

This slide is for internal use only

- This presentation includes discussions on coherence and breakpoints
- For future presentations, the presenter can opt to substitute the discussion on convergence for a new one on alignment (suggest after slide 9?) as this is the bit that is most contentious and audiences are most interested in



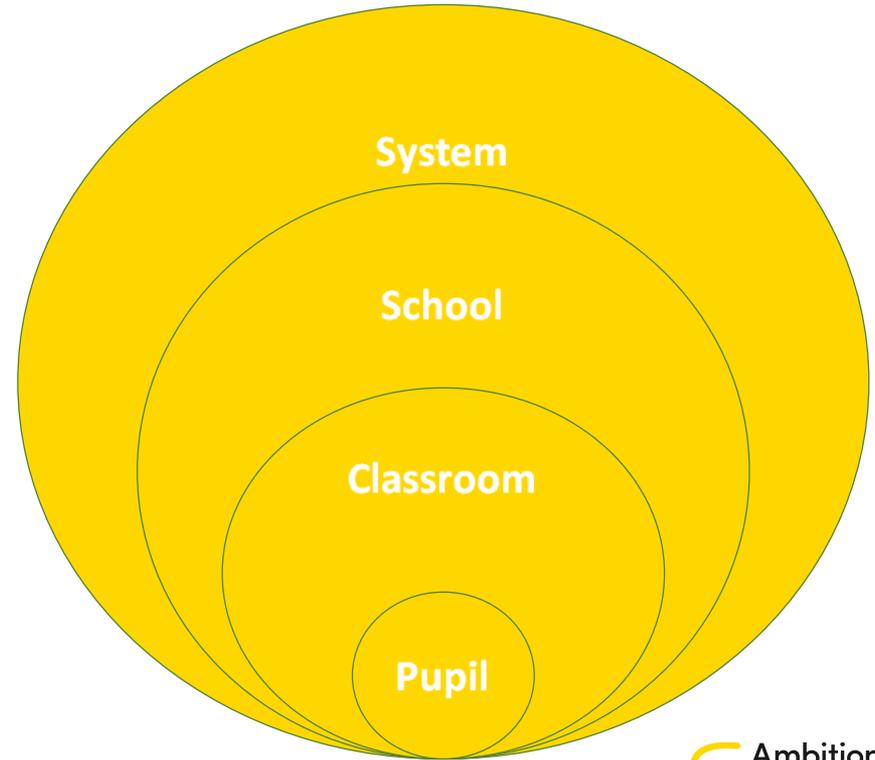
Vision, Growth and Strategy: How does a MAT's vision translate into its operating model?

Why leadership matters

Poorer pupils are disadvantaged at every stage of their academic career and beyond.

Great leaders can change this.

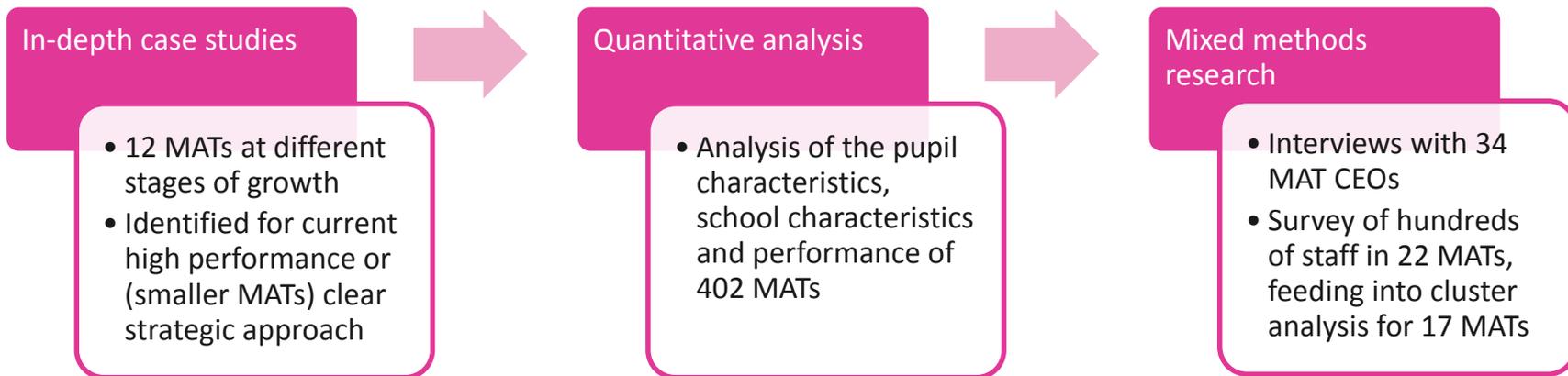
Ambition School Leadership is building a network of exceptional school leaders at all levels to transform the lives of the children who need it most.



