



Journey to Outstanding

A school leadership programme to help you create an 'Outstanding' school

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Hello! It's nice to meet you

And welcome to Heads Up!
We specialise in helping schools become 'Outstanding'.

We're proud that, since 2015, all the schools we've worked with on one of our *Journey to Outstanding* programmes (and were inspected) have improved by at least one Ofsted grade.

And right now, you have in your hands (or on-screen), our brochure.

I say 'brochure' but it's also a workbook. As well as telling you about who we are, what we do and how we do it, I've included some activities to help you decide if we're the right people to help move your school forward.

At the very least, I hope you find this workbook insightful and, at the very best, well, this could be the start of a beautiful relationship...

Ready to find out? Turn the page.

Sonia Gill
Director and Founder,
Heads Up



Breaking the glass ceiling of ‘Good’

We need to get one thing straight before continuing.

At Heads Up, our mission is to make all schools ‘Outstanding’.

By ‘Outstanding’ I mean you are delivering educational excellence that the inspectors love and can’t help but acknowledge as such.

Do you feel like you’re bumping your head against a glass ceiling of ‘Good’ that is hard to break?

The fact is that most schools struggle to get to ‘Outstanding’:

Of the schools inspected in 2015/16 and 2016/17 94% of schools, previously judged as ‘Good’, remained at ‘Good’ or got worse.

But it isn’t impossible to improve because there were at least 165 schools (6% of those inspected) who did reach ‘Outstanding’, and some did so in incredibly challenging circumstances.





Workbook activity #1:

What is your school's history?

Take a moment to look at the last 5-10 years of your school's inspections and write down the year and Ofsted judgement received:

Year	Judgement

What does this say to you? Is your school struggling to go beyond 'Good'?

Why is it so hard to become ‘Outstanding’?

Reason #1



School leaders are brilliant at developing children's performance and behaviour, but can struggle to do the same when it comes to their staff. Why? Because they were extensively trained to work with children but not adults. As a result, many leadership teams are not performing to their full potential.



There is a qualitative difference between a school being ‘Good’ and a school being ‘Outstanding’.

Becoming ‘Good’ means completing a really tough ‘tick list’ of things that need to be done every day with rigour; achieving it is no small feat and neither is maintaining it.

But becoming an ‘Outstanding’ school is not about doing that list better, it’s about developing the school’s culture to become high performing – both your staff and your children.

..... Reason #2

At Heads Up we train school leaders to develop high performing school cultures.

How do you create a high performing, outstanding culture?

If you want to be 'Outstanding', you need to develop a high performing culture, otherwise you're going to keep bumping your head on that glass ceiling of 'Good'.

Creating culture takes time and, since 2011, we've been supporting schools to do just that.

The fact is that every school already has a culture in place, because culture forms as soon as people come together regularly as:

culture is behaviour over time.

But if you want a high performing culture, you must proactively develop it. How do you do that?

There are 3 core strategies for developing a high performing culture:



Are you thinking...

We have a vision...

We have difficult conversations...

We develop and grow through training...

...so why aren't we 'Outstanding'?

I'm afraid it's the quality of each of these elements that makes the difference.

Let me take you through each strategy so that you can assess if yours are working at the level they need to be. Some might be, some might not; this workbook will help you know.



Strategy 1: Create a compelling vision which inspires your team

A powerful vision is a crucial part of becoming 'Outstanding'.

Every school has a vision, or mission, but most don't do the job they need to do: breathe energy into your team with a picture of the future.

You see, educational excellence is a mountain to climb and, if you're going to climb a mountain, you need to be highly motivated and inspired. And that's the core job of your vision.





Workbook activity #2: How good is your vision?

There is an acid test for how good your vision is.

Do all of your team remember it?

If not then it's not doing the job it needs to. **A great vision:**



1. Motivates your team to go further, to climb that mountain.



2. Breathes energy into your team with the picture of the future it paints.



3. Is your guiding star and allows you to make good decisions based on it, despite what the latest initiatives are. You'll be able to give your school what it needs to become exceptional for your children.



