[MIDDLE LEADERS LEADING CHANGE](https://education.gov.scot/professional-learning/professional-learning-programmes-webinars-and-events/programmes/middle-leaders-leading-change/)

EDUCATION SCOTLAND

**MIDDLE LEADERS**

**Leading change**

**REFLECTIVE JOURNAL**

Middle Leaders Leading Change

**Reflective Journal**

This Reflective Journal has been designed to be used with the Middle Leaders Leading Change open access programme. It is intended as an optional support and is not for submission.

If you use this template and think there is anything that we need to add, remove or change please get in touch by using the contact details included in the programme.

We hope you enjoy the programme.

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**How to use this Reflective Journal**

A reflective journal is where you record your thoughts and your reactions to the learning. Your journal is personal to you and could be a physical or virtual notebook, voice-recordings saved on your phone, or even sketching in a scrapbook.

Reflection is a purposeful activity in which you analyse experiences, or your own practice, skills and responses to learn and improve.

Reflecting can involve:

* scrutinising an experience and the way you dealt with it
* evaluating a project or experiment and considering how to do it better next time
* reflecting on things you have read/heard/listened to (such as programme events) and linking theory with practice/lived experience.

To support your reflection process, you can use the following guide: [Short-Guide-Reflective-Writing.pdf (birmingham.ac.uk)](https://intranet.birmingham.ac.uk/as/libraryservices/library/asc/documents/public/Short-Guide-Reflective-Writing.pdf)

**Reflections on the MLLC PLAs**

**PLA 1: Self- awareness**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 2: Understanding middle leadership**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 3: Change models**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 4: Using data to lead change**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 5: Engaging stakeholders in change**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 6: Diversity (choice of 3)**

**Title of PLA completed:**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**PLA 7: Coaching (choice of 3)**

**Title of PLA completed:**

**Date completed:**

|  |
| --- |
| Reflective prompts: What resonated with you the most from this PLA? What actions will you take forward because of this PLA?  |

**Applying your learning**

After completing the PLAs (or whilst doing them) you are invited to consider how you have, could or will apply the learning from these in your context. As a middle leader, you will be involved in a range of change initiatives through your role. Consider a change initiative you have led, are currently leading or are planning to lead in the future and reflect on the following questions:

* ***Start with the why:***

*What was your change initiative? Why did you choose it? What was the intended impact on learners and/or colleagues?*

* ***What was the learning?***

*What were your key takeaways from the PLAs? In what ways did your learning from them influence your leadership of this change initiative?*

* ***What was the approach?***

*What approaches did you take to the change initiative and why?*

* ***What were the challenges?***

*What blockers did you face and how did you overcome these?*

* ***What has been the impact?***

*On you, learners, colleagues, others? If the impact of the initiative is yet to be seen/measured, what impact do you expect, and how will you know? Any unintended outcomes?*

* ***What are your next steps?***

*What are your next steps with the initiative and/or your own professional learning?*

Note: Your change initiative does not need to be complete in order to complete the programme. Some change initiatives may not have a definite end date, and some may be long-term projects. It should, however, be progressed enough that you can answer most of the questions above, before you submit for completion.

Date:

|  |
| --- |
| Reflective prompt: Briefly, what are your responses to the questions above? (The notes you make here may help you complete the Change Initiative template for submission). |

Once you have completed this reflection, you have the option of submitting your learning to us for certification as outlined below.

**My reflections on completing the programme.**

Once you have completed the 7 PLAs and are some way progressed through the change initiative, it’s time to reflect on what you have learned. Read over your previous reflections and summarise the main points here. Add to these if you wish.

Date:

|  |
| --- |
| Reflective prompts: What have been your main points of learning from the programme? How can you share what you have learned with others? What has been the overall impact of the programme on you as a middle leader? On your learners?  |

**My next steps**

Reflecting on all you have learned, what do you now think are your next steps?

Date:

|  |
| --- |
| Reflective prompts: What are my learning needs now? How do these relate to the needs of my learners? What might I do to meet these learning needs? Who can support me? |

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**Completion and certification**

Congratulations on completing the programme! If you wish to receive a certificate, you should have completed:

* all seven Professional Learning Activities (PLAs)

**and**

* your change initiative template.

**Then send**

* the 7 PLA pdf summaries (downloadable at the end of each PLA)

**and**

* your completed MLLC Change Initiative template (**not** this Reflective Journal)

by attaching them to an email to PLsubmissions@educationscotland.gov.scot

Name the change initiative template using the format ‘MLLC First Name Second Name Month Year’, e.g., ‘MLLC Jane Smith June 2026’ where the date is the date of submission.

Please allow 8 weeks for your digital certificate to arrive. If you have not had a response within that time, please contact us at edspll@educationscotland.gov.scot

*Last updated: Sept 2025*