



## Leadership in English Language Teaching (ELT)

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CEO, NEAS AUSTRALIA



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# Workshop Structure

- 15 mins      Intro and warmer
- 45 mins      Leadership in ELT
- 15 mins      Breakout Challenge
- 15 mins      Presentations
- 30 mins      Action planning and wrap up

# Workshop Objectives

By the end of this workshop you *most probably will...*(!)

- have an idea of four types of leadership: emergent, authentic, inspirational, transformational
- be able to articulate the differences between leadership and management
- have shared your experiences and practice with other leaders in ELT
- be aware of the online resources available at NEAS Online in the NELP online course.



# The Seed for the NEAS ELT Leadership Program

## \$5,000 Seed Funding for Peer Project

A well-known not for profit charity has given \$5,000 in seed funding to a group of four experts in English Language Teaching (ELT). The charity would like to enhance leadership by making human connections between influencers in English language teaching in Australia and Singapore, Cambodia, Indonesia, Vietnam and Malaysia. The seed funding must be spent before May 2019 and must result in a demonstrated positive outcome.

Thank you to Leanne Howarth (Curtin English), Nikki Cole (University of Wollongong College), Michael Richards (ILSC) for the ideas and input in this project.

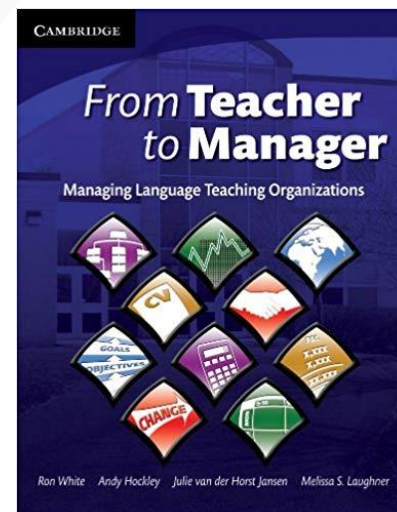
Thank you to Rufus James and Darren Brookes (NEAS) for the first reiteration. Thanks to Visal Sou from ACE Cambodia for his contribution.



# Great Learning Organisations

Great learning organisations:

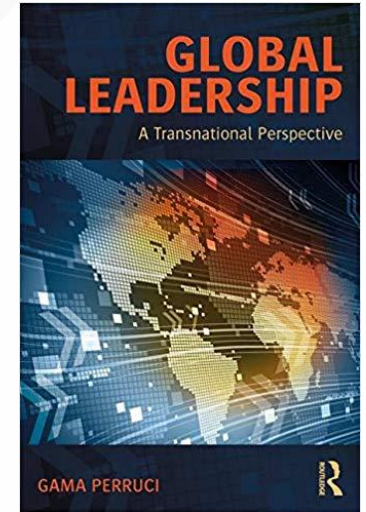
- Clear vision, clear goals
- Purposeful and coherent
- Listens to and learns from consumers (the students)
- Recruits and retains motivated, committed and loyal staff with purposeful management, good internal communication, collegiate culture
- Committed to maintaining and raising quality standards overall (and are profitable because of this)
- Not static but learning organisations



# Cultivating a Global Mindset

## Competencies of a global leader

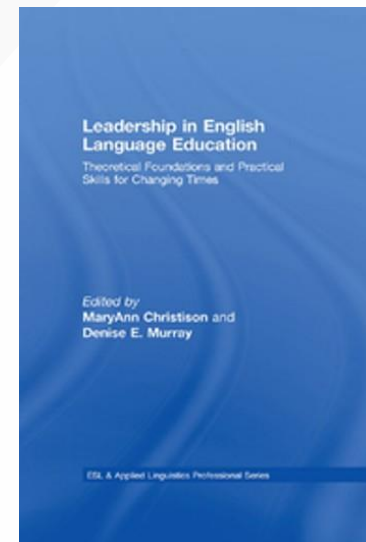
- Developing a global mindset
- Developing intercultural-communication competence
- Leveraging diversity and inclusion
- Managing intercultural conflict
- Leading in the new millennium





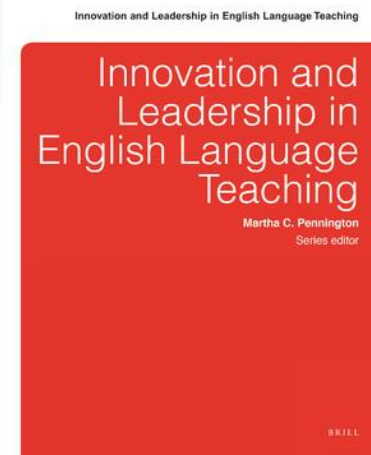
# ELT Leadership in Practice

- Ensuring quality programs
- Developing emotional intelligence in ELT leadership
- Developing leadership IQ in ELT
- Recognising the experience of leadership changes leaders
- Developing Servant-Leadership skills through cooperative development