4. Stands the test of time as you won't need to revise it in 3, 5 or 10 years (and it'll last beyond your 'Outstanding' judgement).



5. Is easy to remember, not because it's short or pithy, but because it's meaningful.

Score your vision on these 5 criteria: _____/5

Does your vision do all of these? If so, well done! If not, then maybe we can help you because we've helped countless schools create a powerful vision. One that they love, want to realise and can remember.

How we help you create a compelling vision

Over 5 full days and 2 half days, spread over 1 - 2 terms, we come to your school and we train your leadership team on:



Understanding which values underpin your vision.



Creating your compelling vision which you and your team will remember and be excited about.



Developing a focused plan to achieve your vision quickly.



Showing you how to communicate your vision effectively so your team can get on board.

The result: A compelling vision your team loves, wants to make real and easily remember.

→ See some of the visions we've helped create in our '9 Compelling School Visions': <https://ukheadsup.com/resources/9-visions/>

 "20 years in schools not having a good vision, a vision no-one remembers, and then suddenly now we have a vision which really does say what we believe" – Emma Taylor, Senior Leader, Sandridge Primary School, Herts



To hear Emma's thoughts on their vision go to <http://bit.ly/2uWdZ0m>

Strategy 2: Have successful difficult conversations

You're a school leader and that means you're having difficult conversations, right?

Talking about the tough stuff is a key feature of high performing teams, but most of us haven't been shown how to do this well.

We've helped hundreds of school leaders learn to have difficult conversations with success and 100% of them recommend the training.





Workbook activity #3: The size of the problem in your school

Estimate how many difficult conversations you've had in the last week?

There are three common problems with difficult conversations:

1. The person walks out having not heard what you had to say.
2. It gets emotional, for them and for you.
3. After all your efforts, no change happens.

Think of three recent difficult conversations that you have had and which didn't go well. Why was this? (Tick all that apply.)

**Didn't hear
my message**

**It got
emotional**

**Didn't make
changes**

Other

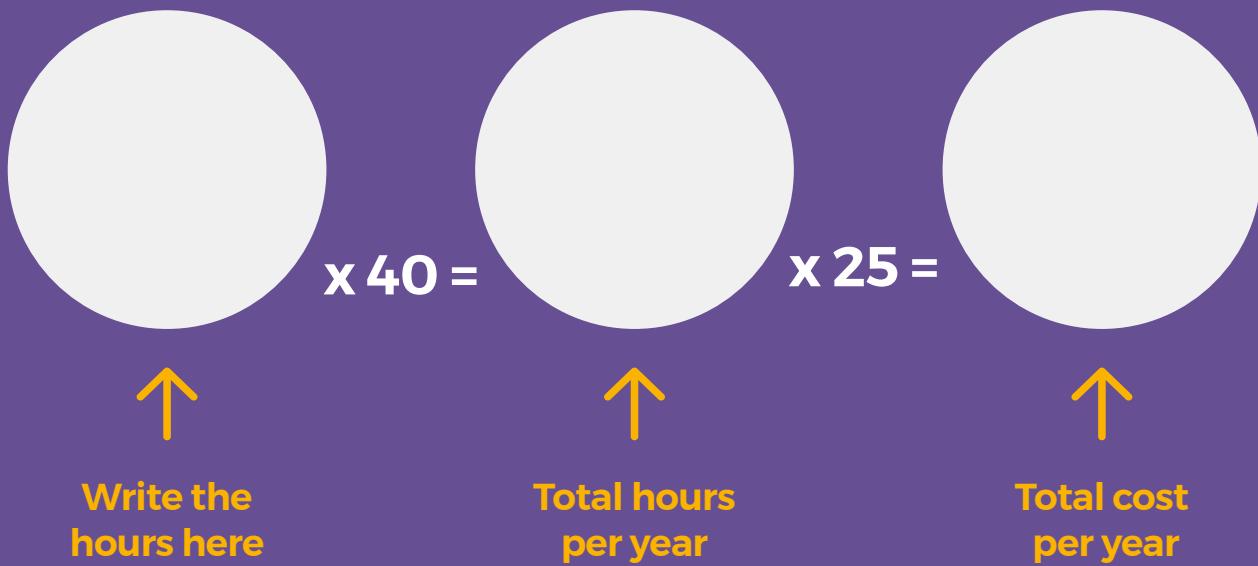
Circle the most common problem in your difficult conversations.



