



evolve
leadershaping

The Evolve Programme

A game-changing leadership development programme for schools in challenging times

"I can wholeheartedly say that Evolve is the reason I became the Senior Leader I am today. When you commit to the programme, even if you are the most cynical of people, you are taken on a journey mentally, physically and emotionally to uncover your true values and beliefs and learn how to engage in quality conversations. The programme is designed in such a way that you learn at every opportunity. You learn about yourself and you learn about how to work best with your colleagues to maximise the impact you have as a leader in your school. I endorse the power of the programme to unlock potential in leaders in schools to lead with true vision and absolute authenticity."

Amy Anderson
Head of School, GLF Schools

What is Evolve?

Evolve is a development programme designed specifically for Multi-Academy Trusts and Local Authorities that want to create a shared culture of leadership and learning across their schools. It's for organisations that need exceptional leaders who can build the trust and connection needed to motivate teachers to take responsibility for their own improvement.

The never-ending changes in education mean that resilience is a critical attribute for any school. Leading in the current environment is no longer just about managing people and resources efficiently – it's about leading people through uncertainty and really tough times where the need to adapt is constant. Evolve develops leaders at all levels of school life who can be bold and creative when times are tough and the potential for demotivation is high.

Leaders are equipped to:

- Bring out the best in teachers, building their self-confidence, ambition and creativity
- Create a learning culture where everyone embraces continuous improvement
- Have skilful, challenging conversations that move people and situations forward with clarity
- Motivate others and create a shared sense of purpose and responsibility for success.

The results of their leadership are:

- Healthier, happier, more resilient teachers who work effectively together
- A common culture across the MAT/LA whereby honest conversations are the norm and feedback is welcomed by all
- Increased collaboration, efficiency and impact
- Increased staff recruitment and retention.





“The impact of the Evolve programme has been transformational across the academies I have led. I believe it should be a compulsory element of the talent management framework to develop cohesive, effective senior leadership teams and high performing/high potential individuals across different academies.”

Dr Chris Tomlinson
CEO of Co-operative Academies Trust

Evolve and culture change

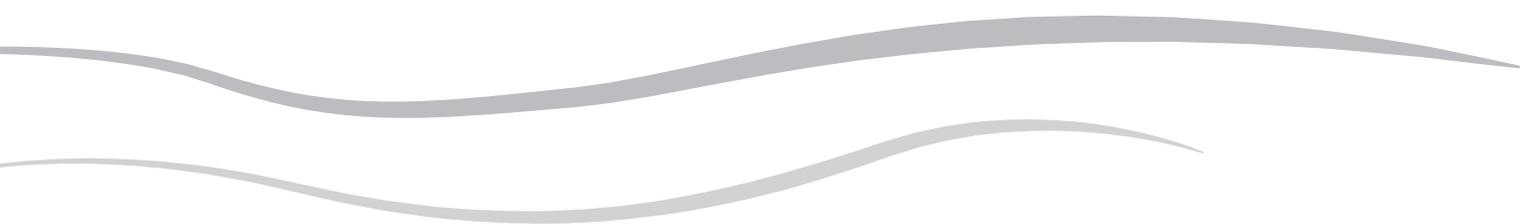
Great schools have great cultures. Cultures that enable teachers from all backgrounds and levels of experience to bring the best of themselves to school and to thrive while they're there. Great cultures promote buy-in to a common cause and consistency in approach to work. In a great culture everyone knows what's expected of them and accountability is shared across the organisation. Leadership, at all levels, plays a critical role in this endeavor. Our aim therefore is to help MATs and LAs achieve this highly functioning and sustainable leadership culture and ethos throughout the school system.

Great cultures are not formed overnight. They need to be curated over time. It can take several years to turn around and embed a culture, but when done properly, the effects can be long lasting. In our experience, it's worth the effort. This is why we like to partner with MATs and LAs over the long term and stand by them as we see the change through together.

