
Mentoring Programm for Principals to assist in the Initial Induction Phase

ECER 2017, Copenhagen
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Agenda

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1. Project and research question
 2. Definition of mentoring
 3. Situation of Principals in the canton of Zurich
 4. Research design
 5. Findings

Mentoring program for principal in Zurich

Mentor: Principal with experience

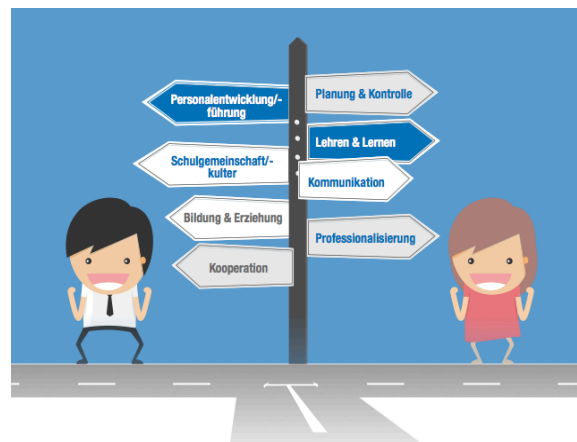
Mentee: Principal in the induction phase

6-10 meetings in one year

Subjects:

- Questions and topics that concern the mentee in his professional life
- Introduction to the mentor's professional network

Organized by the principal union, the department of education and the university of teacher education



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Mentoring program for principal in Zurich

2015/16 first cohort with 6 mentoring pairs

- More than 50 mentors
- Only 6 mentees

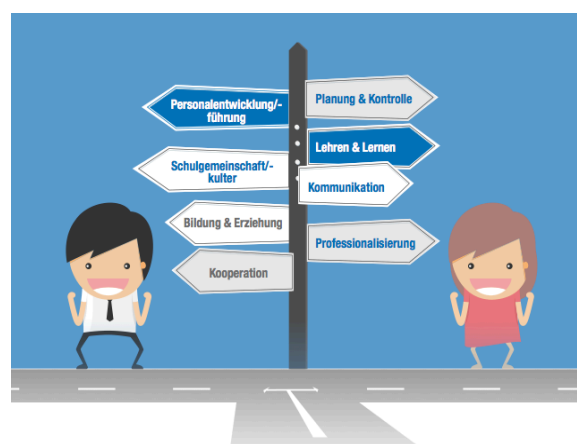
Evaluation

- Interview with each pair (mentee and mentor together)
- Group discussion with mentees and mentors

Research question

Can and if so, how and why, mentoring principals assist in the career start?

(Anderegg and von Arx 2017, von Arx 2017)



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Mentoring

"Mentoring is a time-stable dyadic relationship between an experienced mentor and his less experienced mentee, characterized by mutual trust and benevolence. Their goal is to promote learning and development as well as the advancement of mentee" (Ziegler 2009, 11).

Missing for our project:

- relationship between mentoring and coaching / supervision / further education
- Question about learning and development of the mentor



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Situation principalship in the canton of Zurich

Professionalization as central topic

from teacher with administrative tasks to a own profession

Principal in public schools since 10-20 years:

- Finding of the own role
- Organizational development (Dalin 1997)
- Learning Schools (Schratz & Steiner-Löffler 1998)
- Leadership for learning (MacBeath & Dempster 2009)
- Leadership as a distributed perspective (Spillane 2006)
- Teacher Leadership (York-Barr & Duke 2004)



Duality between reproduction and transformation

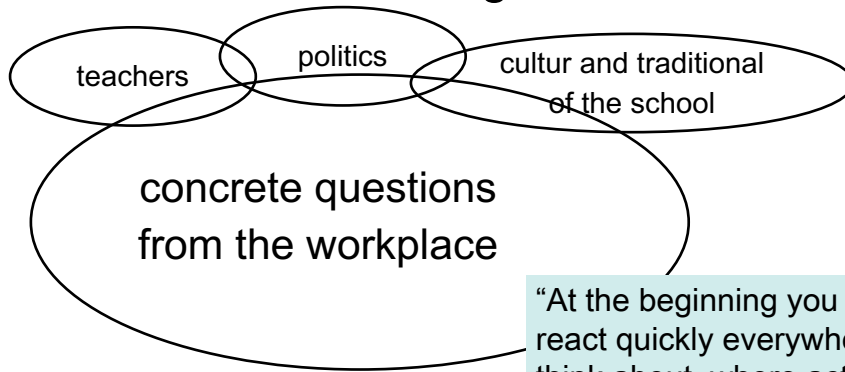
The chance to benefit from the knowledge of advanced principals is in the same time a risk of reproducing the old understanding of the profession

Mentoring as a part of a supporting system for the professionalization of principals

Qualification programs, trainings, coaching, inter- or supervision, further education, ... and mentoring.

