

Directed Study Assignment 1: Literature Review

Vicki Tahau-Sweet: ***The role and development of middle leaders in New Zealand secondary schools***

Criteria	Well developed	Developed	Developing	Limited
Surveys comprehensive range of literature on selected topic, drawing on seminal authors and current research.	☑			
Synthesises literature in a concise, coherent and structured way, establishing relevance to topic and developing an argument or position.	☑			
Critiques literature, highlighting strengths, limitations, trends and contradictions amongst and between different authors' perspectives. Identifies silences and raises important questions.		☑		
Conforms to academic style and APA referencing conventions.	☑			

Kia ora Vicki. This is a well-structured and articulate literature review. The introductory paragraphs provide a compelling rationale for this review and, as you note, the dearth of New Zealand literature highlights significant gaps in our national knowledge base. This said, the available literature surveyed is both current and wide-ranging. In the early sections, you scope the contested nature of nomenclature, role and function, and include valid points of critique.

Some condensing of the material on leading .v. managing pp. 3-10 would eliminate unnecessary repetition. Given your conclusion that middle leader development should be context specific, individualised and personalized, how important is it to definitively define and describe the middle leader role? This is one instance where greater critique might have been evident. I note that you have expanded the detail on the *Leading from the middle* document and connected this with the KLP. You also mention its derivative nature and, given your stated intention to fill gaps with international literature, a brief summary of middle leadership development programmes elsewhere might have informed your final section on effective middle leadership development.

You've utilized an engaging and for the most part effective writing style. Insertion of commas, or shorter sentences on occasion, would tighten syntax and enhance clarity. Take care to maintain an objective stance in our writing. Phrases such as "It is not surprising ..." should be accompanied by a reference that anchors ostensibly personal views to the literature.

With regard to APA, 6th edition practice requires that you cite both the city and state initials for US references, and city and country for all other references. Include the doi (digital object identifier) for journal articles or, if unavailable, the permanent url. The place of publication must be included – c.f. Bennet et al. (2003) and Bush & Glover (2004).

Grade: **A-**

Lecturer: *Michele Morrison*

Directed Study Assignment 2: Position Paper

Just “a nice idea” or a necessity?

Middle leadership development in New Zealand Secondary Schools

Criteria	Well developed	Developed	Developing	Limited
Establishes relevance and articulates clear stance on selected topic	<input checked="" type="checkbox"/>			
Synthesises literature in a concise, coherent and structured way, establishing relevance to topic and developing an argument or position.	<input checked="" type="checkbox"/>			
Critiques literature, highlighting strengths, limitations, trends and contradictions. Identifies silences and raises important questions.		<input checked="" type="checkbox"/>		
Uses relevant literature and practice anecdotes to critically examine adopted position.	<input checked="" type="checkbox"/>			
Considers implications for practice and further research	<input checked="" type="checkbox"/>			
Conforms to academic style and APA referencing conventions.	<input checked="" type="checkbox"/>			

Kia ora Vicki. Well done on a forthright and persuasive position paper. The rhetorical question in your title is a provocative one which hooks the reader in from the outset and is again used to good effect in your concluding statements. A tight opening paragraph sets out the parameters of your position, your evocative personal narrative sounds somber notes on both a personal and organisational level, and the final introductory section frames the structure of your paper.

Your argument is a convincing one, well supported by literature canvassed in the first part of your directed study. The inclusion of Sergiovanni’s leadership model brings a new dimension to this. Interestingly, Sergiovanni places cultural dimensions above the technical, human and educational, with symbolic leadership at the apex. What implications might this have for middle leadership development, in your view?

Skillful weaving of practice anecdotes complements literature analysis in a credible and compelling manner. In your literature review, you cited references suggesting that the responsibility for professional learning lies more with the middle leader than the principal/senior leaders. In conversations with your supervising DP, were you able to request specific assistance/resources? Knowing what you know now, how would you approach this differently?

With regard to APA, please note comments in your literature review assessment.

It has been a pleasure working with you on this directed study, Vicki, and I encourage you to share your findings with colleagues. Best wishes for the leadership journey ahead.

Grade: **A-**

Lecturer: *Michele Morrison*