

THE PILLARS OF SCHOOL:

**A CASE STUDY OF MIDDLE LEADERS IN FOUR PRIVATE SECONDARY SCHOOLS IN
ISLAMABAD, PAKISTAN**



**Presenter: Saira Riaz, International Islamic University of Malaysia,
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PILLARS OF SCHOOL



“ MIDDILE LEADERS ARE SANDWICHED BETWEEN THE TWO ”

(Dr. TONY BUSH, 2002)

PILLARS OF SCHOOL



“MIDDLE LEADERS ARE BUFFER AND BRIDGE”

(AUBREY-HOPKINS, 2013)

PILLARS OF SCHOOL



***“OVERBURDENED MIDDLE LEADERS ARE ON THE VERGE OF BURNING OUT”
(HARVARD BUSINESS REVIEW, 2013)***

PILLARS OF SCHOOL

A white egg is being squeezed by a blue vise. The words "UNDER PRESSURE" are written in bold, black, sans-serif capital letters across the middle of the egg. The background is a light blue gradient.

**UNDER
PRESSURE**

“ MIDDLE LEADERS TAKE PRESSURE FROM TOP TO BOTTOM ”

(FULLAN, 2010)

WHO ARE MIDDLE LEADERS ?

- ✓ Teachers who hold middle-ranking positions in the hierarchical structure in a school
- ✓ Neither senior leaders nor junior members of staff
- ✓ Responsible for supervising the work of groups of other people, usually teachers

(Busher et al, 2007)



IDEA OF LEADING FROM THE MIDDLE

In recent years, leading from the middle has developed as a **strategy**:

*“That increases the **capacity** and **internal coherence** of the middle as it becomes a more **effective partner** upward to the state and downward to its schools and communities, in pursuit of **greater system performance**” .*

(Harris and Jones, 2017, p.1).



RESEARCH QUESTIONS

Q.1 what are the *Roles* of Middle Leaders in the private secondary schools?

Q.2 What are the *Responsibilities* of middle leaders in their daily job?

Q.3 What are the *Challenges* faced by middle leaders in their daily job?

