



**2026-2027**

**MORE THAN A COURSE,**  
*it's a **community!***

**SCHEDULED**  
ONLINE

**BESPOKE**  
IN-PERSON | ONLINE

**SCHOOL TEAMS**  
IN-PERSON

[WWW.ECIS.ORG/MIDDLE-LEADER](http://WWW.ECIS.ORG/MIDDLE-LEADER) | [EVENTS@ECIS.ORG](mailto:EVENTS@ECIS.ORG)

# WELCOME TO ECIS!



Founded in 1965, ECIS (the Educational Collaborative for International Schools) is a non-profit global membership organisation & exists as a professional life-force for members, a vibrant network of thoughtful doers & change-makers.

Our membership represents more than 500 membership communities & 50,000+ passionate educators & leaders in over 85 countries.

ECIS members are privy to an abundance of inspiration, bright ideas & daringly innovative projects that can help shape & enhance your own objectives.

By becoming a member, you remain at the forefront of trends & big picture thinking that affect the education sector, & you have quick access to cutting-edge products & services that support education.



ECIS is focused on skill development & creating a culture of lifelong learning. We want to ensure that all students at ECIS member schools know they can become the doers of the future, by encouraging them to be thinkers. We believe that education should be personalised, immersive, embedded, connected, evolutionary, & diverse.

Through the power of commonality & inclusion, we are committed to social justice & equity through diversity, inclusion & intercultural understanding.

All our work is guided by our commitment to social justice & equity as an essential component to a meaningful & lasting international education for all students.







## THE PIVOTAL ROLE OF MIDDLE LEADERSHIP

At ECIS, we define Middle Leaders as teachers & coordinators in schools (Preschool - Grade 12) who have a specific area of responsibility that involves leading & collaborating with teams, such as Departmental Heads or Heads of Year.

Our Middle Leaders training is an integral part of our professional learning provision at ECIS. Through our training, Middle Leaders are empowered to drive sustainable change & secure impact in a global context. These leaders are crucial partners in facilitating school change that has a direct & meaningful impact on student learning.

In many respects, Middle Leaders are the pivot upon which it all turns, working with senior leaders & teachers to make a real difference to all learners. We know that you cannot lead alone & supporting Middle Leaders to develop themselves & others is central to our work.

ECIS Middle Leaders' courses support people to develop the mindset, knowledge, skills, & behaviours to lead into the future with confidence. We invite you to join us & implement a whole school approach to create a culture of learning, which promotes peer collaboration & connection, to elevate pedagogies that positively impact student learning & teacher practice.



# YOUR EXPERT MIDDLE LEADER FACILITATORS



**Teresa Belisle**

Role: Facilitator

An energetic, tenacious, strategic and evidence-driven change agent, leader and challenge seeker, Teresa is passionately curious about learning, creating cultures of possibility, and having a positive impact.

Through her career, Teresa is grateful to have taught, facilitated and led educators from early childhood through adult levels in France, the United States, Mexico, Egypt, Thailand, the Czech Republic, and online. Her experience has been in public and private school sectors, both nationally and internationally, as well as with not-for-profit and non-governmental and accrediting organisations.

After 11 years at the International School of Prague and 38 years as an educator, Teresa is taking a year to rethink and reconsider how best to live, learn, and lead in today's world as she re-envisions and refocuses the final chapter of her career.



**Keryn Dowling**

Role: Elementary Principal

Organisation: Dipont Education Group

Keryn is a dynamic and accomplished international school leader with 30 years of experience in teaching and leadership across Asia and Europe. Currently a senior leader with Dipont Education in China, she believes in being an instructional leader first, championing inclusive, high-achieving learning environments that empower both students and educators.

An experienced ECIS facilitator as well as IBEN PYP workshop leader, Keryn brings deep expertise in Adaptive Schools and Cognitive Coaching. Keryn leads impactful professional learning experiences, equipping educators with practical strategies they can implement immediately.