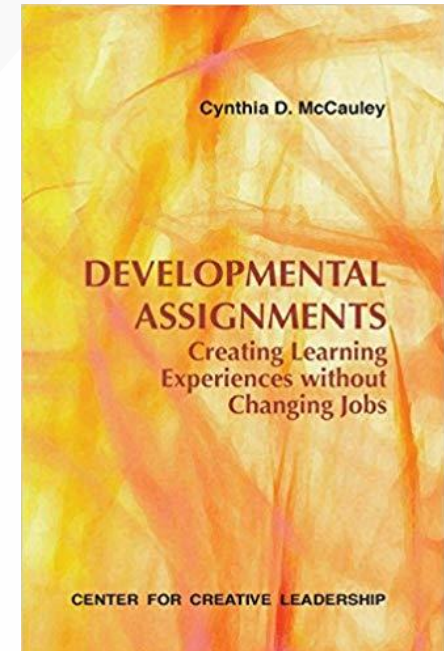


# Innovation and Leadership in ELT

- ELT as a service model
- Climate versus culture (perceptions versus nature)
- Student as consumer
- Teacher as consumer
- Ecological model of the classroom and the ELT Centre



# Core Leadership Competencies

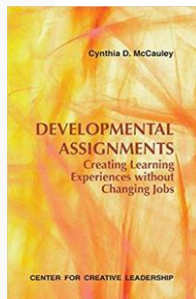


## Problems with Employees

**Description:** Dealing with employees who lack adequate experience, are incompetent, or are resistant to change.

**Benefits:** Gives you the opportunity to deal with people problems, face and resolve conflict, and coach employees to higher levels of performance. Also provides an opportunity to learn to balance toughness and empathy.

Reshaping Your Job	Temporary Assignments	Outside the Workplace
Take on the responsibility of coaching employees with performance problems in your group.	Resolve a conflict with a subordinate.	Coach a sports team.
Manage the training of new employees in your group.	Commit to handling an employee performance issue you've been avoiding.	Be trained as a volunteer mediator.
Delegate one of your job responsibilities to a direct report.	Hire and implement a development plan for an employee who shows promise but doesn't have the needed experience for the job.	
	Work to retain a valued employee who is thinking about leaving the organization.	
	Fire an employee who has not met performance standards despite coaching and support.	
	Champion a change your group has been resisting (e.g., using a new organizational procedure or switching to a new technology).	
	Engage your direct reports in a goal alignment exercise.	



## Managing Yourself

Sets personal goals.

Manages time well.

Proactively manages own career.

Handles stressful experiences with energy and resilience.

Balances work priorities and personal priorities.

Experiences in which you can practice setting priorities, managing stress, and keeping balance amidst the pursuit of difficult goals (*Inherited Problems, Problems with Employees, High Stakes*).

- Take on your unit's most dissatisfied customer or difficult supplier.
- Join the board of a struggling non-profit organization.
- Serve on a task force to solve a major organizational problem.
- Champion a change your group has been resisting.
- Manage an annual organizational event with high visibility.
- Do a tight-deadline assignment for your boss's boss.
- Work on a local political campaign.
- Chair a professional conference.



# Breakout Challenge

## 2.30 – 3.00pm (30 mins)

- Discuss a key question about leadership and professional development with your group
- Brainstorm challenges you face in your organisation
- Write your ideas on paper
- Prepare 2 minute presentation
- Three key points
- Focus on outcomes
- Prize for group with the most entertaining presentation!

# Key Concepts

- Great Learning Organisations
- Cultivating a Global Mindset
- ELT Leadership in Practice
- Innovation and Leadership in ELT
- Becoming a Better Leader by Teaching Leadership



# Focus Questions

1. As managers, what you can do to support the continual professional development of the teachers as leaders?
2. How can we encourage/challenge the long-serving teachers to continue to look for opportunities for growth as leaders?
3. How do we encourage teachers to explore new ideas or conduct action research in their classrooms about leadership?
4. As managers, how do we develop a culture that welcomes criticism/ constructive feedback?
5. As managers, should we give chances to staff to evaluate the managers' performance? In what ways should this be conducted?
6. How can we encourage collaboration between centres across ASEAN and Australia?