Understanding what great MATs do

Our research was designed to answer three key questions:

1. How does a MAT's vision translate into its school improvement strategy and operating model?
2. How is a MAT's strategy affected by growth?
3. What differentiates high and low performers?



Key findings

Our research produced four key findings about the strategic and operational choices taken by MAT leaders and the constraints they face:

- 1) Vision and mission
- 2) Key strategic choices for school improvement
- 3) Achieving alignment
- 4) Break points

Key findings

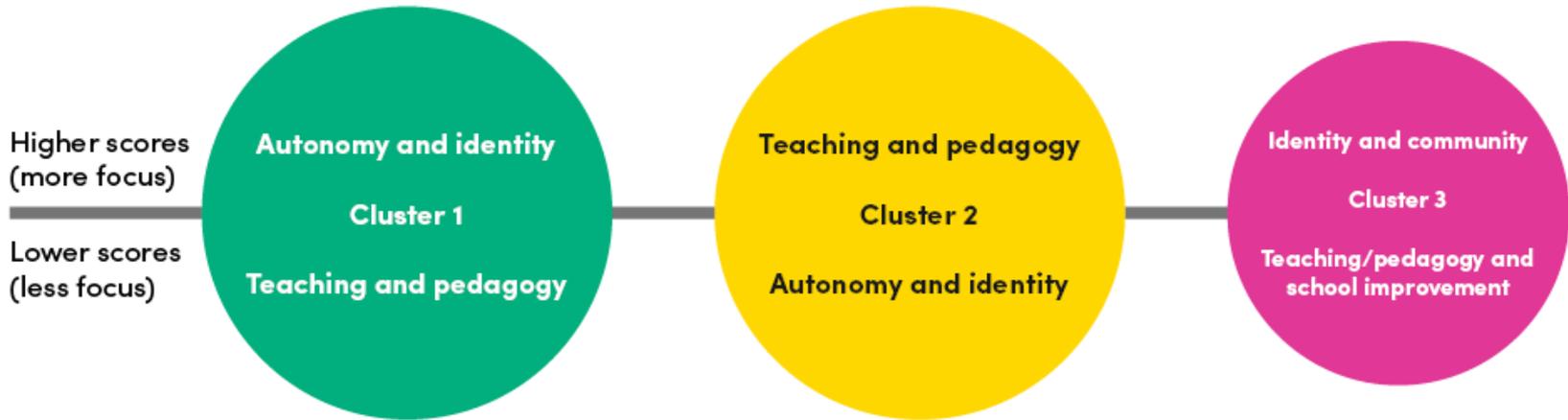
1. Importance of a clear mission and vision

MAT vision and mission statements differ in how specifically they describe the outcomes they want for their pupils.

Higher performing trusts (based on performance tables, Ofsted and schools' financial balance) were more likely to **explicitly cite standards and outcomes** when defining their overall vision.

Key findings

2. Key strategic choices: MATs tend to adopt one of two approaches



Key findings

2. Our research identified five different MAT school improvement models

1. Hub model
2. Centralised consultants
3. In-house central expertise
4. Cluster-based model
5. Self-improving network

Key findings

3. Achieving alignment

Some MAT leaders choose a school improvement strategy of aligning around a common way of doing things.

These leaders have to make a cultural choice about how to achieve this aim.

- Centralisation where a central individual or team **defines** one way of doing
- Centrally-supported collaborative convergence: a central team **facilitates** collaboration that results in one way of doing things

MAT leaders can use different approaches in different areas of operation.

Key findings

4. Break points

CEOs must prepare their organisations to change in nine key ways if they want to realise their potential to transform children's lives



Building Trusts

with

Katy Theobald

Associate Director Research and Evaluation

4. Breakpoints in MAT development

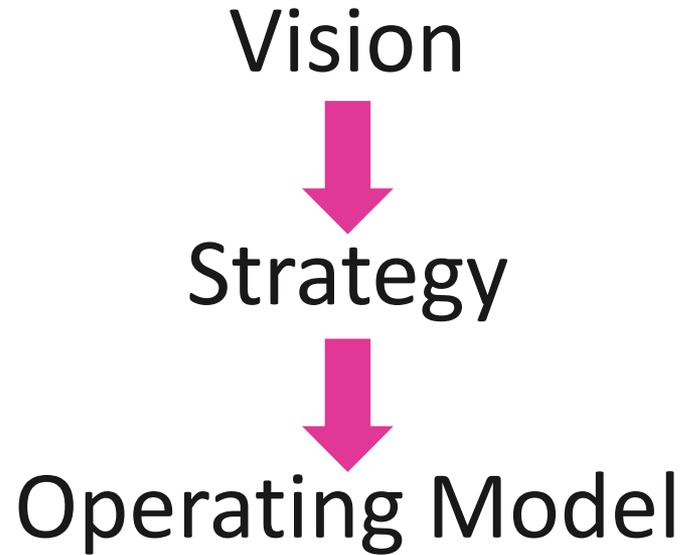
A break point is a point of non-incremental change where a MAT has to break with a previous strategic or operational approach and make a shift. Our research identified:

- Break points from scaling
- Break points from geography
- Break points from performance

4. Breakpoints discussion

1. Which break points have you faced and overcome?
2. How did you prepare for them?
3. Did you prepare for them?
4. What break points might be facing your MAT?
5. How could you or are you preparing for them?