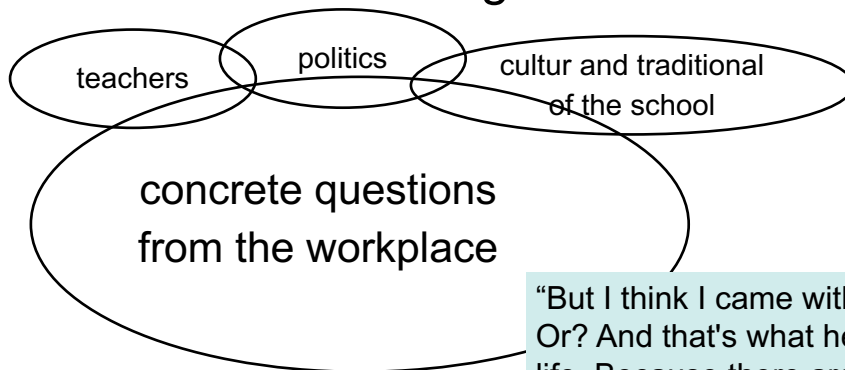


Benefits of mentoring



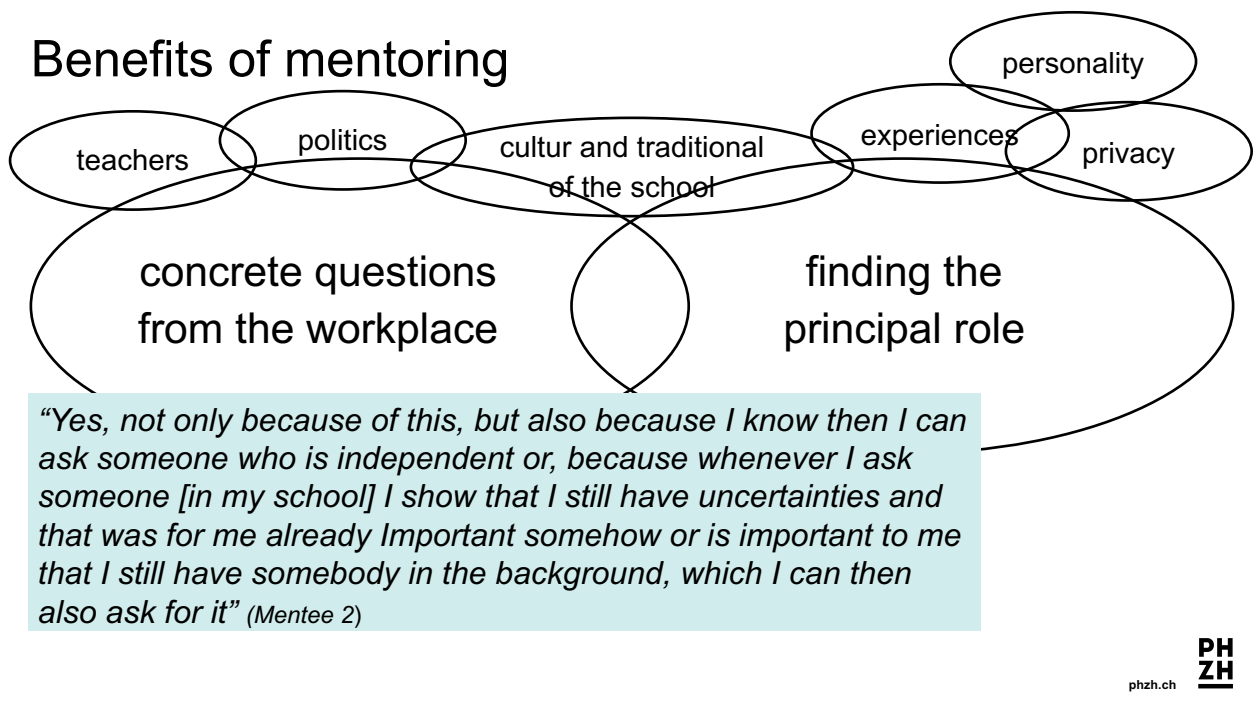
“At the beginning you are on fire. And has to react quickly everywhere, has little time to think about, where actually belongs which topic and how I want to tackle this fundamentally“
(Mentee 5)