# Genre of Performance

1. News item
2. Television commercial
3. Political campaign announcement
4. Movie trailer
5. David Attenborough
6. Shopping channel on TV

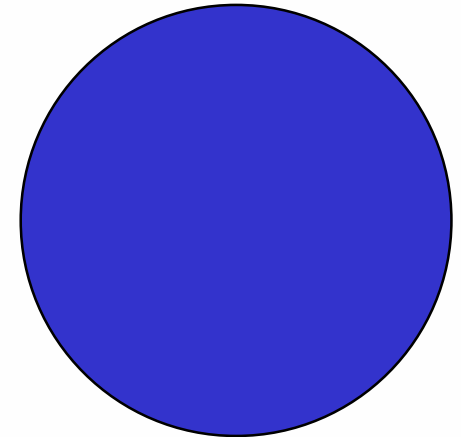
## Group 1: News Item

As managers, what you can do to support the continual professional development of the teachers as leaders?

2 minutes

### Key Points from the Group(s)

- 1.
- 2.
- 3.



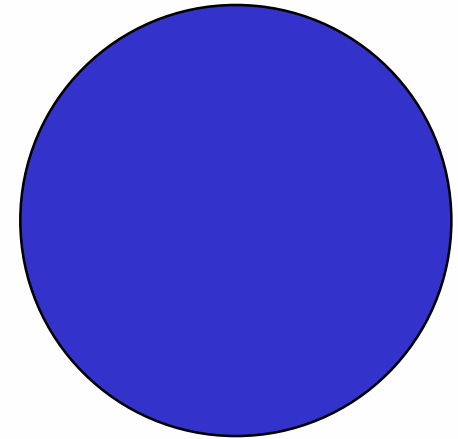
## Group 2: Television Commercial

How can we encourage/challenge the long-serving teachers to continue to look for opportunities for growth as leaders?

### Key Points from the Group(s)

- 1.
- 2.
- 3.

2 minutes



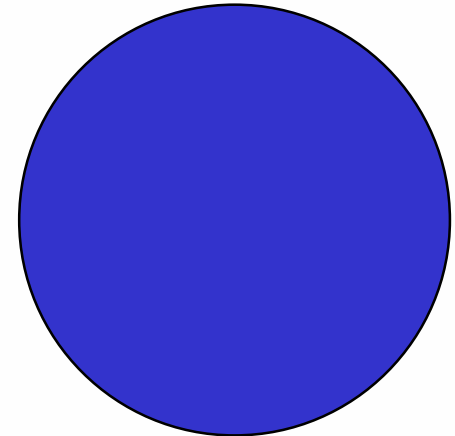
## Group 3: Political Campaign Announcement

How do we encourage teachers to explore new ideas or conduct action research about leadership in their classrooms?

2 minutes

### Key Points from the Group(s)

- 1.
- 2.
- 3.



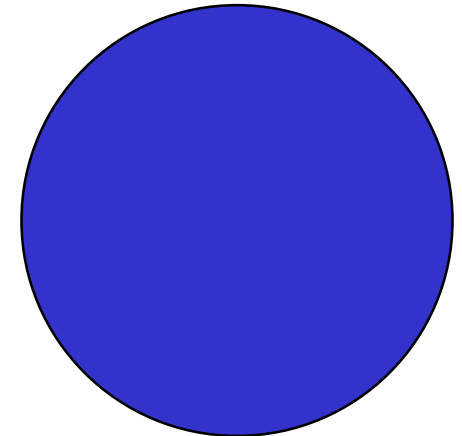
## Group 4: Movie Trailer

As managers, how do we develop a culture that welcomes criticism/ constructive feedback?

### Key Points from the Group(s)

- 1.
- 2.
- 3.

2 minutes

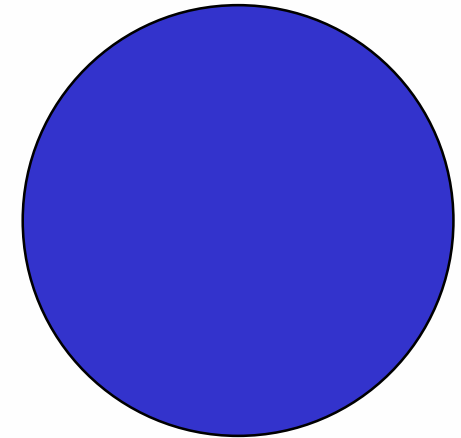




## Group 5: David Attenborough

As managers, should we give chances to staff to evaluate the managers' performance? In what ways should this be conducted?

2 minutes



### Key Points from the Group(s)

- 1.
- 2.
- 3.