Ambition's perspective: Coherence



Ambition's perspective: Coherence discussion

“The best MATs translate their mission into a clear school improvement strategy across all their schools that in turn informs its staff structure and operations. This is MAT coherence.”

- James Toop

1. How clear are you about your mission and how do you make sure it's clear and specific?
2. How has your mission impacted on your strategies to improve schools?
3. How has this strategy had an impact on the day to day operations of your organisation?

CEO leadership development

Ambition School Leadership

Executive Educators

Executive Educators is our flagship offer for executive leaders. With tailored programmes for executive leaders at different stages in their career or in the growth of their organisation, we will support you to lead with confidence and transform the life chances of the pupils you serve.

Our programme offers specialised training and support designed to help participants implement and sustain change across multiple schools. Evidence-based training focuses on the skills, behaviours and knowledge specific to executive leadership, delivered by experts from across and beyond the sector.

Programme:	Leading several schools	Building and leading a sustainable MAT
Beneficial for:	Serving or aspiring executive leaders whose role is focused on the improvement of 2 or more schools. Leaders who have recently transitioned into a relevant role (0-12 months) or can demonstrate the opportunity to lead improvement across several schools.	Serving executive leaders leading growth within their trust or organisation (from running 3-5 schools to leading 6-8 schools), and looking to build a central operating function. Senior central MAT team members looking to progress to the CEO role and can demonstrate the opportunity to lead organisational strategy.
Cost:	£4,950	£9,450
Time commitment:	Six months	Nine months

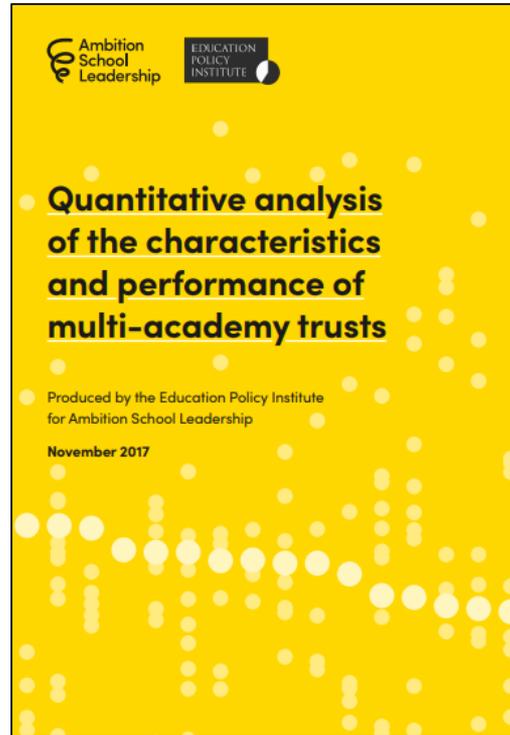



Ambition School Leadership **EDUCATION POLICY INSTITUTE**

Quantitative analysis of the characteristics and performance of multi-academy trusts

Produced by the Education Policy Institute for Ambition School Leadership

November 2017



lkm CO **Ambition School Leadership**

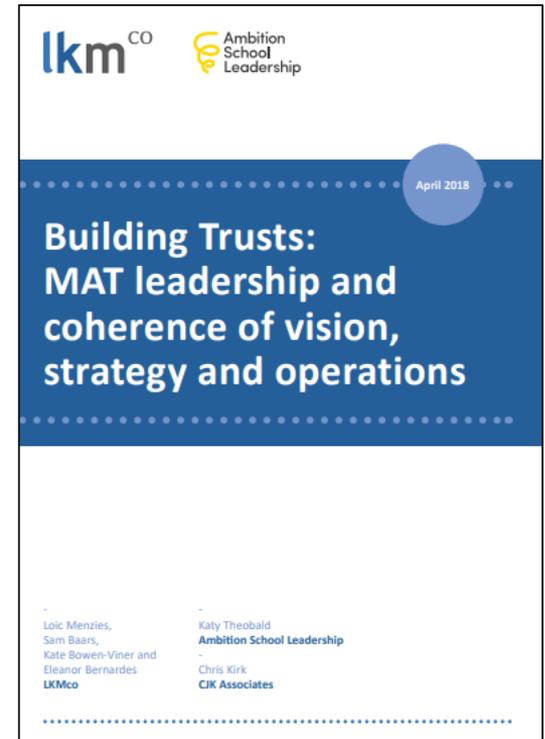
April 2018

Building Trusts: MAT leadership and coherence of vision, strategy and operations

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