Passionate about driving meaningful change, Keryn is committed to shaping thoughtful, future-focused learning environments that support every learner's success.

# YOUR EXPERT MIDDLE LEADER FACILITATORS



## **Helen Morgan**

Role: Head of Leadership Development and Learning

Organisation: ECIS

Helen Morgan is Head of Leadership Development and Learning at ECIS. In her role, she collaborates with schools, groups and organisations to design and deliver impactful training, coaching and consultancy. She has a track record of building strong relationships with some of the most innovative and influential international schools in the world.

Prior to her role at ECIS, Helen worked extensively as an independent Educational Consultant with a range of international schools and organisations. These include Cambridge International where she was a Lead Training Consultant, and High Performance Learning where she successfully set up the Fellowship of World Class Schools.

Helen is also an accredited Senior Practitioner Coach with the European Coaching and Mentoring Council, empowering executive leaders to drive improvement. She has a master's degree in education and holds the National Professional Qualification for Headship.



## **Michael Neumann**

Role: Diversity, Equity, Inclusion, and Justice Coordinator

Organisation: St. George's International School

Michael is the Diversity, Equity, Inclusion, and Justice Coordinator at St. George's International School in Luxembourg and a co-facilitator of the ECIS DEI Leadership Development Cohort. He has worked across primary and secondary settings in roles including homeroom teacher, IT specialist, curriculum coordinator, and assistant principal. His work focuses on supporting inclusive school cultures, developing staff capacity, and integrating equity and belonging into everyday practice.

Michael is particularly interested in using qualitative and narrative approaches to explore school culture, identity, and systems. His practice is grounded in inquiry and shaped by a commitment to collaborative, sustainable change. He works to support schools in moving from individual efforts toward structures that foster belonging more broadly.

He is involved in WomenEd Luxembourg and the Humanizing Pedagogy Committee of the International Schools Anti-Discrimination Task Force. Michael holds degrees in sociology, education, and educational leadership, and continues to explore how schools can respond thoughtfully and practically to the complexities of belonging.

# YOUR EXPERT MIDDLE LEADER FACILITATORS



## **Nancy Lhoest-Squicciarini**

Role: Head of Middle Leadership

Organisation: ECIS

Nancy is Head of Middle Leadership for ECIS, hosts the #ISLECISto, and facilitates the Middle Leader Cafés. With close to four decades of experience in education, Nancy has held a range of leadership positions and remains committed to fostering inclusive learning environments. Known for her motivated and personable approach, she designs, implements, and facilitates diverse learning opportunities and experiences.

Nancy has worked as a facilitator and trainer with leading organisations that provide professional learning for international schools worldwide. She is endorsed by the International Association of Facilitators (IAF), a global community dedicated to promoting excellence in professional group facilitation to create engagement and impact. Before joining ECIS, she served for twelve years as a trainer with the Principals Training Center (PTC) and was also a trainer for the Council of International Schools' (CIS) online evaluator course.

Nancy is committed to supporting "Women in Education" by building communities that cultivate alliances and allyship. She is a Trustee and Global Strategic Leader for @WomenEd and one of the country network leaders for @WomenEdLux. In 2022, 2024, and 2025, ISC Research recognised Nancy as an #Edruptor, a highly rated influencer within international education.



## **John Mikton**

Role: Digital Learning Facilitator

Organisation: International School of Geneva

John brings together three decades of experience in education and media technology. He currently serves as a Digital Learning Facilitator at the International School of Geneva, following a career that has spanned senior leadership roles including IT Director, Director of eLearning, Head of Education and Media Technology, and Deputy Principal. His work has taken him to international schools across Africa, Asia, and Europe.

An experienced facilitator and trainer, John is a Course Facilitator with the ECIS Middle Leader Certificate Programme, where he supports aspiring middle leaders in developing essential leadership competencies. He is also a trainer and course designer at the Principal Training Center, and coaches international school leaders, with a particular focus on leadership transitions.