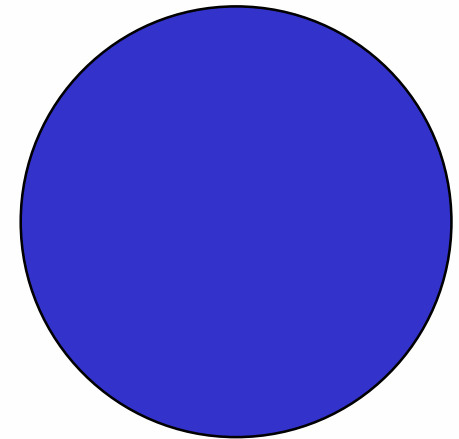
## Group 6: Shopping Channel

How can we encourage collaboration between centres across ASEAN and Australia?

### Key Points from the Group(s)

- 1.
- 2.
- 3.

2 minutes



And the winning group is...



# Types of Leaders

## Emergent

- Leader versus manager
- Language teacher to ELT manager
- Navigating change
- Leaders and followers

## Authentic

- Purpose
- Values
- Relationships
- Self-discipline
- Heart

## Inspirational

- Passion
- Purpose
- Authenticity

## Transformational

- Intellectual Stimulation
- Individualized consideration
- Idealised influence
- Inspirational motivation

# English Language Teaching (ELT) Leadership Forum Online Course

## Course Design

### Thiagi's Four Doors

- The Library (Readers are Leaders!)
- The Cafe (Social Learning)
- The Playground (Learning as Play)
- Assessment Centre (Formative and Summative)

**NEAS Canvas**

**[www.neas.instructure.com](http://www.neas.instructure.com)**

The Library



The Cafe



The Playground



Assessment Centre



**[neas.org.au](http://neas.org.au)**

# English Language Teaching (ELT) Leadership Forum Online Course

## Next Steps

1. Log into course after this workshop.
2. Complete all four doors in any order.
3. Complete Assessment Centre to receive badges.
4. Collect all badges to receive the course certificate.

**NEAS Canvas**  
**[www.neas.instructure.com](http://www.neas.instructure.com)**

The Library



The Cafe



The Playground

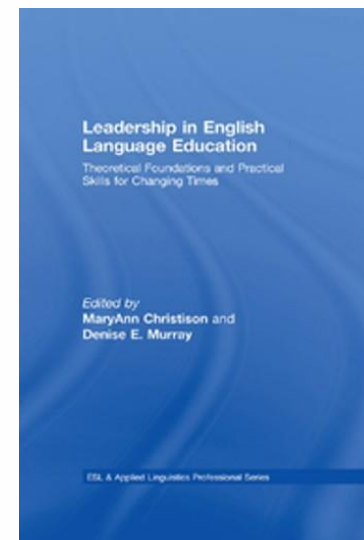
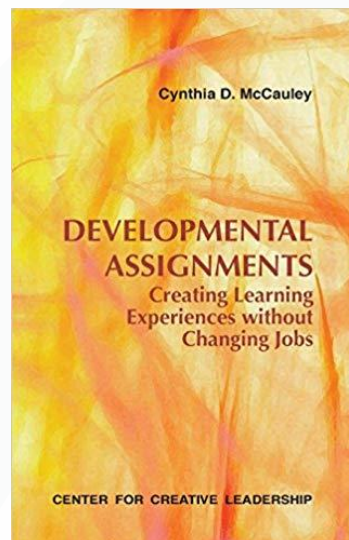
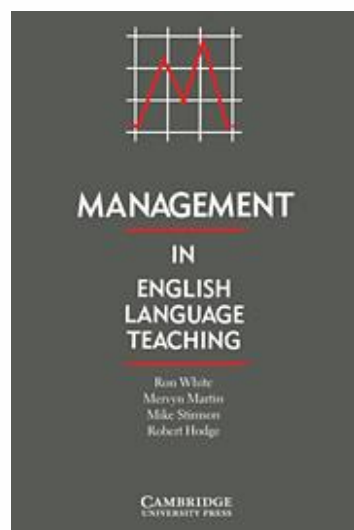
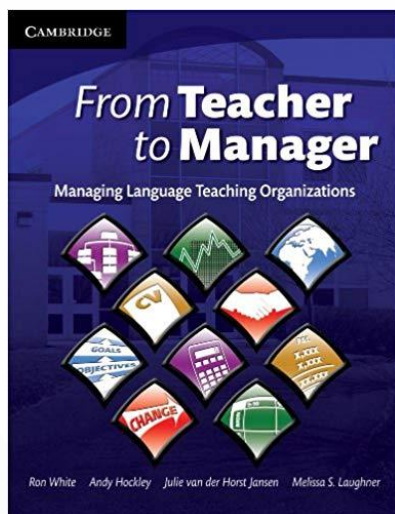
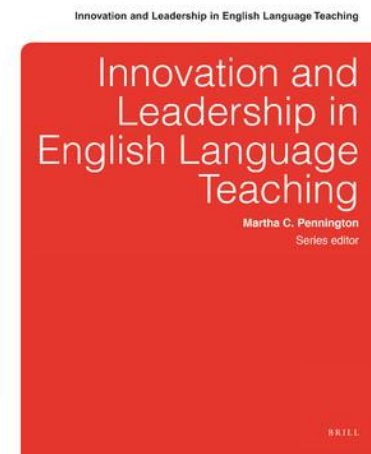
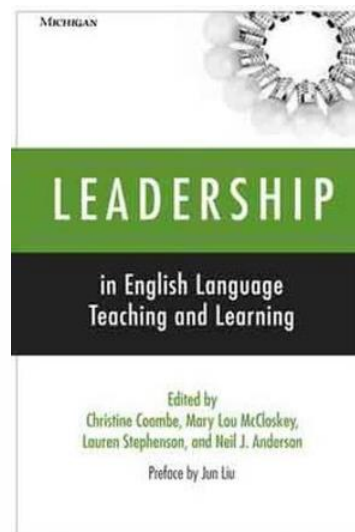
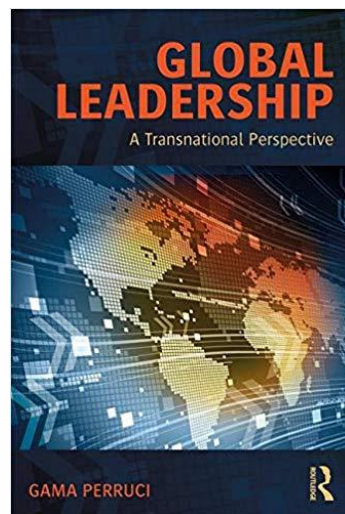
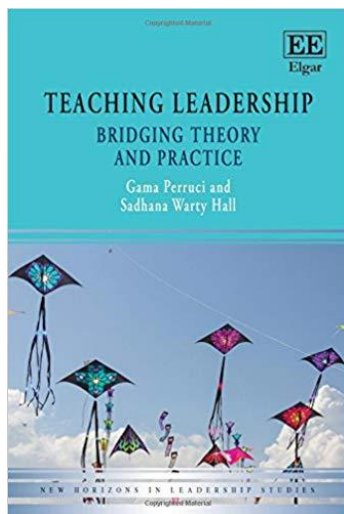


