

Guidelines for globally effective ELT leaders for discussion

Good leadership development is...	Coherent	Individualised	Contextualised
<b>Influenced by others</b>	<p>Crafted development pathway</p> <ul style="list-style-type: none"> <li>Overseen by supervisor/manager</li> <li>Informed by theories of adult learning</li> <li>Situated in workplace culture of learning and leading</li> </ul>	<p>Appropriate manager/supervisor support</p> <ul style="list-style-type: none"> <li>Tracking individual growth</li> <li>Good leadership modelling</li> <li>Role/task clarity</li> <li>Learning-to-lead conversations</li> <li>Psychological safety in safe-to-fail environment</li> <li>Resources released</li> </ul> <p>Mentors/coaches</p> <ul style="list-style-type: none"> <li>Focused guidance and support</li> </ul> <p>Peers</p> <ul style="list-style-type: none"> <li>Support</li> <li>Collaborative sense-making and learning</li> </ul>	<p>Organisational, sector and discipline level contributions</p> <ul style="list-style-type: none"> <li>Peer networks</li> <li>ELT communities of practice</li> <li>Language Teaching Associations</li> <li>Industry and other sector bodies</li> <li>Academic community</li> </ul>
<b>Experiential</b>	<p>Development pathway</p> <ul style="list-style-type: none"> <li>Recognises that learning occurs over time</li> <li>Creates opportunities to translate theory into practice</li> <li>Provides scaffolded and adaptable experiences, increasing in responsibility, complexity and diversity</li> </ul>	<p>Experiences</p> <ul style="list-style-type: none"> <li>Appropriate for capability level of leader</li> <li>Work with specialisations and interests, especially at lower levels</li> <li>Supported with feedback                             <ul style="list-style-type: none"> <li>On tasks and performance</li> <li>On associated learnings</li> </ul> </li> </ul>	<p>Experiences</p> <ul style="list-style-type: none"> <li>Situated in the workplace</li> <li>Include exposure to the 'big picture' of the organisation/sector/discipline</li> <li>Extend to other ELT contexts such as language teaching association (LTA) projects, industry initiatives etc</li> </ul>
<b>Self-directed (partially)</b>	<p>Engagement with structured learning of leader's choice</p> <ul style="list-style-type: none"> <li>Formal leadership programs</li> <li>Knowledge creation through small research projects</li> </ul>	<p>Own choice</p> <ul style="list-style-type: none"> <li>What and how to learn</li> <li>Guided by needs and interests</li> </ul> <p>Reflection on</p> <ul style="list-style-type: none"> <li>Self</li> <li>Performance</li> <li>Learnings, events etc</li> </ul>	<p>ELT-specific materials</p> <ul style="list-style-type: none"> <li>Conferences, workshops, events, etc</li> <li>Research literature</li> <li>Self-help materials</li> </ul>