Systemic change

An important element of the Evolve programme is supporting systemic change alongside individual change. At the same time as participants are developing their self-awareness, confidence and communication skills, we help them become aware of the intricate web of norms, beliefs and relationships within the organisation, so that they can work with their fellow leaders to shift these if necessary.

This is why Evolve is facilitated by coaches, rather than trainers. Every programme is different, because different groups bring different issues and challenges. Our coaches work with each group as an intact 'system' to help them develop the awareness and skill set required to understand and influence a complex system.

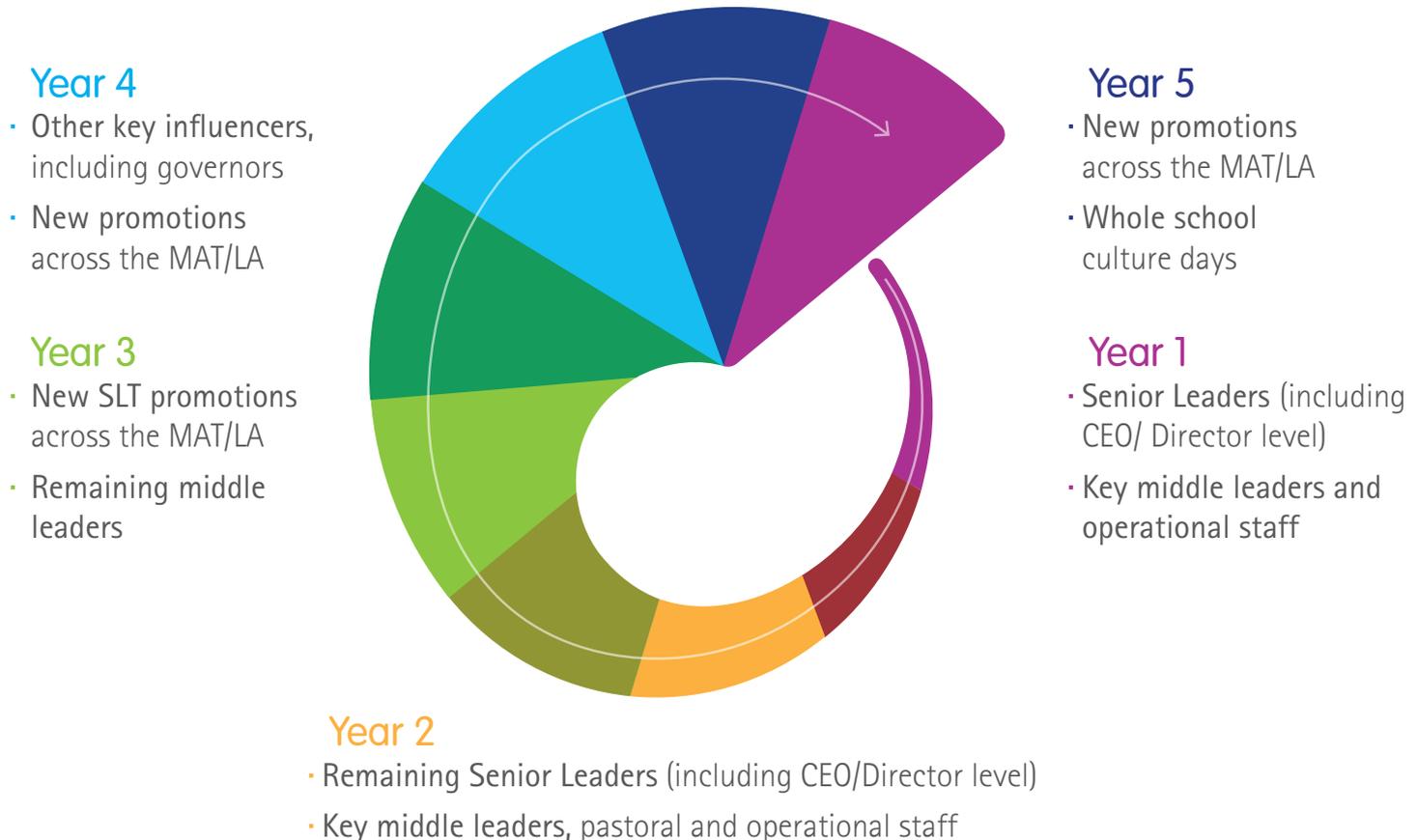


Transforming a MAT or LA: An **Example** Approach

To make Evolve a practical and worthwhile development solution for MATs and LAs we like to work to a 5-year plan, which ensures that sustainable culture change is achievable in the long term.

We suggest that schools in the organisation are split into clusters of 3, with 5 leaders from each school attending each Evolve cohort. With two Evolve programmes running each year for each cluster, schools can train at least ten of their leaders each year. This makes it affordable not just in terms of cost but also in time and logistics. It also promotes trust and connection between schools, which is vital for a thriving interdependent organisation, greater than the sum of its parts.

The value of developing a network of 'Evolvers' across a Trust who support and challenge one another on an ongoing basis and help generate a sense of belonging to an organisation bigger than their own school cannot be underestimated.



Evolve and Diversity

At JMA diversity is neither an agenda to be championed nor a bandwagon to be jumped on. Instead, diversity is at the heart of everything we believe about leadership.