In addition, John is co-host of the [International Schools Podcast](#), where he explores conversations around technology, innovation, learning, and the human stories shaping the future of education. [See John's portfolio here](#)



**Dr Jimena Zalba**

Role: Primary Principal

Organisation: International School of Belgrade

Jimena Zalba is an experienced, accomplished but above all passionate educational leader with over 25 years serving international schools in the Serbian, Czech Republic, Romania and Cambodia as a PYP coordinator, Associate Principal and Elementary Principal.

During her tenure as a school leader, Jimena has, in close collaboration with other educators, led the design and implementation of innovative school improvements with a high impact on student learning. When teachers and colleagues describe Jimena, they use words such as 'caring', 'change agent' and 'systems thinker'.

Jimena leverages these qualities to build and sustain thriving school cultures with a relentless commitment to learning and wellbeing for all. In addition to being a transformational leader, Jimena is a passionate and avid learner. She holds a Masters in Education, a Post-Master's in Educational Leadership and a Doctorate in Education Leadership (EdD). Her EdD research focused on developing the professional capacity of educators in international schools.





## THE MLC LEARNING JOURNEY

We define Middle Leaders as teachers & coordinators in schools (Preschool-Grade 12) who have a specific area of responsibility that involves leading & collaborating with teams.

Middle Leaders are the change agents of a school; they work with teachers to ensure great learning happens. Effective professional learning builds on the competencies of Middle Leaders to support their roles & responsibilities within the context of their schools.

These programmes are sustained & multidimensional to meet the array of needs of a Middle Leader. ECIS is thrilled to present a holistic learning journey for approach to the development of Middle Leadership professional learning.



### THE OBJECTIVES ARE TO:

- **Provide** differentiated approaches to meet the needs of middle leaders within our international school community to positively impact student learning & teacher practice.
- **Create** a culture of learning which promotes peer collaboration & connection, to elevate pedagogies that positively impact student learning & teacher practice.
- **Establish** a platform for continuous professional learning, avoiding the typical “one size fits all” approach.
- **Highlight** ongoing research that expands Middle Leaders’ understanding of effective leadership practices & team effectiveness.
- **Elevate** mentoring possibilities to empower Middle Leaders to make sustained & transformative changes within their schools.





## MORE THAN A COURSE, IT'S A COMMUNITY

These four areas of the journey provide Middle Leaders choice in time commitment, areas of growth, experience level, & format. A fundamental component for each respective offering is active participation with a commitment to continuous learning.

Bespoke Middle Leadership training is a growth area. Our expert facilitators will design and deliver training for middle leaders in your school that is tailored to your unique context. To find out more about our bespoke training offer, contact [helen@ecis.org](mailto:helen@ecis.org) for a consultation meeting.



**The Middle Leader Certificate Programme** courses translate quality research around teacher leadership into a credible professional pathway. The programme identifies & nurtures the skills & behaviours needed to be an effective teacher leader who influences their school community. Visit our MLC page here: [www.ecis.org/middle-leader](http://www.ecis.org/middle-leader)



**The Middle Leader Café** is a forum to elevate the voices and embrace the collective wisdom of Middle & Teacher Leaders within the international school community. The forum promotes a professional learning network by providing an opportunity to converse, and in the process, promote the mindset to launch transformative change within a school culture. These are listed on our Middle Leader page as well as the ECIS Events Calendar: [www.ecis.org/events](http://www.ecis.org/events)



**Mentoring** cultivates deep, intentional relationships on a global scale. A virtual mentoring platform enables ECIS membership schools to engage & promote mentoring relationships with global participants. This platform encourages schools to foster a creatively diverse & inclusive culture among students & employees. Learn more: [www.ecis.org/mentoring](http://www.ecis.org/mentoring)