Workbook activity #4: The cost of conflict

How many hours per week do you think your team spends on conflict? This can include:

- Talking about staff performance or conduct
- Gossip
- Performance improvement meetings (not your planned annual performance meetings)



If everyone in your team is spending 30mins a week on conflict, this costs £13k pa in a one form entry school.

To get a more accurate calculation, you can access our cost of conflict spreadsheet at <http://bit.ly/2viSnMH>

How we help you have successful difficult conversations

A successful difficult conversation:

1. Creates positive change
2. Quickly
3. And is kind

Over 3 full days and 2 half days, spread over 1 – 2 terms, we come to your school and we train your leadership team on:



The core skills of successful difficult conversations so you avoid the three most common problems.



How to be flexible in your approach so you get the best outcome for any situation more quickly.



What you can and can't do legally so you can act with confidence.



Two half-day implementation sessions to make sure your difficult conversations are moving forward.

The result: Your team will have a consistent and effective approach to improving adult performance and behaviour in your school.



You can see what people have thought of the training at:
<http://bit.ly/2vtEhIV>

Strategy 3: Grow excellence in your team

If you want exceptional learning,
you need exceptional teaching.
If you want exceptional teaching,
you need exceptional leaders.

This is because exceptional leadership provides the environment and support for everyone to excel.

Often, to get to 'Good', you can provide whole school training and this works well to get everyone to a standard. However, for everyone to become exceptional in their role, training should become more individual, focusing on their specific needs and strengths to let them become superb.

Andy Murray could not be a world class tennis player without specific coaching to his needs. The good news is that getting this level of development for your team is not as hard as it might at first seem (and doesn't need the level of resources that our sporting greats usually have!).





Workbook activity #5: **Who can grow quickest?**

How many people in your school are already really good in their role and could become exceptional with some focused effort?

How many teachers?

How many teaching assistants?

How many middle leaders?

How many senior leaders?

How many administrators?

How we help you grow excellence in your team

We help you craft excellence in your school through coaching, a great tool to help people develop their skills so that they can be brilliant in their role and enjoy it.

We'll teach you and your senior leadership team how to coach effectively so that you can support your team to be high performing, both individually and collectively.

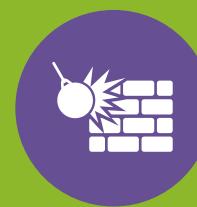
Over 4 full days and 4 half days, spread over 2 terms, we come to your school and we train your leadership team to:



Effectively coach to improve performance so you can develop their skills quickly.



Create clear goals which will lead to faster development because they focus on the right areas.



Coach someone who is struggling to improve by removing their obstacles.



Coach quickly for when time is short.

If your SLT were equipped to grow amazing teachers and team members who deliver and support amazing learning, how could your school not provide the highest quality education?

The result: You and your leadership team will be able to unlock your team's potential faster.

The one thing that gives away how high performing you are (and your Ofsted grade)

The one HUGE give away that indicates the performance level of your team is your environment, because

environment is emblematic

In fact, it's such a big indicator of performance that I can judge a school, with an alarming degree of accuracy, within 30 seconds. You probably have a good instinct for this too. It's because culture seeps through your walls.

But when we see the same environment every day, we stop seeing what is wrong with it and what it is saying about us.





Workbook activity #6: **What is 'leaking' your culture?**

Answer these questions about one of the key environmental 'give away' areas:

	Yes	No
Reception is clear of delivery parcels	<input type="radio"/>	<input type="radio"/>
The walls are clutter free	<input type="radio"/>	<input type="radio"/>
The receptionist greets people warmly	<input type="radio"/>	<input type="radio"/>
The area behind reception is clean and tidy	<input type="radio"/>	<input type="radio"/>

If all your answers to these questions are 'No', your culture will not appear to be high performing.