Assessment Centre





# Suggested Readings



# How can **NEAS** assist you?





# Transformative Journeys in Education

NEAS MANAGEMENT CONFERENCE 6-8 MAY 2020  
DOLTONE HOUSE SYDNEY AUSTRALIA

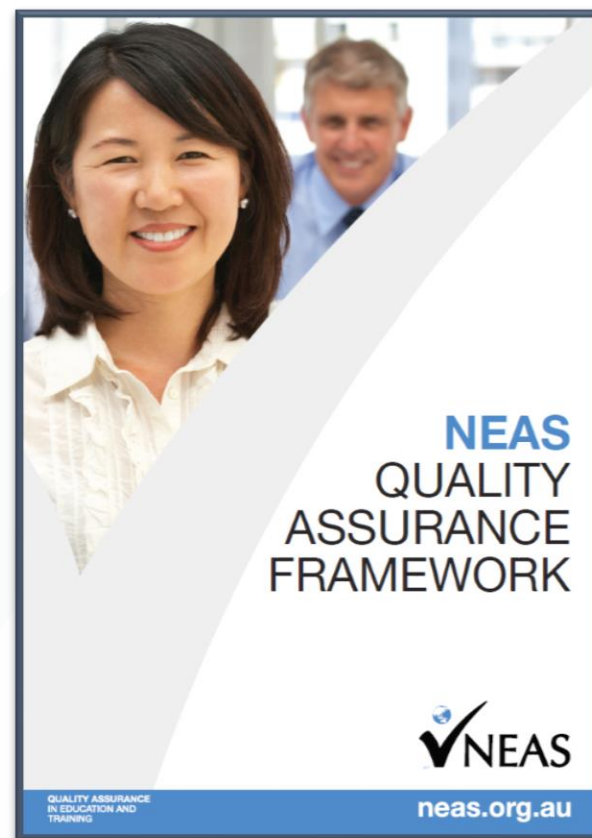
AS A LEADER, TEACHER, PRACTITIONER, PROFESSIONAL OR STUDENT IN EDUCATION,  
WHAT TRANSFORMATIVE JOURNEYS HAVE YOU SEEN OR EXPERIENCED?

HOW CAN WE HARNESS THE POWER OF JOURNEYS IN CREATING AND MAINTAINING  
A SUSTAINABLE FUTURE IN EDUCATION?