GLOBAL PERSPECTIVE

ENGLAND

AUSTRALIA

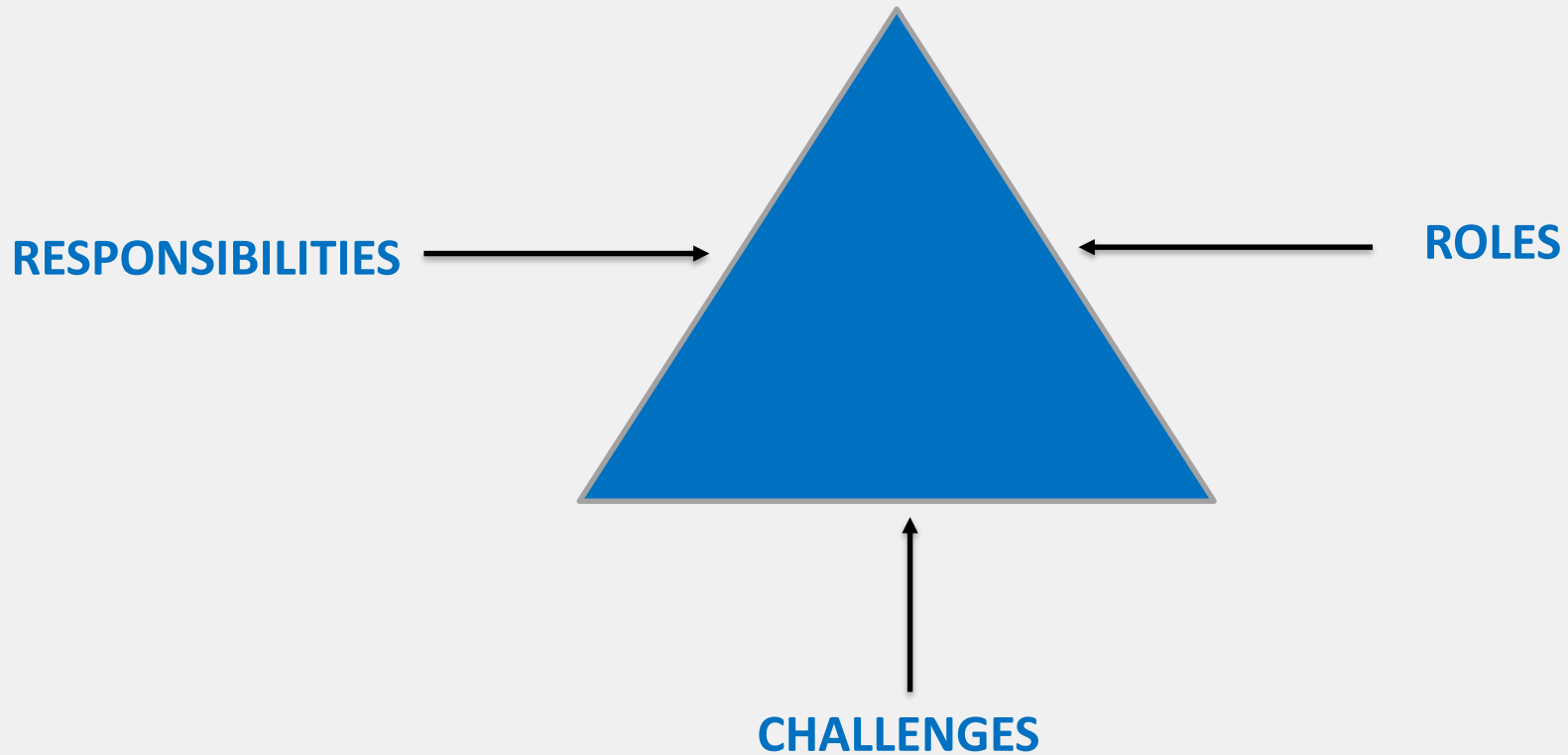
NEW ZEALAND

SIGNIFICANCE OF STUDY

- ✓ Filling up a gap in research on Middle leaders in schools in Islamabad Pakistan
- ✓ Awareness raising on Middle leaders in private schools.
- ✓ Sensitization of future middle leaders through challenges studied.



RESEARCH MODEL



THREE DIMENSIONAL STUDY ON MIDDLE LEADERS IN SCHOOL

METHODOLOGY

The Research Approach

- Qualitative case study
- Interpretivistic manner

Instrument

- Semi-structured interviews

Sampling

- Purposive sampling,
- Four high performing schools ,
- Four coordinators with 3-5 years of experience