Environment alone won't make you 'Outstanding', but it is not a coincidence that most 'Outstanding' schools have a high-quality environment throughout all areas, not just in their classrooms. In fact, many Headteachers have cited environmental quality as a key driver on their way to 'Outstanding'.

How we help

Schools often ask for our help with making their environment look the part and we offer our 'Look Outstanding, Become Outstanding' half-day walkaround where we show you what you can do (and the solutions usually cost nothing).



"Over the past few months I have noted many small [environmental] changes in the school... The whole school has a subtly altered atmosphere... These are small changes but I regard them as highly significant - and I'm sure they stem from Heads Up." - Frank Bowron, Governor, St Albans



Meet our Heads Up trainers

At Team Heads Up we love what we do and we love working with schools to deliver even greater education.



Sonia Gill, Founder and Director of Heads Up, is an educational leadership coach who supports school leaders create 'Outstanding' schools. As a qualified teacher, she has taught every age from reception to Y11, and is also a successful business leader, leading multi-million-pound businesses and teams of hundreds. Since founding Heads Up, she has personally supported hundreds of Heads and school leaders create a culture of excellence.



Steve Bassett, Heads Up Trainer, has worked in education for 39 years, with 23 of those in continuous, primary school headship as well as many interim headships to turn around schools in very challenging circumstances. Steve is passionate about school improvement having seen first-hand, in a range of school contexts, the importance of school culture in moving to 'Outstanding'.



Natasha Mann, Heads Up Trainer, has worked in education since 1999 in a range of roles including qualified teacher, leader and specialist teaching and learning coach. She is passionate about education and supports schools on their journey to 'Outstanding' as well as working with teachers on their personal journey to becoming 'Outstanding' practitioners in a sustainable way.



Emma Webster, Joint CEO and Employment Solicitor at YESS (Your Employment Settlement Service), a charity dedicated to resolving employment law disputes without litigation. Emma has worked with many schools and teachers, advising them how to tackle difficult situations fairly and lawfully. She is also a qualified mediator and sits as a part-time employment tribunal judge and has also been a school governor.



Sophie Bevan, Communication Coach, worked in the city helping businesses, such as KPMG, Citi Bank and Barclays Capital, expand their skills in communicating. Sophie shows our schools how to communicate their vision with impact, making sure these important messages are heard.



Shiraz Haq, Actor, helps our school leaders improve and hone their skills in dealing with difficult conversations, allowing them to examine their own behaviour and impact in these situations, whilst in a safe learning environment.



Does our training work?

You'd be right if you're asking yourself this: 'Does the training actually work?'.

We know it does. How?

Since 2015, all schools we've worked with on one of our *Journey to Outstanding* programmes (and were inspected) have improved by at least one Ofsted grade.

And our schools tell us about the impact the training has had:



"The Heads Up training has had a real impact on our success in gaining 'Outstanding' in all areas and we have learnt so much about ourselves and our leadership styles... If we could recommend one CPD programme that gives real results, then this would be it!" - Lorna Rourke and April Grimes, Joint Headteachers of Forest and Elveden C of E Primary Academy, Suffolk



"Working with Heads Up was the best decision I have made in 15 years of Headship" - Kim Parnell, Headteacher, Balfour Junior School, Chatham

Hear from Kim at <http://bit.ly/2ukfmmI>



You can hear from more schools we've worked with at
<http://bit.ly/2f7XDMW>

Our Journey to Outstanding Programmes

Now that you've worked through this workbook, you should have a good idea of which strategies your school needs most of all to create that 'Outstanding' culture. We've worked with schools since 2011 and have developed our *Journey to Outstanding* programmes to help you put in place one, two or three of the strategies. Here's an overview of the courses we offer as part of the programme:

Programme name →	First Steps to Outstanding	Moving to Outstanding	Outstanding & Beyond
Strategies included ↓	First Steps to Outstanding	Moving to Outstanding	Outstanding & Beyond
 Strategy 1: Create a compelling vision which inspires your team	Yes	Yes	Yes
 Strategy 2: Have successful difficult conversations		Yes	Yes
 Strategy 3: Grow excellence in your team			Yes



Satisfaction guarantee: Because we want you to be confident about working with us if, after the first three days, you are not happy with the training we will give you a full refund*.