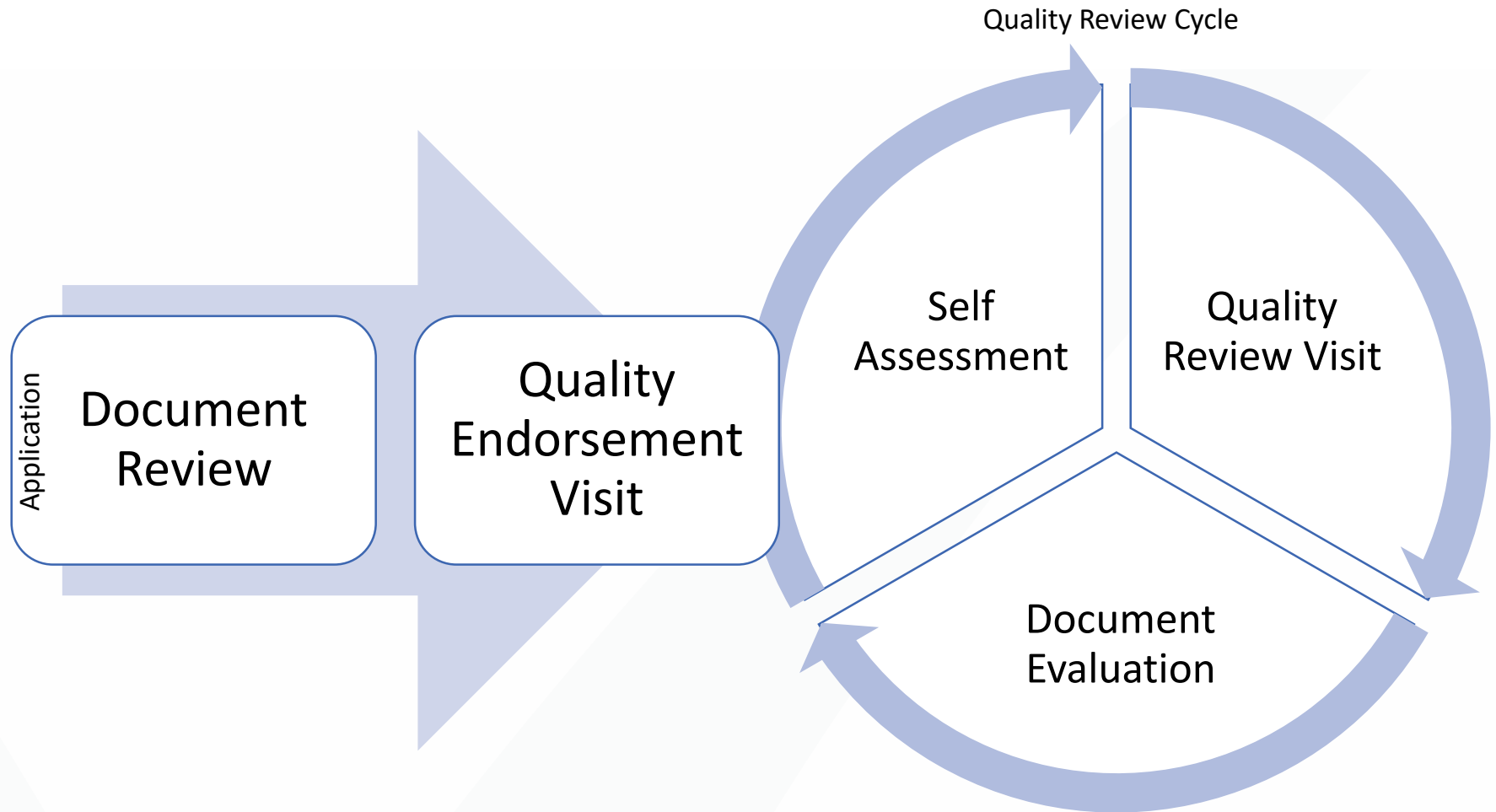
# Our Framework for Quality Assurance

## QUALITY AREAS

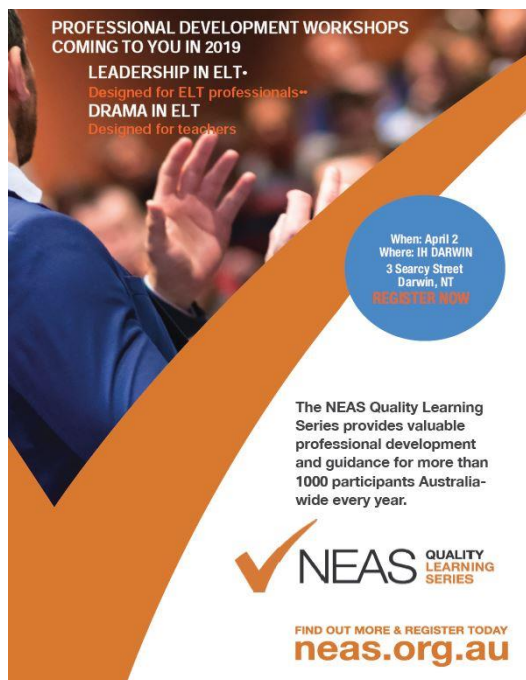
- A. TEACHING, LEARNING AND ASSESSMENT
- B. THE STUDENT EXPERIENCE
- C. RESOURCES AND FACILITIES
- D. ADMINISTRATION, MANAGEMENT AND STAFFING
- E. PROMOTION AND STUDENT RECRUITMENT
- F. WELFARE OF STUDENTS UNDER 18 YEARS
- G. STRATEGY, RISK AND GOVERNANCE
- H. ONLINE DELIVERY
- I. ELT QUALIFICATIONS



# NEAS Quality Endorsement at a glance








PROFESSIONAL DEVELOPMENT WORKSHOPS  
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**LEADERSHIP IN ELT**  
Designed for ELT professionals

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Designed for teachers

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Where: IH DARWIN  
3 Searcy Street  
Darwin, NT  
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The NEAS Quality Learning Series provides valuable professional development and guidance for more than 1000 participants Australia-wide every year.

