

Deep Leadership

A new innovative and high impact leadership development programme for uncertain and challenging times



Intended impact

- **Building social and emotional resilience in the key leaders of your organisation**, supporting high performance in challenging situations
- Developing an **awareness of the latest neuroscientific research** to underpin the move from **trauma-aware to trauma-informed practice**, 100% aligned to systemic practice and strengths-based approaches
- Equipping leaders with the knowledge skills and behaviours to **grow a climate and culture of wellbeing at the heart of leadership**, leading to:
 - Increased sense of practice competency and setting ethos amongst all staff
 - Improved staff wellbeing as evidenced, for example, by a decrease in staff absence
 - More productive and positive interactions and relationships with trauma-affected children young people and families
- For schools, academies, MATs, early years settings, colleges, and alternative provision:
 - Impact on professional behaviours and practice when supporting children and young people in crisis or with emotional vulnerabilities
 - A gateway to advanced emotion coaching techniques, which, if deployed on firm foundations of Deep Leadership, will lead to more emotionally stable and resilient young people with fewer behavioural problems, lower exclusion rates and higher academic achievement

Public sector leaders have been challenged and stretched to levels that could not have been foreseen due to the Covid-19 crisis.

From Children's Services to housing, social services, health, and care: from education settings (Executive Heads, Headteachers, Deputy Headteachers) to Youth Offending Teams, levels of stress and anxiety can become toxic and debilitating.

This is a unique and powerful leadership development and support programme that explores the social and emotional aspects of leadership in extreme circumstances: supporting not only the growth of individual leaders in terms of personal resilience and stress management,

but also helping leaders to put social and emotional wellbeing at the very heart of their teams, their organisations and their professional networks and communities.



An anxious, frightened or angry mind cannot learn
An anxious, frightened or angry mind cannot teach
An anxious, frightened or angry mind cannot lead

Putting wellbeing at the heart of leadership

This programme takes lessons from leadership in dangerous and hostile conditions and applies them to the stark realities that leaders are facing today due to the COVID-19 crisis. There are invaluable, profound lessons to be learned that will help you through the storm, drawn not only from leadership in extreme circumstances but also from **the latest research in neuroscience, trauma-informed practice, therapeutic approaches and emotion coaching.**

The world is at war with a virus, and it is no exaggeration to describe your organisation as one of the battlegrounds, your staff as the troops in the front line.

The levels of stress and anxiety become toxic and can be crippling, and until humanity develops a magic bullet, a single droplet carried in the air could have a devastating impact on those in your care: staff, children and families.

We are faced with the pressures and challenges of fully reopening our school communities in the knowledge that local lockdowns could be triggered at any moment, from a "bubble" of staff and students to a complete region.

And what about after the battle? Not only do we need to build and sustain social and emotional resilience through the coming months: we need to prepare now for the rebuilding of our communities in anticipation of the impact of prolonged and sustained toxic stress.

However, all of this is driven by a key principle survival: **put your oxygen mask on first before you help others.** This programme is exclusively dedicated to the wellbeing of leaders and managers, and will not only equip them better to deal with the stress and turbulence of current operating environments: they will be armed with new thinking to improve the social and emotional wellbeing of their teams and wider staffing body.

Working with our Achievement Coaches

You will find the relationship that you build with your assigned Achievement Coach an invaluable tool that will impact positively on your wellbeing - discrete professional and informed.

You will work through the materials in dialogue with your Achievement Coach. It is your decision whether the support is primarily for you or is deployed across your leadership team.

The support is offered as a combination of face-to-face, concall or video conference, shaped according to your preferences.

After an initial exploratory meeting to benchmark, agree terms of engagement, affirm degrees of confidentiality, and prioritise activity, a roadmap through the module is co-constructed.

