

a leader not a manager. Found out a lot about my own personality and the way I work and have identified some growth areas.

- I learned that there are a number of careers that I would like to explore and that teaching is not the only career I would like to work in. I have learnt to value my skills and expertise and crystallise where my interests lie.
- The circle allowed me to identify my own personal strengths and areas to be developed. It also forced me to continually reflect on my practice, vision, leadership qualities and give me some direction as to where I go next. The invited speakers were excellent – provided me with a similar message about leadership, inspired me, made me challenge my own abilities. The relationships built with my colleagues are invaluable. A very enjoyable and worthwhile experience – thank you Sue.
- Understanding how I work as a leader and what I can work on to strengthen my leadership skills – learning how to let go and balance work and school.
- The realisation that you are not alone out there, other HOCs had similar issues and concerns. It also highlighted the diverse backgrounds of people who fill the HOC roles and the real life experiences that they were able to share with the group and how to deal with some of the situations. The biggest realisation for me, was to reignite my passion! What am I doing and is this meeting my needs? Teaching and leading people is more than just policies and procedures it is about making a difference to the lives of the students and the teachers with whom you lead an mentor on a daily basis. The leadership circles also made me do more self reflection on tasks we were doing there and in my day to day activities so that I was maximising my time and energy.
- Building the relationships across the sub schools, we are almost family now. As well developing a voice to bring about change which at the beginning of the process felt impossible. Speaking out was also a skill to learn, to have that confidence.
- Appreciating that leadership is an emergent and secondary aspect of a personality.
- Helped me understand and articulate my leadership style
- Helped me to identify my strengths as a leader and the areas which I need to develop
- Given me a process in which to think about/reflect on leadership
- I will use some of the processes of the leadership circle in my work with community choirs and PODs
- Helped to develop friendships and sense of community amongst the HOC group
- Obviously got to know the other HOCs in the school and what their role is at CCC
- How other colleagues perceive CCC
- What the characteristics are for effective leadership after listening to a variety of guest speakers

- Listening to people from outside education proved to be for me a most valuable learning opportunity. The stories of their achievements and challenges and the ways they have worked within their own industries and faced the personal challenges that they have encountered. All places of work face unique but sometimes very similar challenges.
- Getting to know the other people from the college is also very valuable to me
- I'm still an abstract sequential person in leadership style and have become more judgmental than I was when I was younger. Consequence is that once I make a decision (which may take a while because I do reflect to consider as many options as I can) – difficult to stop once I've made a decision – sequential action plan. I'm trying therefore to keep my mouth shut more often – to suspend judgement (even though in my head the decision has been made).
- I am honest and expect honesty from others (quite hard on loved ones). I value integrity. My work is based on service to others – I work hard at being efficient because I don't think that I am (not good on details) but the combination of how I think about projects/decisions mean that I am often seen as cool/cold. I care more deeply for people than I show (prefer actions to words) so I am making an effort to say 'thank you' when I have been helped or appreciate other's work more than I do
- Main outcome has been a closer relationship with participants. Thank you
- Clarification of issues that effect our level of management within CCC and me within the level
- Caused change to management structure at CCC

5. What would you like to see happen now the circle is finished?

- An opportunity for the leadership circle to still meet at times during the year.
- Maintain the strong positive relationship with circle members and new HOCs through:
 - a buddy system eg: meet buddy once a month
 - across school HOC meeting eg: meet once a semester
 - mentoring by Ken Gilbert eg: once a year meeting for things like 360 ° survey and feedback
- Thanks for a great journey.
- Even though I am no longer a part of the group, I believe it is beneficial for the HOC's to continue to meet and talk. I think that Futures group is a great forum for this. I am not sure about what I would like to see happen at a whole school level but, for me, I would like to keep in contact with Ken because he is an invaluable resource (and a great guy).
- I didn't realise I would feel so sad after our last circle. The HOCs as a group have a real identity – it would be a shame to lose that connection. Perhaps we could catch up once a term or perhaps it could happen through Futures.

- We started the circle with one on one sessions with Ken – it would be good if the process had a one on one session on completion of circle. Would also like the group to meet regularly to continue our discussions and maintain our relationships.
- Throughout the circle time some of us took the time to make contact with each other and touch base on how things were tracking. It allowed for an informal discussion to occur, a download of how and what we were feeling and allowed for others to be able to guide and assist in solving and dealing with issues. Sometimes just being able to get things off your chest is enough therapy and allows you the freedom to move on and away from that situation and take action to move things forward in a positive manner.
- While I am now based at another school, the contacts that I have made through the circle will not end, in fact I have found them to be far more valuable now as I have a network of colleagues who I can touch base with.
- I believe that we still need to meet in some way or the feeling of the group could be lost. It is very cohesive at the moment. Everyone is quite excited that we have affected change and the results are still quite far away.
- A period of application of these ideas (personal application). Keep in contact with Ken and others of the group.
- The Futures group working at strategic and whole college level
- Opportunities created for further leadership development either at a personal or group level
- Periodic checking in with CCC HOCs....perhaps informally or before/after school
- Leadership circle idea explored as a way in which to build capacity in other groups within the college
- Maybe touch base again in 6-12 months
- Continue to develop professionally and work with others in the college to produce as good a product as we can possibly achieve for the sake of the students in our care. To be involved in major college initiatives in a productive and positive way.
- Like to have continued opportunities to work closely with colleagues from other sub schools.
- Further clarification as to what my college role is as a HOC (as opposed to sub school) – I can see this happening through the futures group
- Reunion game of paintball in 1 years time
- Continual momentum from the group to consolidate the ground we've made.