for education leaders and aspiring leaders, and whole organisation mental health and well-being training.

Welcome, introduction and Keynote Key Points	Reflection and Follow-up
<p>This keynote speech looks to embed lessons from winning organisations and cutting edge research to build a coaching culture that contributes to a learning environment focussed on constant improvement, where everyone feels confident and motivated about their roles. The key to professional and school success is the ability to work with others in a way that earns trust and confidence-this keynote address will focus on ways of achieving this through learning the importance of: leadership and coaching; leading yourself before leading others; lessons from elite sport; and emotional intelligence.</p>	

***‘Both coaching and mentoring are learning relationships which help people to take charge of their own development, to release their potential and to achieve the results which they value’
(Connor and Pokora, 2007)***

Facilitated Discussion
(various rooms DG017 Lecture Theatre, DG016, DG019, DG123, DG124)

Key questions:

- What is the current culture of coaching and mentoring within your setting or school?
- What is your role as a mentor?
- What are the critical issues arising?
- What are you good at?
- What do you need to be more effective in role?
- What could coaching and mentoring look like to be more authentic and effective?



Workshop Title and Summary	Key Points	Reflection and Follow-up
<p>Workshop 1: Non-judgemental Communication (Matt Messiah) DG 124 Listen and communicate non-judgementally: you will gain an awareness of the importance of non-judgemental listening and communication and develop confidence in your abilities in this key area of coaching and mentoring.</p>		
<p>Workshop 2: DISC Profiling: knowing yourself and others (Christine Ware) DG 123 Communication is the key to effective mentoring. This workshop will enable you to understand what part your communication plays, in developing successful mentoring relationships. Would you like to gain an increased understanding of yourself and others. Get tips and techniques for adapting your communication style to quickly get into rapport with your mentee. Learn how to motivate others and determine what kinds of environment enable them to flourish. DISC is a brilliant system used to explain behaviour and personality in a way that opens doors to effective communication. It can be used not only in your career but in your outside relationships too!</p>		

<p>Workshop 3: The Art of Positive Thinking (Chris Schofield) DG019</p> <p>This workshop looks at simple meditations based on Buddhist principles, that we can easily integrate into our daily life and that help us to keep a happy and peaceful mind all the time, even when life presents us with challenges. Chris is a Buddhist practitioner with many years experience of teaching and meditating. He has worked extensively with children, young people and adults with learning difficulties and skilfully puts across the meaning behind meditation in a way that resonates in the modern world.</p>		
<p>Workshop 4: Identifying values, goals and coaching priorities (Dean Garratt and Trudi Fitzhenry) DG016</p> <p>This workshop will enable you to identify personal values that underpin coaching practice and how they can be usefully applied in professional coaching situations. Two different methods of goal-setting will also be explored. The purpose of the session is to draw out values and approaches that are meaningful to self in order to develop coaching praxis: the notion of theory applied to coaching practice.</p>		

<p>Workshop 5: NLP for Self Awareness (Viv Lever) DG017 Lecture Theatre</p> <p>This workshop will involve you in several practical and kinaesthetic exercises which enable, facilitate and develop a fresh awareness of your sense of self. It will also lead to personal reflections of your experiences and perceptions of how you see the world. Viv Lever is an NLP Master Practitioner who has 40 years experience as a teacher, manager and consultant. She has worked with learners from 5-65 years old in a wide range of educational contexts.</p>		
---	--	--

Further notes and thoughts:

Afternoon Keynote: De Grey Lecture Theatre

- **Christine Ware, Career Coach.** Christine realised from an early point in her career that she had a talent for helping others reach their full potential. She set up her own business in 2004 and has coached clients to develop their careers, mentored senior level clients and also works extensively with the University of Hull, helping students gain careers they are truly capable of achieving.

Key Points	Reflection and Follow-up
<p>This keynote speech examines the results of a recent survey Christine did on mentoring, and unpicks some of the perceptions based around it. She will also share with you her own mentoring wisdom, including her checklist of Do's and Don'ts!</p>	

'Coaching is a collaborative, solution-focussed, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee.'

(Grant 2000)

Feedback and Evaluation

(Please complete this form and return at the end of the final session)

Name:..... School:

Position: Email address:

Telephone/Mobile:

What did you enjoy most from Day 1:

What did you enjoy least?

What was missing from Day 1?