Data collection

- Piloting
- Semi-structured interviews

METHODOLOGY

Data Analysis

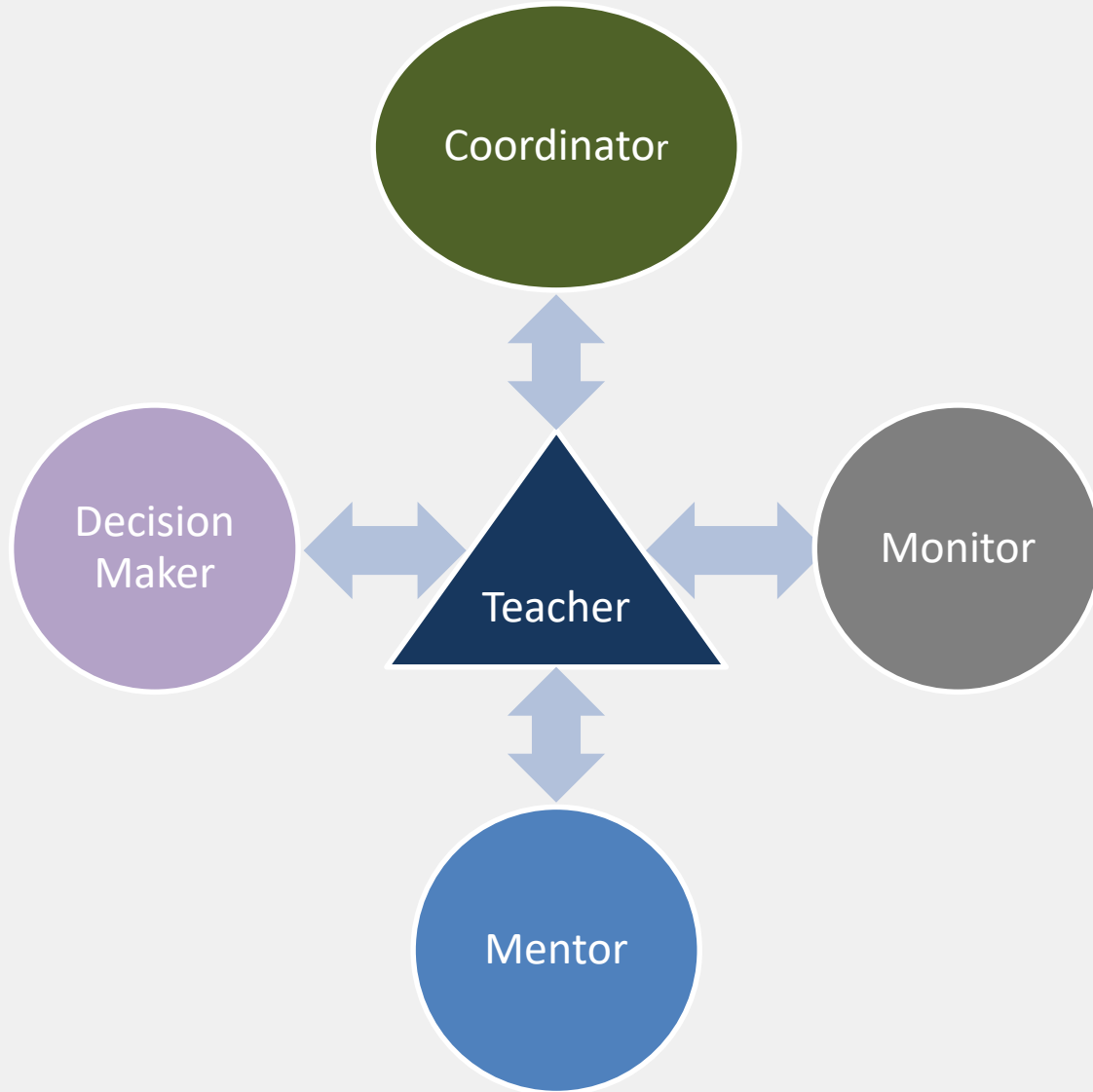
- Transcriptions
- Coding & themes

Validity & Reliability