We know that brilliant leaders come from all walks of life and all stages of life. We hold that leadership qualities can be found, nurtured and unleashed in all settings and in all people. We believe that the most effective leadership teams are those in which diversity of opinion, style and background is fought for and cherished, and where diverse talent is sought out, recognised and harnessed.

And yet, workforce data reveals that schools can be as guilty as any of our country's institutions of raising up leaders in a particular style and from a particular background, perpetuating rather than challenging the myth that leadership is the preserve of the few.

The Evolve programme supports leaders who are fearless in their approach to difference and intentional in progressing the careers of colleagues from demographics traditionally underrepresented in school leadership.



Evolve does this in three distinct ways

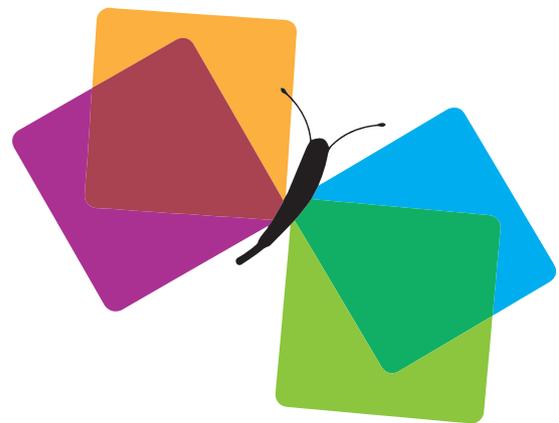
Firstly, it builds the self-awareness of all participants, helping them to recognise and be confident in their own leadership style. This self-awareness provides the leverage with which to both appreciate the strengths and styles of others, and to challenge participants to take responsibility for building trusting relationships with all their colleagues, regardless of difference, and to understand how to adapt to allow others to thrive.

Secondly, we equip participants with the skills to build a listening culture in their schools, a culture in which leaders seek out and value the voices of all stakeholders, are unafraid of challenge, and are energised and enriched by a community to which all belong.

Thirdly, the Evolve programme seeks to unleash the unifying and transformative power of our shared purpose as educators. We do this by encouraging participants to articulate and stand in their values, and by supporting school leaders to create and sustain a vision in which all members flourish.

In times of crisis, challenge and change, resilience is bred by a sense of belonging. We support school leaders in creating an inclusive school culture with robust and healthy systems.

This requires leaders to inhabit a mindset of **responsibility, possibility, compassion and vulnerability**. These values are at the heart of Evolve.