**The Middle Leader LinkedIn group** fosters a collaborative environment where Middle and Teacher Leaders from our international school community can network and discuss resources to enhance their leadership capacity. It serves as a valuable resource hub, offering access to insights specific to the challenges of Middle Leaders. [Join Here](#)

# CALENDAR

**TIMINGS:**  **ASIA**  **EUROPE**

ALL TIMINGS LISTED ON EACH RESPECTIVE PAGE **ARE SHOWN IN LONDON TIME.**

## SEPTEMBER / OCTOBER

**24 SEPT & 01, 08,15 OCT**  
ASSESSMENT & LEADERSHIP  
**TB**

**24 SEPT & 01 OCT**  
LEADING WITH CONFIDENCE IN THE AGE OF AI  
**JM**

**01 & 02 OCT**  
BUILDING & LEADING TEAMS  
**NLS**

**12 & 13 OCT**  
BUILDING & LEADING TEAMS  
**KD**

**12 & 13 OCT**  
CURRICULAR DESIGN & LEADERSHIP  
**NLS**

## NOVEMBER / DECEMBER

**02 & 03 NOV**  
TEACHER QUALITY IMPROVEMENT  
**NLS**

**09 & 10 NOV**  
CURRICULAR DESIGN & LEADERSHIP  
**NLS**

**26 NOV & 03 DEC**  
ASSESSMENT & LEADERSHIP  
**TB**

## FACILITATORS

**TB:** Teresa Belisle  
**KD:** Keryn Dowling  
**NLS:** Nancy Lhoest Squicciarini  
**JM:** John Mikton  
**HM:** Helen Morgan  
**MN:** Michael Neumann  
**JZ:** Jimena Zalba

## JANUARY

**07, 14, 21, & 28 JAN**  
THE CULTURE OF LEADERSHIP  
**TB**

**11 & 12 JAN**  
FACILITATIVE LEADERSHIP IN ACTION  
**NLS**

**14 & 15 JAN**  
FACILITATIVE LEADERSHIP IN ACTION  
**NLS**

**18 & 19 JAN**  
TEACHER QUALITY IMPROVEMENT  
**NLS**

## FEBRUARY / MARCH

**18 & 25 FEB**  
MANAGING & EMBRACING CONFLICT  
FOR GROWTH | **TB**

**25 FEB, 04, 11, & 18 MAR**  
THE CULTURE OF LEADERSHIP  
**JZ**

**01, 08, 15, & 22 MAR**  
CREATING SYSTEMS FOR BELONGING  
**MN**

**04 & 11 MAR**  
MANAGING & EMBRACING CONFLICT  
FOR GROWTH | **TB**

## MAY

**17 & 18 MAY**  
COACHING & LEADERSHIP  
**HM**

**20 & 21 MAY**  
COACHING & LEADERSHIP  
**HM**

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## FEES PER-COURSE

NON-ECIS MEMBERS: £390

ECIS LEVEL 1 MEMBERSHIP: £351

ECIS LEVEL 2 MEMBERSHIP: £331.50

ECIS LEVEL 3 MEMBERSHIP: £312

## AN EXCEPTIONAL OFFER!

Make an impact, build capacity, & increase retention by signing up your Middle Leader team. Check out our fantastic new special offer for schools:

|                        |        |
|------------------------|--------|
| 10 CERTIFICATE PLACES: | £9,750 |
| 05 CERTIFICATE PLACES: | £4,875 |



# ASSESSMENT & LEADERSHIP

**What role do middle leaders play in ensuring teachers are engaged in current, best practice around assessment?**

Assessment is most useful when teachers know how to use it to improve learning and achievement. This course draws on the latest research and literature about assessment and explores it through a middle leadership lens.

This course covers several key areas that will deepen understanding of best practices that lie at the heart of assessment, including assessment for learning and feedback. Participants will explore how to influence and support their team with the use of assessment to inform teaching and learning. The course will look specifically at how feedback can be used to optimise learning and progress.