- Member checking

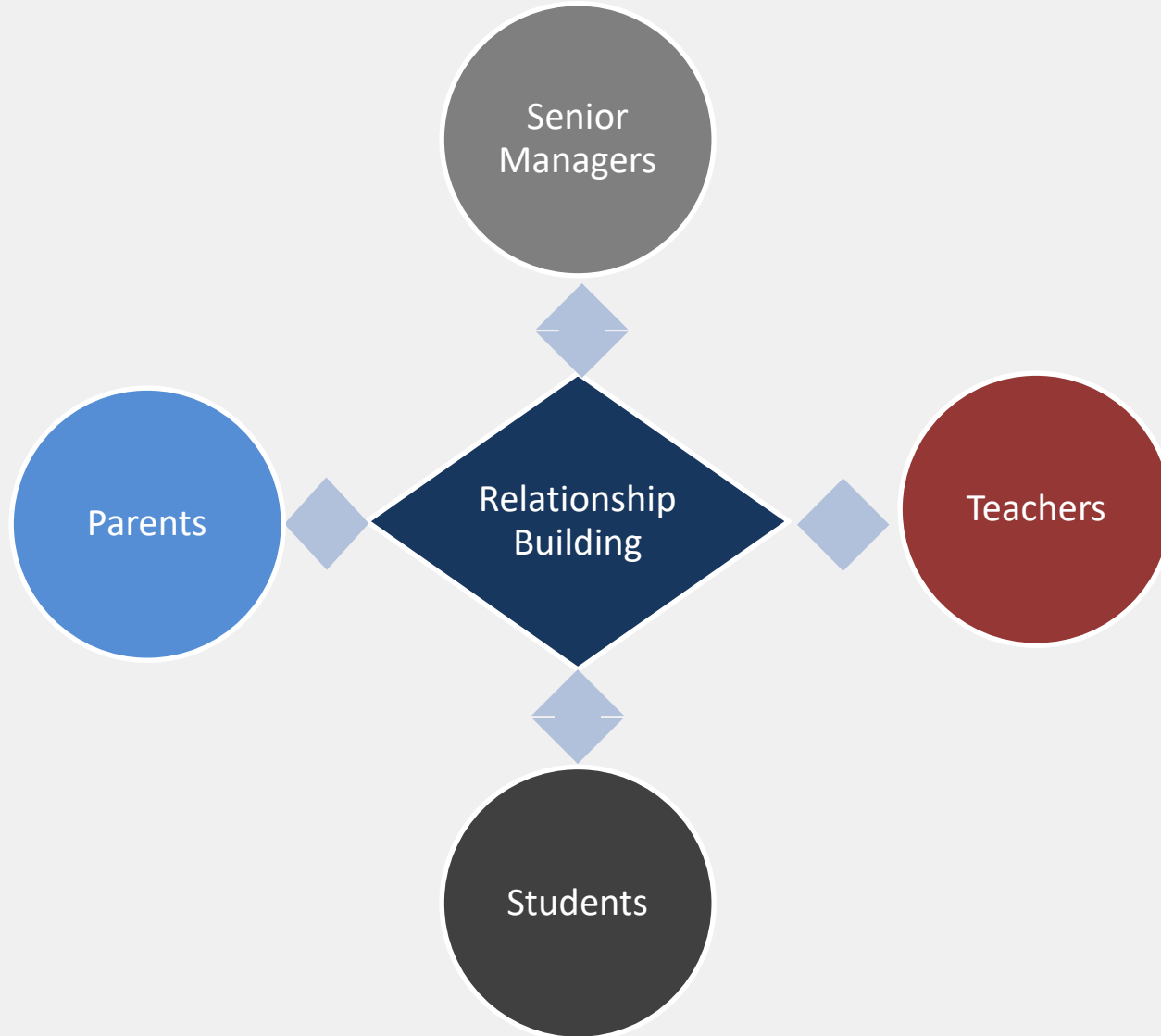
FINDINGS

ROLES-TEACHER



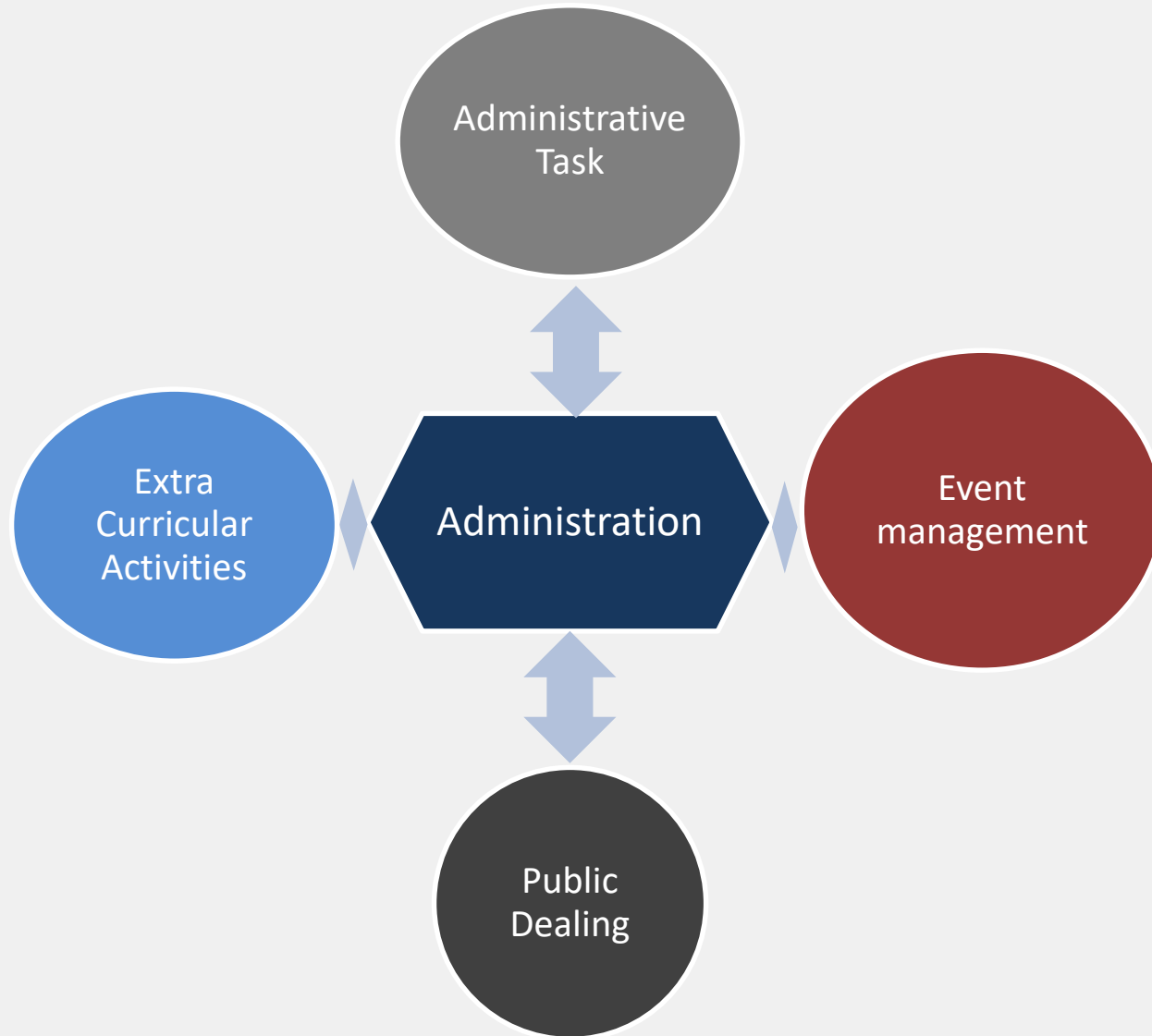
FINDINGS

ROLES- RELATIONSHIP BUILDING



FINDINGS

RESPONSIBILITIES



FINDINGS

RESPONSIBILITIES

Teaching

- Coordination
- Creativity
- Monitoring
- Collegial environment
- Collaborative learning communities
- Teachers' training
- Quality assurance