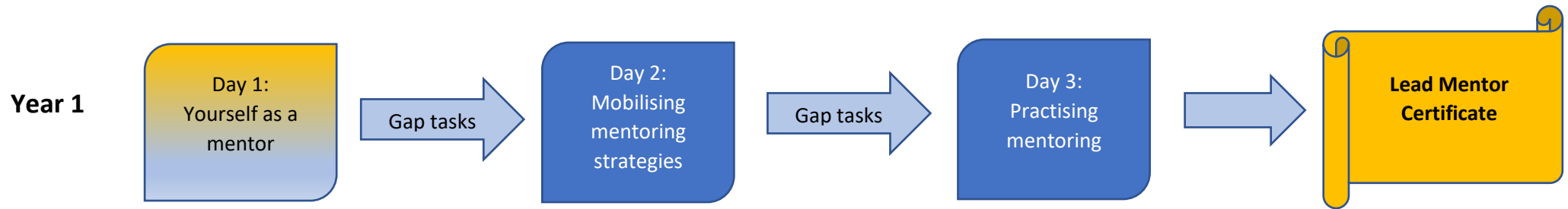
What would you have liked from Day 1?

What was the most valuable aspect of the day?

What key aspects would you like to be included in Day 2?

Any further comments?

Thank you for your feedback. The Mentor Development Group will use this information to refine Day 2 of the programme.



Day 2
Friday 22nd November 2019
Fountains Lecture Theatre and De Grey Building, York St John University

Theme: Mobilising Mentor Strategies

Outcomes of the day:

- Review your own practice and development as a mentor
- Identify the differences between coaching and mentoring
- Understand the limitations of one's own influences, skills and experience
- Develop own techniques and skills in coaching and mentoring
- Set targets for own personal and professional development, developing reflexivity

Gap Tasks will be emailed to you in preparation for Day 2.

Please ensure you register for the day at: <https://www.eventbrite.co.uk/e/mentor-leadership-programme-year-1-rethinking-mentoring-day-2-mobilising-mentoring-strategies-tickets-62359206064?aff=ebapi>

Reading List

- Starr, J (2014) *The Mentoring Manual*. Harlow: Pearson Education Ltd.
- Starr, J. (2016) *The Coaching Manual* 4th Ed. Harlow: Pearson Education Ltd.

Good First Reads

- Bachkirova, T. Cox, E. & Clutterbuck, D. (2018) *The Complete Handbook of Coaching* 3rd Ed.. London: SAGE.
- Barber, J. (2005) *Good Question!: The Art of Asking Questions to Bring About Positive Change*. www.BookShaker.com
- Burley, S. & Pomphrey, C. (2011) *Mentoring and Coaching in Schools: professional learning through collaborative enquiry*. London: Routledge.
- Bungay Stanier, M. (2016) *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*. Ontario, Canada: Box of Crayons Press.
- Connor, M. & Pokora, J. (2012) *Coaching & Mentoring at Work* 2nd Ed.. Maidenhead: OUP.
- Clutterbuck, D. (2014) *Everyone Needs a Mentor* 5th Ed.. London: CIPD.
- Downey, M. (2014) *Effective Modern Coaching*. London: LID Publishing Ltd.
- Edwards, A. & Collison, J. (1996) *Mentoring and Developing Practice in Primary Schools*. London: OUP.
- Eisenschmidt, E. & Oder, T. (2018) Does Mentoring Matter? On the Way to Collaborative School Culture. *Educational Process: International Journal*, 7 (1): 7 – 23.
- Fletcher, S. (2000) *Mentoring in Schools: a handbook of good practice*. London: Routledge.
- Fletcher, S (2012) *The SAGE Handbook of Mentoring and Coaching in Education*. London: SAGE.
- Furlong, J. & Maynard, T. (1995) *Mentoring Student Teachers*. London: Routledge.
- Garvey, R (2011) *A Very Short, Fairly Interesting and Reasonably Cheap Book About Coaching & Mentoring*. London: SAGE.
- Garvey, B. (2009) *Coaching and Mentoring: theory and practice*. London: SAGE.
- Gastager, A., Bock, A., Patry, J., Praauer, V., Fageth, B. (2017) Pedagogical Tact in Mentoring of Professional School Internships. *Global Education Review*, 4 (4): 20-38.
- Gravells, J. (2017) *Mentoring*. St Albans: Critical Publishing.
- Kemmis, S., Heikkinen, H., Fransson, G., Aspfors, J., & Edwards-Groves, C. (2014) Mentoring of new teachers as a contested practice: Supervision, support and collaborative self-development. *Teaching and Teacher Education*, 43: 154-164.
- Lofthouse, R. & Hall, E. (2014) Developing practices in teachers' professional dialogue in England: using Coaching Dimensions as an epistemic tool. *Professional Development in Education*, 40 (5): 758-778.
- Lofthouse, R. & Thomas, U. (2014) Mentoring student teachers; a vulnerable workplace learning practice. *International Journal of Mentoring and Coaching in Education*, 3 (3): 201-218.
- Looney, A., Cumming, J., van Der Kleij, F., & Harris, K. (2017) Reconceptualising the role of teachers as assessors: teacher assessment identity. *Assessment in Education: Principles, Policy and Practice*. 1-26: doi:10.1080/0969594X.2016.1268090
- Matthews, R. & Noyes, A. (2016). To grade or not to grade: balancing formative and summative assessment in post-16 teacher trainee observations. *Journal of Further and Higher Education*, 40 (2): 247-261.
- Maynard, T. (1997) *An Introduction to Primary Mentoring*. London: Cassell.
- National Standards for school-based initial teacher training mentors (July 2016). Available at: <https://www.gov.uk/government/publications/initial-teacher-training-government-response-to-carter-review>
- Palmer, S. (2007) *Handbook of Coaching Psychology: A Guide for Practitioners*. Hove: Routledge.
- Parsloe, E. & Leedham, M. (2016) *Coaching & Mentoring: Practical Techniques for Developing Learning and Performance*. London: Kogan Page.
- Pask, R. (2007) *Mentoring-coaching: a guide for education professionals*. Maidenhead: McGraw-Hill/OPU
- Paula, L. & Grinfelde, A. (2018) *The Role of Mentoring in Professional Socialization of Novice Teachers*. *Problems of Education in the 21st Century*, 76 (3) 364-379.
- Rogers, J. (2016) *Coaching Skills* 4th Ed. Maidenhead: OUP.
- Whitmore, J. (2017) *Coaching for Performance - GROWing Human Potential & Purpose* 5th Ed. London: Nicholas Brealey.
- Skiffington, S. & Zeus, P. (2000) *The Complete Guide to Coaching at Work*. London: McGraw-Hill.
- Stephens, P. (1996) *Essential Mentoring Skills*. Cheltenham: Nelson Thornes.