The course will also unpack how leaders can make sure that assessment is accessible for all students and consider the role of leaders in supporting wellbeing in relation to assessment.

At the end of the course, participants will leave fully equipped with practical knowledge and powerful strategies to lead assessment for learning with real confidence.

## GUIDING QUESTIONS:

- What is assessment, and why does it matter?
- Where do assessment for learning and feedback fit in, and what does best practice look like?
- What do leaders need to do to make sure assessment is for all learners, and how can we support wellbeing in relation to assessment?
- How can a middle leader influence their team to implement best practices?



**24 SEPT & 01, 08, & 12 OCTOBER | 08:00**

**Facilitator: Teresa Belisle**

[REGISTER HERE](#)

**26 NOV & 03 DEC | 09:00**

**Facilitator: Teresa Belisle**

[REGISTER HERE](#)

**TIMINGS:**  **ASIA**  **EUROPE**





# BUILDING & LEADING TEAMS

**Middle and Teacher Leaders play a key role in shaping the quality of teamwork within a school.** They are often responsible for leading teams, guiding collaboration, supporting colleagues, and helping translate whole-school priorities into consistent practice. This course explores how Middle and Teacher leaders can build cohesive, collaborative teams that stay focused on student learning.

Drawing on a strong body of literature and research, the course focuses on what is most practical, relevant, and productive in leading teams within schools. Central to this work is the understanding that the foundation of an effective team is psychological safety, strengthened through leaders intentionally building trust over time. Participants will examine the characteristics of highly functioning teams, consider how protocols and structures can create an environment in which team members feel valued.

Participants will also take a deeper dive into the different types of collaboration, exploring what makes collaboration effective and where it can become challenging. The course will examine the types of conversations that are critical to effective teamwork and what processes, behaviours, and approaches can help leaders navigate them well and promote more productive dialogue.

By the end of the course, participants will leave with practical strategies to strengthen collaboration, build trust, and elevate the effectiveness of their teams.

## GUIDING QUESTIONS:

- What are the key characteristics of a highly functioning team?
- How do protocols and structures create an environment where team members feel valued & collaboration is effective?
- How does intentionally building trust impact team performance?
- What types of conversations are critical, and when are they likely to occur?
- What processes and behaviours can be prepared in advance to enable challenging conversations to be well managed?



**01 & 02 OCT | 09:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)



**12 & 13 OCT | 05:00**

**Facilitator: Keryn Dowling**

[REGISTER HERE](#)

**TIMINGS:** **ASIA** **EUROPE**



# COACHING & LEADERSHIP

**Coaching is an important leadership approach for teacher leaders because it focuses on getting the best out of people by unlocking and unleashing their potential.** In an educational context, coaching is about developing people so that they are empowered to solve problems and navigate their way through challenge and change. It supports well-being and gives people the skills and confidence to have better conversations and figure things out.

At an organisational level, coaching is pivotal to continuous and sustainable development. This course will equip middle leaders to develop the beliefs, knowledge, skills and understanding to adopt a coaching approach in their everyday practice.

During the course, participants will explore key coaching theories and have practical opportunities to translate this into practice. They will explore how effective coaches listen well and ask powerful questions.

By the end of the course, participants will build a toolkit of strategies and approaches to apply in their own context. They will leave the course with the confidence and skills to become a 'coaching leader'.

## GUIDING QUESTIONS:

- What is coaching, and how can we develop a coaching mindset?
- What is the role of listening in coaching, and why does it matter?
- How can asking better questions enable better conversations?
- What tools and techniques do we need in our coaching toolkit?



**17 & 18 MAY | 09:00**  
**Facilitator: Helen Morgan**

[REGISTER HERE](#)

**20 & 21 MAY | 05:00**  
**Facilitator: Helen Morgan**

[REGISTER HERE](#)

**TIMINGS:**  **ASIA**  **EUROPE**



# CREATING SYSTEMS FOR BELONGING

**Who truly belongs in our schools? Which groups feel a strong sense of belonging, and which do not?** How do our school structures, curriculum, and daily practices shape inclusion and exclusion? Middle and Teacher leaders are uniquely positioned to explore these questions, minimise barriers, and create a sense of belonging for all students.

