

This final video is about the outputs or impact that effective middle leaders can have. The model identifies that middle leaders can influence school effectiveness in at least three ways: teaching quality; teacher attitudes; and student outcomes. John De Nobile highlights in the article that there needs to be more work done in terms of research around these areas. There is limited research from Fleming in 2014 and Dinham in 2007 that indicate that secondary school heads of department were able to influence teaching practice by modelling a focus on student achievement. And there is similar evidence from Day in 2009, and Dinham in 2007, that middle leaders can influence teacher attitudes such as job satisfaction, job commitment and stress. And again the same study from Dinham in 2007 did link student achievement and wellbeing and effective team leadership to student outcomes. However, the research is limited. John is currently working on this and we are continuing to support that.

So in conclusion, the middle leadership in school model is not designed to be the definitive representation of how middle leadership operates in all schools but it is offered as a model that could be used to guide further research into the ways middle leaders operate. There are critics of models such as this, but the Middle Leaders Leading Change programme is underpinned at the moment by this research because it allows us to explore middle leadership and identify what it is. It allows us to recognise the complexity of middle leadership and recognise that within the same school, middle leaders can have very different roles. We know that middle leaders may have a similar job title in two different schools but that actually those jobs could look quite different.

So the middle leaders in school model is helpful for us to allow us to stop talking about what middle leadership is and instead focus on the more important aspect of how you carry this role out effectively. This is why it underpins this programme, because we would like to explore the 'how' of middle leadership in more detail identifying the skills and qualities that are required to deliver on the different roles identified within this research effectively, and ultimately ensure a positive impact on student outcomes.