- Suchankova, E. & Hrbackova, K. (2017) Mentoring in the Professional Development of Primary and Secondary School Teachers. *Journal on Efficiency and Responsibility in Education and Science*, 10 (1): 7-15.
- Tillema, H., Smith, K., & Leshem, S. (2011) Dual roles - conflicting purposes: a comparative study on perceptions on assessment in mentoring relations during practicum. *European Journal of Teacher Education*, 34 (2):139-159.
- Tolhurst, J. (2010) *The Essential Guide to Coaching and Mentoring*. London: Institute of Education.
- van Nieuwerburgh, C. (2012) *Coaching in Education: getting better results for students, educators and parents*. London: Karnac Books.
- Vannasche, E. & Kelchtermans, G. (2014) Teacher educators' professionalism in practice: Positioning theory and personal interpretive framework. *Teaching and Teacher Education*, 44, 117-122.
- Watson, C. (2018) *Upskill: 21 Ways to Professional Growth*. Carmarthen: Crown House Publishing Ltd.

Leadership Coaching

- Anderson, D. & Anderson, M. (2005) *Coaching That Counts: Harnessing the power of leadership coaching to deliver strategic value*. Oxon: Routledge.
- Driver, M. (2011) *Coaching Positively: Lessons for Coaches from Positive Psychology*. Maidenhead: OUP.
- Lee, G. (2003) *Leadership Coaching: From personal insight to organisational performance*. London: CIPD.
- O'Neill, M.B. (2007) *Executive Coaching with Backbone & Heart: A Systems Approach to Engaging Leaders with Their Challenges*. San Francisco: John Wiley & Sons.
- Passmore, J. (2010) *Leadership Coaching: Working with Leaders to Develop Elite Performance*. London: Kogan Page.

Organisational Context

- Brockbank, A. (2007) *Facilitating Reflective Learning Through Mentoring and Coaching*. London: Kogan Page.
- Hawkins, P. & Smith, N. (2013) *Coaching, Mentoring and Organisational Consultancy* 2nd Ed. Maidenhead: OUP.
- Passmore, J. (Ed) (2015) *Excellence in Coaching: The Industry Guide* 3rd Ed. London: Kogan Page.

Other

- Faulkner, C. (2014) *NLP: The New Technology of Achievement*. Audible Audio Book available at https://www.amazon.co.uk/NLP-New-Technology-Achievement/dp/B00NPPXOJG/ref=sr_1_2?crid=30AYZ5C1W2ZGW&keywords=nlp+the+new+technology+of+achievement&qid=1559135784&s=books&sprefix=NLP+the+new+technol%2Cstripbooks%2C126&sr=1-2