This course will examine different ways to explore and create belonging, drawing from theoretical perspectives, research methods, and practical initiatives. Strategies will be investigated for gathering and analysing data, considering how language and policies shape belonging, and developing approaches to move from individual experiences to systemic change.

By the end of the course, through discussion, case studies, and collaborative problem-solving, participants will identify actionable steps to foster a more inclusive school environment.

## GUIDING QUESTIONS:

- Who experiences a strong sense of belonging in our schools, and who does not?
- How do we gather data on belonging in ways that reflect the diversity of our school community?
- How can data help us move from individual experiences to identifying systemic patterns of exclusion?
- How do curriculum, policies, and school practices reinforce social differences, and how can we challenge these structures?



**01, 08, 15, & 22 MAR | 15:00**  
**Facilitator: Michael Neumann**

[\*\*REGISTER HERE\*\*](#)

**TIMINGS:**  **ASIA**  **EUROPE**



# THE CULTURE OF LEADERSHIP

**In an organisation, Leaders make the weather and create the culture.** This shapes how the organisation works and feels. The Culture of Leadership is an exciting core course that gets to the heart of this by focusing on international teacher leadership at the middle level, exploring the relationship between culture, context and leadership.

During the course, participants explore critical aspects of the Middle and Teacher Leadership roles and how their beliefs and values influence their practice. In addition, they will have the opportunity to build their leadership knowledge, understanding, and skills to strengthen their effectiveness and impact.

By the end of the course, participants will have a strong understanding of why leadership matters and how they can shape the culture in their team. They will leave with a clear plan to assist them with the successful application of their learning.

## GUIDING QUESTIONS:

- What does research claim about effective teacher leadership?
- To what extent is leadership context driven?
- How does culture impact leadership?
- How can a teacher leader develop the ability to lead effectively in different contexts?
- What are beliefs and values about leadership, and how does this impact leadership practices?



**07, 14, 21, & 28 JAN | 08:00**  
**Facilitator: Teresa Belisle**

[REGISTER HERE](#)



**25 FEB, 04, 11, & 18 MAR | 15:00**  
**Facilitator: Jimena Zalba**

[REGISTER HERE](#)

**TIMINGS:**  **ASIA**  **EUROPE**



# CURRICULAR DESIGN & LEADERSHIP

**At the centre of Middle and Teacher Leadership is a commitment to improving student learning.** One of the most significant school-related factors influencing student learning is a guaranteed and viable curriculum.

This course explores the role Middle and Teacher Leaders play in shaping, leading, and strengthening curriculum within their school context. Participants will examine how a school's vision and values inform curriculum design and development, explore the key principles that underpin effective curriculum planning, and consider how curriculum review can ensure alignment with the school's mission while reflecting its culture, context, and student diversity.

The course also introduces the growing role of AI and digital fluency in curriculum design, inviting Middle and Teacher Leaders to reflect on how these emerging areas can support planning, learning, and decision-making in thoughtful and responsible ways.

By the end of the course, participants will leave with practical strategies and tools to review, strengthen, and lead curriculum in ways that support highly effective learning in their context.

## GUIDING QUESTIONS:

- How do vision and values drive curriculum design and development?
- What are the key principles that underpin effective curriculum design?
- How is the curriculum reviewed to further ensure its alignment with the school's mission and reflect its culture, context, and student diversity?
- What is the impact of AI and digital fluency in curriculum design and leadership?