Administration

- Event management
- Extracurricular activities



**EFFECTIVE
TRANSFORMATIONAL
LEADERSHIP**

CHALLENGES

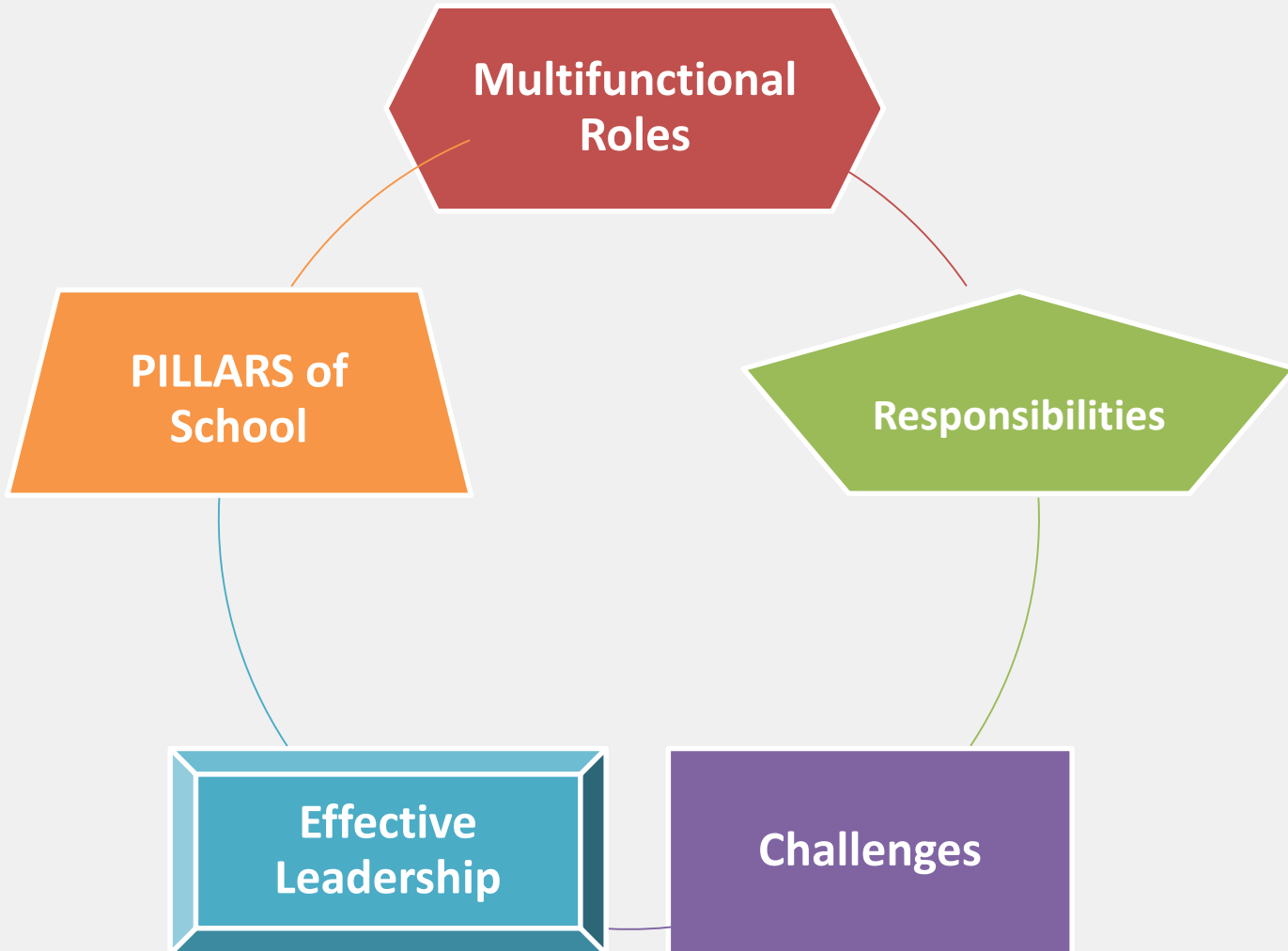
Multitasking

- Coordination
- Monitoring
- Heavy workload

Relationship Building

- Demands of senior managers
- Teachers' performance
- Satisfaction of parents

CONCLUSION



CONCLUDING STATEMENT
MIDDLE LEADERS ARE THE PILLARS OF SCHOOLS



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THANK YOU