Programme overview

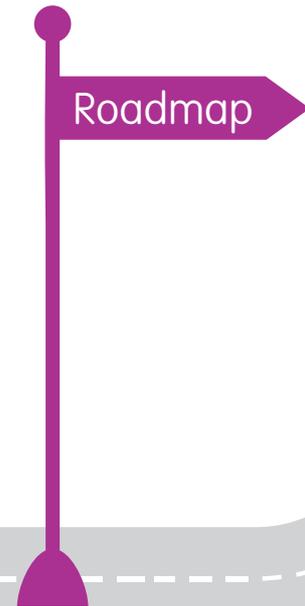
Evolve is a process that challenges people to rethink their approach to themselves and to others. As such, it's a flexible programme that can be customised for leaders at any level and is suitable for groups of up to 15. The content can be tailored to support your specific leadership needs, whether improving performance management or managing complex change.

While there is an element of 'training', for example in how to coach effectively, this is not a chalk and talk programme and we don't tell you "this is how it's done". Our programmes use the expertise and experiences of the participants to facilitate self-reflection and learning. This approach means that all the content is immediately relevant to the challenges that your leaders are facing.

Evolve is facilitated by coaches, rather than trainers, and each participant can be supported with 1:1 coaching during and after the programme to create a more bespoke learning experience.

Systemic change

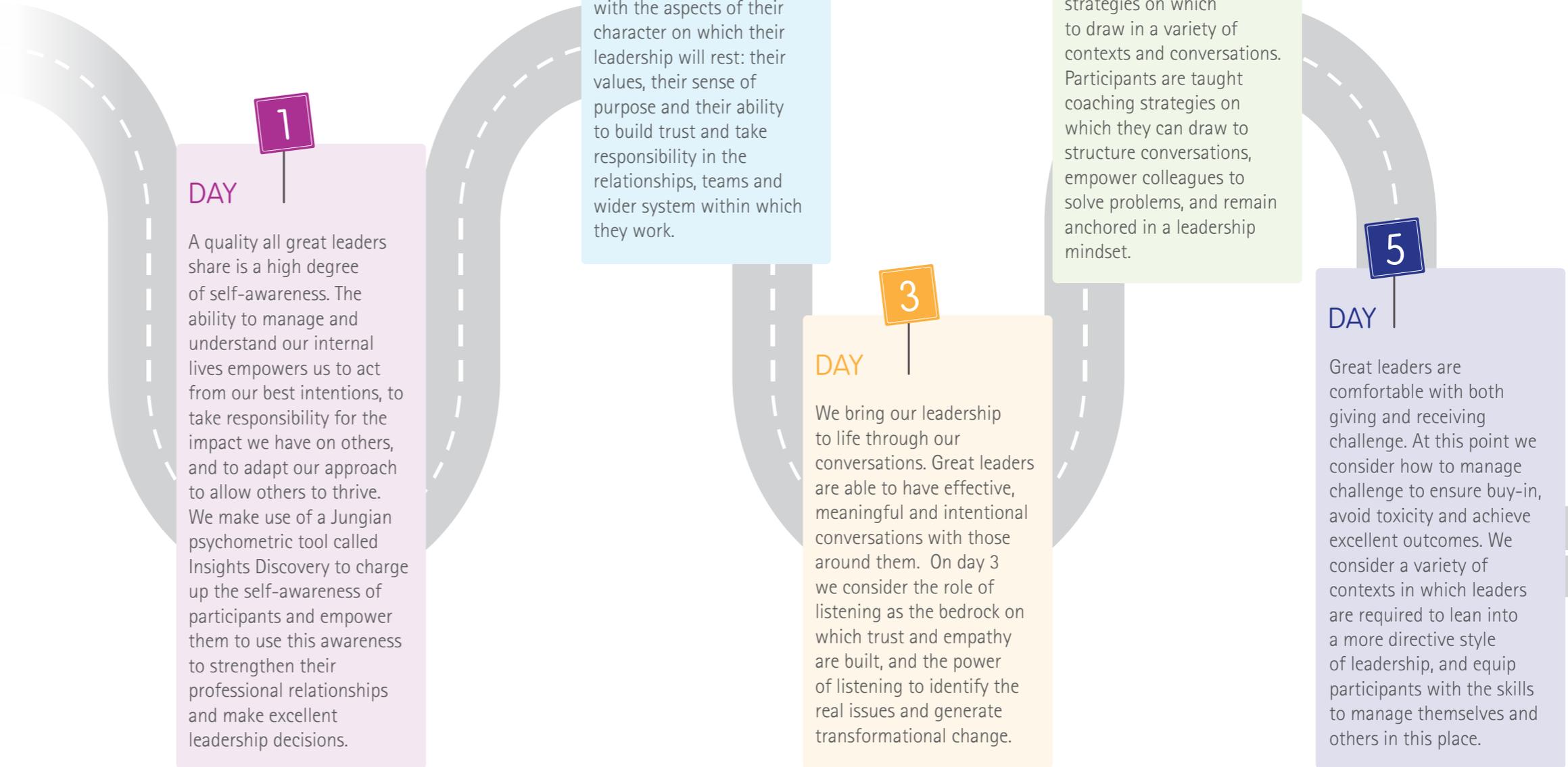
An important element of the programme is supporting systemic change alongside individual change. At the same time as participants are developing their self-awareness, confidence and communication skills, we help them become aware of the intricate web of norms, beliefs and relationships within the organisation, so that they can work with their fellow leaders to shift these if necessary.