The materials

MODULE UNIT	CONTENT
<p>1 How are you feeling?</p>	<p>The process of putting on your own oxygen mask will benefit from reflecting on your attitudes and beliefs with regard to emotions. It's possible that your leadership of the learning/working environment is informed not just by your values and principles, but also your attitudes and beliefs towards emotions; for example, your drive to develop a nurturing environment may be driven by a personal desire to alleviate sadness. When this drive is hindered by factors outside of your control, you may experience a considerable impact on your emotional health and wellbeing.</p>
<p>2 Leadership in extreme circumstances</p>	<p>What can we learn from leadership in the most extreme circumstances?</p> <ul style="list-style-type: none"> • Reflecting on Dr Joe MacInnis' 12 leadership traits and how they can be applied to public service leadership: Cool Competence - Powerful Presentations - Physical Toughness - Hot-Zone Humour - Mental Resilience - Strategic Imagination - High-Empathy Communication - Enduring Trust - Fierce Ingenuity - Team Genius - Resolute Courage - Warrior's Honour
<p>3 Brain sciences and deep leadership</p>	<ul style="list-style-type: none"> • Neuroception and Empathy • Understanding the amygdala hijack • Different types of stress and how the body copes • Validating emotions • Vagal tone and the power of self-soothing • Application to self – staff – children and young people
<p>4 Learning from business</p>	<ul style="list-style-type: none"> • An understanding of how businesses are having to adapt to the "new normal" • Learning from expert business strategists about the challenges of the present and near-future...and applying this learning to the "business" of education and children's services

5 Trauma-informed practice

- ACEs and the retraumatisation of children and young people through Covid lockdown
- Retraumatisation by behaviour policy – the end of zero tolerance?
- Therapeutic schools- policy and practice

6 Learning from Emotion Coaching

Meta-Emotion Philosophy is:

“An organized and structured set of emotions and cognitions about the emotions, both one's own emotions and the emotions of others”(Gottman et al, 1997)

Reflecting on your Meta-Emotion Philosophy will help you to evaluate what you perceive as sources of stress and explain the instinctive behaviours that manifest themselves in response to specific emotions in the workplace environment; applying neuroception and self-soothing to leadership behaviours; growing empathetic leadership

7 Building resilience

- Maslow's hierarchy and self-esteem
- Creating a climate that grows self-belief, self-efficacy and social and emotional resilience

8 Relating to other agencies

- Revisiting the core principles underlying the 2014 SEND Reforms
- Complexity of relationships and impact of different organisational cultures
- Navigating relationships with the child at the heart of activity and outcomes

9 Climate and culture

- Establishing / revisiting the shared values and beliefs of your team, organisation, or school community
- Creating a sense of belonging
- From trauma-aware to trauma-informed
- Lessons in resilience
- Anti-bullying and unconscious bias
- Leader as Coach

10 How do you feel now

- Where are you on the jelly tree? Reviewing your personal journey through the module
- Next steps
- Personal goals and reaching them
- Organisational goals and exceeding them

Who is it for?

This module is specifically and exclusively written for leaders with strategic responsibilities. Deputy Headteachers, Headteachers and Principals, MAT Executive Leaders, Trustees and Governors, Children's Services Leaders, Combined Authority and Public Services Managers from Housing, Health, Social Care, and other Local Authority services will all find considerable benefit from participating in this programme.

How much will it cost?