*This excludes 'First steps to Outstanding' because we will have done most of the training by then.

Journey to Outstanding Programmes



Strategy 1: Create a compelling vision which inspires your team	Understand which values underpin your vision	1 day	1 day	1 day
	Create your compelling vision	1 day	1 day	1 day
	Create the plan to achieve your vision quickly	1 day	1 day	1 day
	Personal communication	1 day	1 day	1 day
	Communicate your vision so your team can get on board	1 day	1 day	1 day
	Implementation support	2 half days	2 half days	2 half days
Strategy 2: Have successful difficult conversations	The core skills of successful difficult conversations	-	1 day	1 day
	How to be flexible in your approach	-	1 day	1 day
	Legal awareness	-	1 day	1 day
	Implementation support	-	2 half days	2 half days
Strategy 3: Grow excellence in your team	Fundamentals of coaching	-	-	1 day
	Effective goal setting	-	-	1 day
	Removing obstacles	-	-	1 day
	Power coaching	-	-	1 day
	Implementation support	-	-	4 half days
	Ongoing implementation support	-	1 half day	2 half days
Optional extras	Personal coaching	5 x 1 hour sessions £1500	5 x 1 hour sessions £1500	10 x 1 hour sessions £3000
	Look 'Outstanding' environmental walk around	1/2 day £600	1/2 day £600	1/2 day £600
Totals	Duration:	1-2 terms	1 year	2 years
	Cost*:	£6,280	£12,530	£19, 260
	Total number of full days and half days:	5 full days 2 half days	8 full days 5 half days	12 full days 10 half days

Please note:

*All prices stated are excl. VAT.

*All courses are for up to 6 people. Please speak to us if you require additional delegates.

*Reasonable travel expenses may be charged and this will be discussed with you before booking.

Are you thinking about working with us?

Great! Here's what happens next.

You might already know that you want to work with Heads Up, and if so, contact us at the details below with what course you are interested in. If you're thinking 'I'm interested but I'd like to know more about how this would work in my school', then book a complimentary discovery session.

Sonia will meet you at your school to look at what your needs are and together you will decide how the training will work best in your context. We'll look at:

1. What leadership areas, if any, need developing.
2. Where you are on your journey to 'Outstanding'.
3. Create a plan, tailored to your school, to create a higher performing team, because whilst we know our programmes work well, we also know your school is unique and so we tailor our training to suit your needs.

Then you can decide if the training is right for your school and if you want to go ahead with a programme.

You can request a complimentary discovery session in any of these ways:

- <https://ukheadsup.com/discoverysession>
- ✉ kay@ukheadsup.com
- 📞 07973 769 678

"Let's create the school you've always dreamt of leading, the centre of educational excellence you know it can be for you, your team, your children, and your community."

Sonia Gill

Director and Founder,
Heads Up



Journey to Outstanding Programme

A school leadership team programme, designed to let you create the high-performing, outstanding school you have always dreamt of leading.



Strategy 1 - Vision: create your compelling value based vision, so your team is truly on-board



Strategy 2 - Healthy Conflict: create great performance and behaviour in your team, through successful difficult conversations



Strategy 3 - Growth: create excellence by developing your whole team's skills to deliver an exceptional quality of education

Successful Difficult Conversations Programme

A school leadership team programme to learn the skills and have the confidence to tackle those tricky conversations successfully.



Part 1 - The core skills of having successful difficult conversations



Part 2 - Flex your leadership style for quick improvements



Part 3 - Keep within the parameters of the law



Part 4 - Get to the point quickly and kindly



Part 5 - Tools and techniques to make all difficult conversations successful

Personal Coaching Programme

Individual coaching is a fantastic way to support school leaders maximise their potential and their impact on your school and children.

For a non-obligation meeting to find out more about any of our programmes go to www.ukheadsup.com or email us at info@ukheadsup.com or call 07973 769 678