**16 & 17 OCT | 09:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)

**09 & 10 NOV | 05:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)

**TIMINGS:** ■ ASIA ■ EUROPE





# FACILITATIVE LEADERSHIP IN ACTION

**Middle and Teacher Leaders play a vital role in shaping the quality of collaboration within their teams.** When meetings and professional dialogue are facilitated with clarity, purpose, and inclusivity, they can strengthen trust, deepen thinking, and lead to more meaningful outcomes. This course draws on practical facilitation approaches and explores them through a middle leadership lens.

This course covers several key areas that will deepen understanding of what effective facilitation looks like in schools, including intentional meeting design, inclusive dialogue, and strategies that support engagement and clarity. Participants will explore how to lead conversations that elevate diverse perspectives, keep discussions focused, and help teams move towards purposeful action.

The course will also unpack how middle leaders can create the conditions for collaborative dialogue that is productive, respectful, and energising. Participants will consider how empathy, intentionality, and careful facilitation can support stronger professional relationships and more effective team learning.

At the end of the course, participants will leave fully equipped with practical tools and facilitation strategies to lead professional dialogue with greater confidence, purpose, and impact.

## GUIDING QUESTIONS:

- What does effective facilitation look like, and why does it matter for Middle and Teacher Leaders?
- How can Middle and Teacher Leaders design and lead dialogue that is focused, inclusive, and purposeful?
- What practical strategies and frameworks can support stronger collaboration and engagement?
- How can intentional facilitation strengthen team learning, relationships, and collective efficacy?

**11 & 12 JAN | 09:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)



**14 & 15 JAN | 05:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)

**TIMINGS:** ■ ASIA ■ EUROPE



# LEADING WITH CONFIDENCE IN THE AGE OF AI

In international school educational leadership, AI and digital fluency, which includes literacy, citizenship, tools, security, and devices, are key learnings for Middle and Teacher Leaders, enabling them to effectively fulfil their roles in the dynamic landscape of education. “Leading with Confidence in the Age of AI” explores the digital competencies necessary for leadership in an international school setting. Given the accelerated changes in the digital world impacting us both professionally and personally, the course supports Middle and Teacher Leaders to creatively and critically leverage digital environments and tools, including artificial intelligence, to enhance their leadership capacity.

Emphasising the development of a Middle and Teacher Leadership disposition with ethical online behaviour and positive digital footprints, the course supports these Leaders with the knowledge, skills, and understanding to seamlessly integrate AI and digital fluency into their leadership practice. Throughout the course, participants will explore key digital literacies and practical applications.

By the end of the course, participants will have delved into strategies for effective digital communication, collaborative workflows, and digital tool utilisation with the skills to navigate their roles as adept ‘digital fluency leaders.’

## GUIDING QUESTIONS:

- What are digital fluency’s key elements and their significance for middle-level leaders?
- How do middle-level leaders manage and capitalise on rapid digital changes?
- How can middle-level leaders develop and maintain ethical online behaviour and positive digital footprints?
- What digital skills are essential for Middle and Teacher Leaders, and how can they be mastered?



**30 SEPT, 07, 14, & 28 OCT | 15:00**

**Facilitator: John Mikton**

[\*\*REGISTER HERE\*\*](#)

**TIMINGS:** ■ ASIA ■ EUROPE



# MANAGING & EMBRACING CONFLICT FOR GROWTH

**Middle and Teacher Leaders regularly work with different perspectives, competing priorities, and moments of tension within teams.** Managing and embracing conflict effectively is therefore an important part of leadership, particularly when the goal is to sustain trust, clarity, and a shared sense of purpose.

This course explores why conflict occurs and the role of the leader in responding to it effectively. Participants will examine how leaders can manage and embrace conflict within their teams, beginning with the importance of self-awareness and clear communication. The course also considers how the successful leadership of change can help leaders navigate conflict more effectively, particularly when expectations, priorities, or ways of working are shifting.

Participants will engage with practical strategies and approaches for managing difficult conversations, separating the personal from the professional, and responding constructively in challenging situations. Through guided practice in a safe and supportive environment, they will strengthen both confidence and capability.