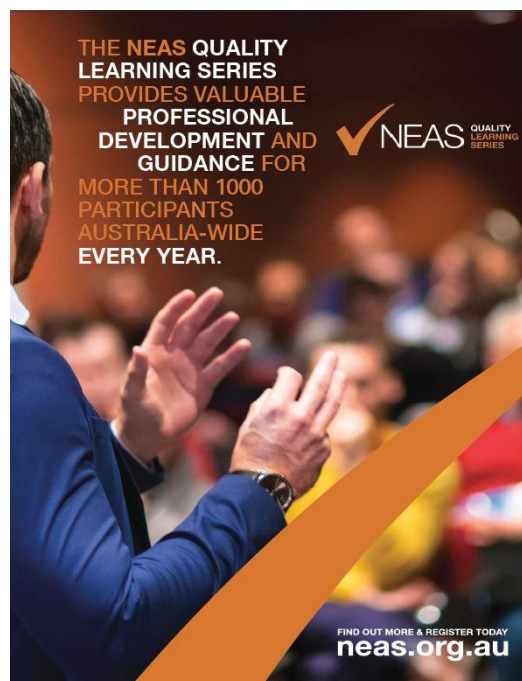
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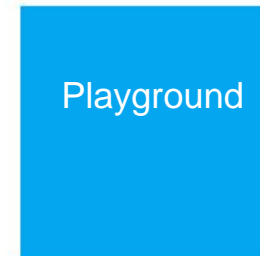
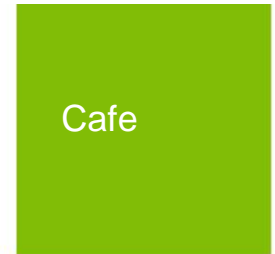
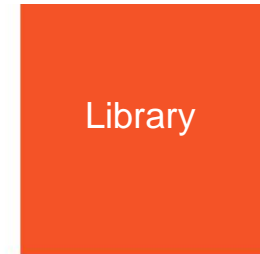
FIND OUT MORE & REGISTER TODAY  
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- **Brisbane** 1 March (Sarina Rosso)
- **Darwin** 2 April (International House)
- **Perth** 7 June (University of Western Australia)
- **Adelaide** 5 July (University of Adelaide College)
- **Brisbane** 26 July (Central Queensland University Brisbane)
- **Canberra** 16 Aug (ANU College)
- **Sydney** 13 September (Macquarie University International College)
- **Melbourne** 4 October (Deakin University)
- **Hobart** 25 October (University of Tasmania English Language Centre)
- **Cairns** (James Cook University Cairns Campus) 11 October.