Benefits of mentoring

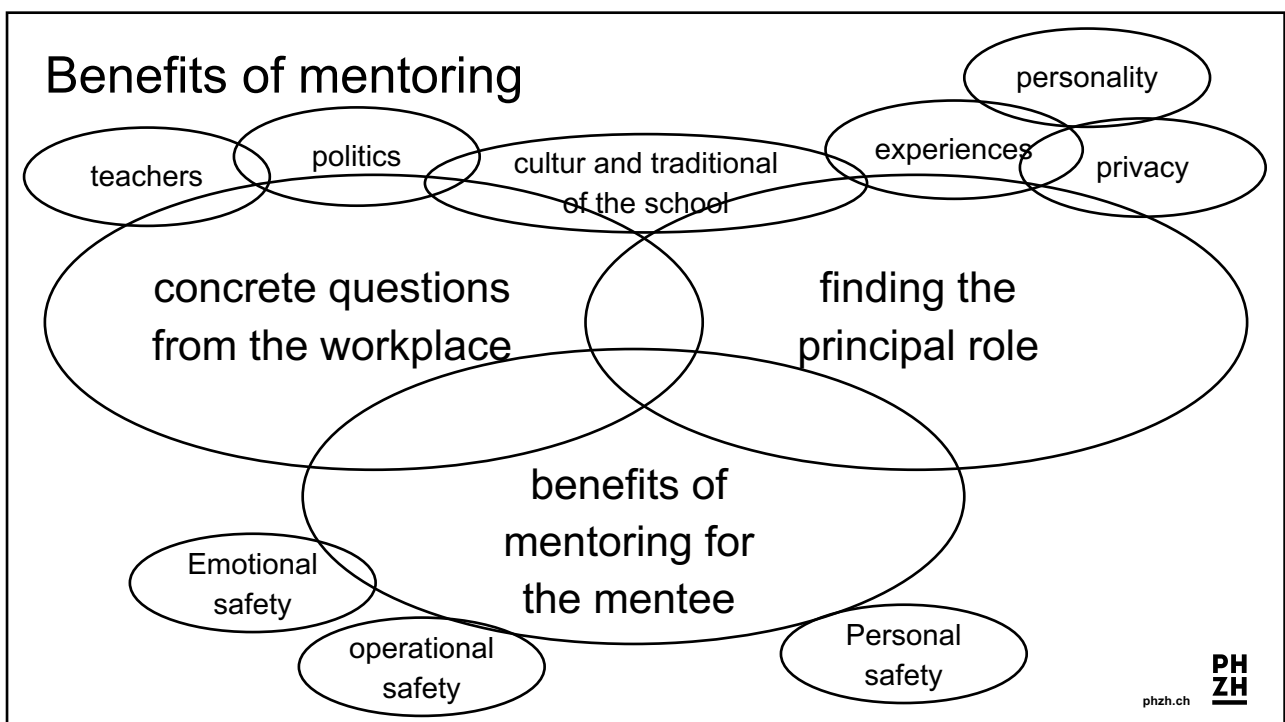


“But I think I came with very concrete things. Or? And that's what helped me in my everyday life. Because there are so many things to choose, you have to plan. They come. Very much unpredictable“ (Mentee 4)

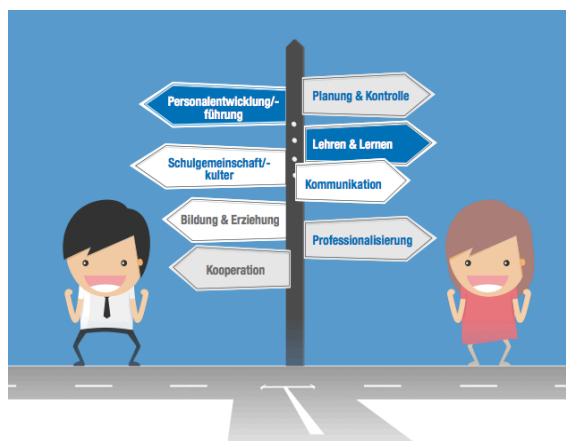
Benefits of mentoring



Benefits of mentoring



Consequences



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Thank you for
your attention

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