By the end of the course, participants will leave with a practical toolkit of strategies and protocols to manage and embrace conflict successfully across a range of contexts.

## GUIDING QUESTIONS:

- Why does conflict occur, and what is the role of the leader?
- How can leaders manage and embrace conflict within their team?
- How can successful leadership of change help leaders to navigate through conflict effectively?
- What strategies and approaches can leaders use to manage difficult conversations?



**18 & 25 FEB | 09:00**

**Facilitator: Teresa Belisle**

[REGISTER HERE](#)

**04 & 11 MAR | 05:00**

**Facilitator: Teresa Belisle**

[REGISTER HERE](#)

**TIMINGS:**  **ASIA**  **EUROPE**



# TEACHER QUALITY IMPROVEMENT

**Middle and Teacher Leaders play a vital role in strengthening the quality of teaching and learning within their teams and across their schools.** This course explores what research and literature indicate about great teaching, and how that understanding can inform meaningful improvement in practice.

Participants will explore how to foster a culture of continuous growth and examine effective strategies for improving practice at both the individual and team level. This includes the role of collective teacher efficacy in strengthening teacher practice and improving student learning.

Participants will also explore how Middle and Teacher Leaders can support the growth of the adults in their team and enable sustainable development through purposeful dialogue. In addition, they will reflect on the role of self-awareness in leadership, including how greater awareness of one's assumptions, perspectives, and responses can strengthen collaboration and support adult growth.

By the end of the course, participants will leave with practical strategies, tools, and approaches to strengthen teaching and learning and to lead ongoing professional growth within their own context.

## GUIDING QUESTIONS:

- What does research and literature indicate about what great teaching looks like?
- How to foster a culture of continuous growth to enhance the quality of teaching & learning?
- What are effective strategies & approaches for improving the quality of teaching & learning for individuals and teams?
- How can Middle and Teacher Leaders support the growth of their teams & enable sustainable development?



**02 & 03 NOV | 09:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)

**18 & 19 JAN | 05:00**

**Facilitator: Nancy Lhoest-Squicciarini**

[REGISTER HERE](#)

**TIMINGS:**  **ASIA**  **EUROPE**



## BESPOKE AND IN-PERSON TRAINING

Elevate your school's potential through our bespoke training designed for teachers, leaders, and associate staff in international or internationally minded schools. Whether face-to-face or online, our dynamic workshops, led by expert facilitators go beyond the ordinary.

Every bespoke piece of work begins with a conversation to understand your context. With a commitment to building strong relationships, we deliver customized training solutions, not silver bullets. Our partnership for growth approach enables us to listen so that we can design and deliver training that meets the unique needs of your school, group or organisation.

At ECIS, bespoke training is our biggest growth area and this academic year, we are proud that schools within and beyond our community are working in partnership with us. We work with all stakeholder groups and focus on DEIJ, governance, leadership at all levels, learning and teaching, and school operations.

All of our Middle Leader Certificate courses can be tailored to your context and delivered face to face or online for your school or group of schools. Our most popular bespoke training is centred around the topics below. Please note that the list is not exhaustive:

- Strategic Planning with Senior Teams
- Leading Together
- Creating a Coaching Culture
- DEIJ
- Creating Community and Belonging
- Developing Excellence in Middle Leadership
- Having Difficult Conversations
- Making the Most of Meetings
- Effective Communication and Collaboration
- Behaviour Management and Restorative Practice
- Student Leadership Workshops
- Working with the Board and Board Retreats
- Leading CPD and Facilitation Skills
- UDL and Adaptive Practice
- AI and Digital Literacy



To find out more about our bespoke MLC training offer, contact [helen@ecis.org](mailto:helen@ecis.org) or [nancy@ecis.org](mailto:nancy@ecis.org) for a consultation meeting.

MORE THAN A COURSE,  
*it's a community!*



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