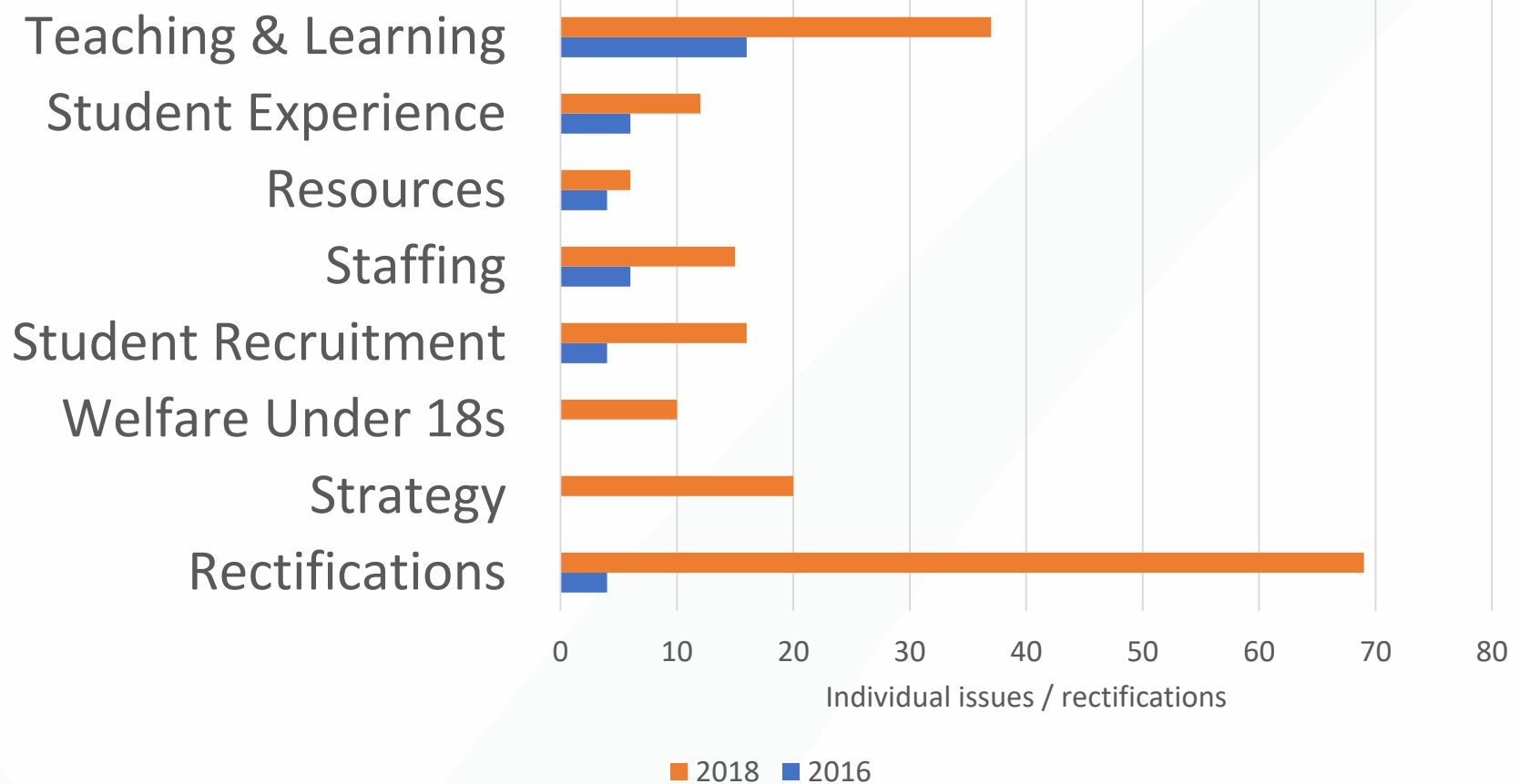


1. Strategy, Risk and Governance
2. Teaching, Learning and Assessment
3. The Student Experience
4. **Leadership in ELT – NEW!**
5. **Online Delivery - NEW! Coming Sep 2019**
6. **Welfare of Students Under 18 – NEW! Coming Oct 2019**
7. **Administration, Management and Staffing – NEW! Coming Feb 2020**
8. **Promotion and Student Recruitment – NEW! Coming Mar 2020**



# Quality Issues and Rectifications

Quality Issues Identified 2016 vs 2018



# NEAS Awards: 25 Years and Premium Products

## The University of Queensland (ICTE-UQ)



Sir Llew Edwards Building (#14)  
University of Queensland St Lucia  
QLD 4072 Australia

07 3346 6700

[enquiries@icte.uq.edu.au](mailto:enquiries@icte.uq.edu.au)

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<http://www.kaplaninternational.com/>

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<http://www.jpica.com.au/>

- High School Preparation
- International Primary Preparation



# Questions and Comments

1. What are the hurdles you may have in being a leader in ELT?
2. What actions can you take to develop your leadership skills?
3. How can you develop others' leadership skills?
4. What will you do from today?



# Feedback

We value your feedback. Please take a moment to fill out this short survey on this new workshop.

<https://www.research.net/r/L8NQKFJ>

Many thanks!