Elements of the Evolve Foundation Programme

These can be customised for your organisation.

- **Evolve 360 Review** that gathers feedback from colleagues to assess each participant's strengths in their current role against the Evolve 'Attitudes'.
- **Insights Discovery™** personal profiles – A psychometric tool based on Carl Jung's work that we use to facilitate self-awareness, the cornerstone of the programme.
- **Five full-day workshops** – The content for the foundation programme is delivered over five days, which can be spaced across a few weeks or a few months.
Between workshops participants receive homework materials to inspire and engage them around the content. They are encouraged to apply their learning to make changes in their teams, and to share what they have learnt with their peers.
- **1:1 Coaching sessions** – To embed learning and support the wider change effort across the organisation, each participant can have 1:1 sessions with an Evolve coach.
- **An evaluation** – This may include a follow up of the Evolve 360 Review and an organisational impact survey to measure impact of the programme on individuals, teams and on the broader organisation.





"I very quickly put into practice some of the models I had been taught during conversations with my colleagues, but also in my teaching practice. From a measurable point of view, the exam results of my students made a marked increase that summer afterwards."



"I felt that there was a real investment in me as a professional. The programme addressed the wider aspect of being a professional and gave practical and creative solutions to everyday issues."

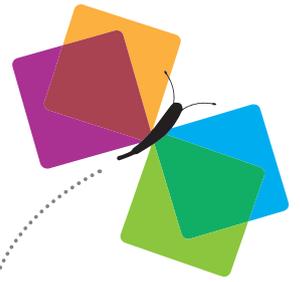


"The Evolve programme is developing a great change in not just my own leadership but also in the leadership of many different people in a plethora of roles in the organisation. It has created a much greater sense of vision, passion and purpose. It strikes a rare and surprising balance between urgency for change and deep reflection."

Behind Evolve: Jill McMillan Associates

Jill McMillan Associates was born out of an overwhelming belief in the power of leadership to make a difference in the world. We have worked with organisations of all shapes and sizes, in the private and public sector – from multinational companies to international charities, from schools to start-ups. Despite being vastly different in their activities, these organisations have all had one thing in common: they value their people and they understand that leadership is crucial to making change happen, not only in their own organisations, but in the wider world. Evolve is one of the flagship programmes that we deliver with the belief that teachers should receive the same high quality professional development as executives enjoy in the corporate sector.





Get in touch...

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