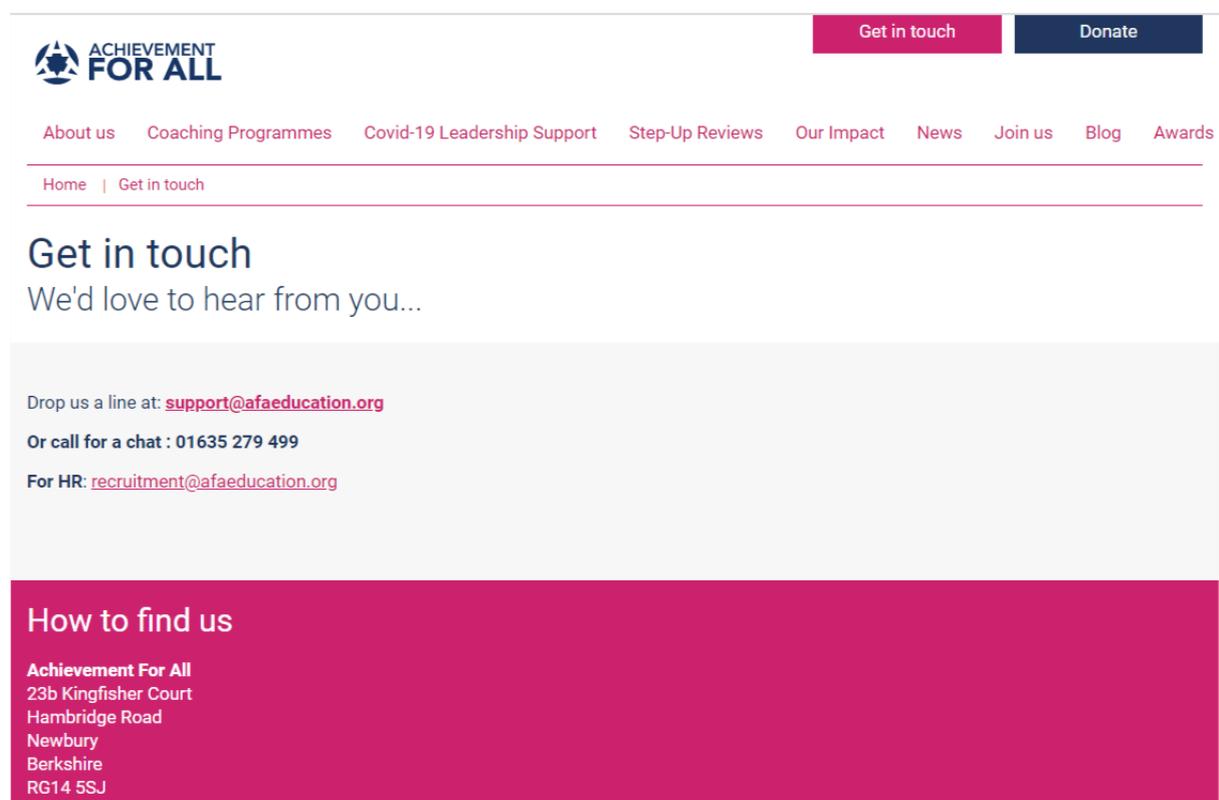
The entry cost for a single education setting is £1,400 + VAT. This includes three half-days of dedicated onsite or virtual support from one of our team of Achievement Coaches plus exclusive access to the Achievement for All Bubble (not to be confused with a Covid-19 one!

Depending on the size and extent of the team that is targeted with the training, and the amount of Coach-led activity who wish to commissions, an affordable package can be negotiated.

The Bubble is our 24/7 online portal which will support professional learning and leadership developments work for a period of twelve months, containing core and extension material, ideas and suggestions from our community of practice, and further reading and optional activities for individual and ground study and reflective practice.

For Local Authority-wide Teams and MATs (Multi-Academy Trusts) with larger teams, please contact Achievement for All for a quotation.

To find out more please contact us: <https://afaeducation.org/get-in-touch/>



The screenshot shows the 'Get in touch' page of the Achievement For All website. At the top left is the logo. To the right are two buttons: 'Get in touch' (pink) and 'Donate' (dark blue). Below these is a horizontal navigation menu with links: 'About us', 'Coaching Programmes', 'Covid-19 Leadership Support', 'Step-Up Reviews', 'Our Impact', 'News', 'Join us', 'Blog', and 'Awards'. Below the menu is a breadcrumb trail: 'Home | Get in touch'. The main heading is 'Get in touch' in a large blue font, followed by the sub-heading 'We'd love to hear from you...'. Below this is a light grey box containing contact information: 'Drop us a line at: support@afaeducation.org', 'Or call for a chat : 01635 279 499', and 'For HR: recruitment@afaeducation.org'. At the bottom is a pink box with the heading 'How to find us' and the address: 'Achievement For All, 23b Kingfisher Court, Hambridge Road, Newbury, Berkshire, RG14 5SJ'.