

A Case Study of School Improvement by Manor Multi Academy Trust in partnership with Leadership Edge

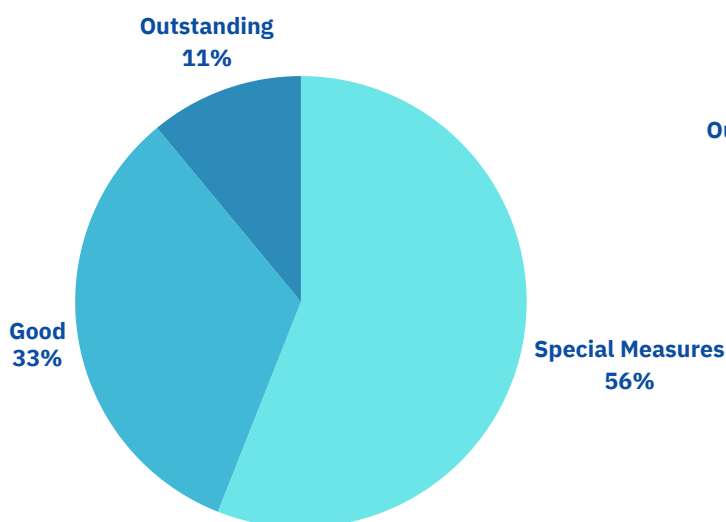


CONTEXT

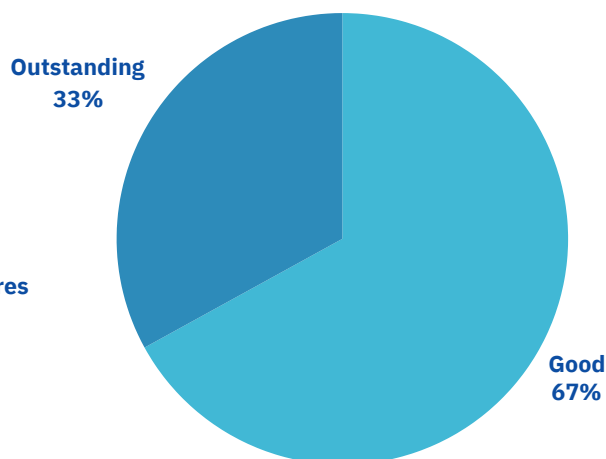
Manor Multi Academy Trust consists of 9 primary schools in the West Midlands. 7 of our schools are in areas of high deprivation across the Black Country and 2 in Staffordshire. The original school, Manor Primary has remained outstanding for 20 years, most recently inspected in Dec 2022.



Six schools came into the Trust in special measures with significantly challenging and unstable conditions. All schools have now been inspected under the MAT with two moving from SM to outstanding and the others to good (some with outstanding elements.)



Manor MAT Schools Before Conversion



Manor MAT Schools After Conversion

PRIORITIES

This turnaround was accomplished through strategic system support, ensuring a robust framework for school improvement. We prioritised quality teaching provision, focusing on enhancing instructional methods and student engagement.

Leadership development was also a key component, with targeted programs and secondments that equipped school leaders with the skills to drive and sustain positive changes.

Group collaboration has been central. By encouraging open communication and the exchange of diverse ideas, teams have been able to harness their collective intelligence to solve problems more effectively and innovate. Collaboration built trust and fostered strong interpersonal relationships, making team members feel connected and invested in each other's success.

With a change of CEO in January 2024, we seek to 'Honour the Legacy, and Champion the Future'. Our unwavering commitment to our 4 core values: Integrity, Collaboration, Ambition and Inclusion, underpins our Manor Mindset, providing a clear way of doing things and treating one another. It is everyone's responsibility to live and breathe our Manor Mindset as we continue our mission to "Create Futures Together."

“*Collaboration built trust and fostered strong interpersonal relationships, making team members feel connected and invested in each other's success.*”

BUILDING COACHING CAPACITY

Manor MAT uses coaching leadership to foster group collaboration and shared celebration, significantly enhancing the connection between people and cultivating a thriving culture of leadership. Coaching leadership involves guiding individuals to reach their full potential by providing support, feedback, and development opportunities. This leadership style emphasises active listening, empathy, and personal reflection, creating a supportive environment where team members feel valued and motivated to excel.

We develop coaching expertise through the Leadership Edge three-tier process of coach development, empowering our coach leaders to help colleagues develop and improve.

Our focus on embedding a coaching culture has built capability and capacity across a range of areas of school improvement (See *outcomes*). The investment in providing a safe space for our staff team to be heard, reflect and be proactive in developing themselves, their teams and their school creates the conditions for sustained and meaningful improvement.

Connecting our internal coaches to coach across the nine schools in our trust, we grow culture and leadership through our open and transparent approach to leadership. We have now created a MAT wide coaching offer, and Pure Coaching will continue to be made available to all staff in the MAT.



Coaching's impact on connecting people and growing a culture of leadership are two strong examples of how at Manor MAT we are proactive in shaping the people, culture and capacity within the organisation.

“
We develop coaching expertise through a three-tier process of coach development.”

Read about the start of this journey in our book 'PURE Coaching' by Jan Rudge and Hayley Guest, available on Amazon for £12.99



“
A school is the product of its culture and unless you get under the skin of it, you will only ever apply school improvement plasters.

- Hayley Guest, CEO, Manor MAT

OUTCOMES

• Wellbeing

This strong focus on our people strategy provides a supportive working culture for staff. We were proud to be a 2024 finalist in the Optimus MAT Excellence Awards for Wellbeing.

• Professional Development

Our collaborative approach means many of our leaders have gained experience by working across our trust schools, developing their coaching leadership skills and thereby gaining insight into many different roles and challenges.

• Recruitment and Retention

Our coaching culture has contributed towards the recruitment and retention of our staff. At a time when many schools are struggling in their recruitment, we have continued to attract high quality applicants in both their early career years and those commencing their leadership journey for the first time.

• Organisational Development

Coaching Leadership not only strengthens individual and team performance but also cultivates a culture of continuous learning and development. It drives organisational growth by creating an environment where people are connected, engaged, and committed to the collective mission. Ultimately, this leads to dynamic leadership, innovation, and sustained success.

• Student Outcomes

This holistic approach has created an environment conducive to excellence, resulting in significant improvements in student outcomes and overall school performance. Manor MAT's commitment to systemic developmental support alongside strong, confident leadership has been instrumental in these schools' journeys towards educational success.