Lindsay has taught in secondary schools since 1978 in Victorian regions Gippsland, Goulburn North East, and in the Western Metropolitan region. He taught at Traralgon and Morwell in the late 70s before returning to teach at Sale High School from 1985 – 1991. Stints at Nathalia and Niddrie as Assistant Principal preceded his current appointment as Principal of Kyabram Secondary College, which he commenced in 1997. The Kyabram Leadership team has presented it's Performance & Development Leadership model in over 150 schools during 2005/6 and Principals Conferences in Victoria and WA. He is guiding the leadership of many of these schools through cultural transformation that will enable performance & development accreditation within three years.

The cultural change program was launched at a Residential Conference for all Kyabram staff early in 2002. Four years down the track, the leadership team believes that the culture is fully embedded but, they still have another year to go to fully institutionalise the processes with all staff. The key strategies they used are highly collaborative, and include the following key steps;

- **Set up teams aimed at engaging teachers in discussing student learning**
- **Provide training and establish protocols**
- **Set Goals & Targets for improving outcomes for students**
  Within the teams, all teachers developed specific written goals for groups of students, which relate to either Standards of achievement, Qualities as learners, or Personal attributes
- **Provide necessary resources**
- **Separate Performance Development from Performance Management**
- **Identify the leadership challenge to optimise and empower staff performance rather than manage and oversee staff performance**

Much of the what Kyabram does has been adopted by schools throughout Victoria, and Principals state wide are now involved in performance review using the same processes. The processes are referenced back to key educational researchers who include Richard Elmore, John Edwards, George Otero and Michael Fullan.

**WHAT KYABRAM SECONDARY COLLEGE HAVE ACHIEVED**

Kyabram has made considerable progress in creating and embedding a performance and development culture within the school, and in establishing the systems and processes needed to support this culture. More specifically, Kyabram has achieved the following results:

- Specific written goals related to improving student outcomes are in place for all staff
- All staff attend four (2-3 hour) Performance and Development team meetings per year to discuss progress, provide feedback and support, and evaluate outcomes against goals and targets
- Performance against goals and targets is assessed using a range of measures, with some teachers designing their own measurement tools
- Professional development is now far more targeted, and learnings and reflections are systematically recorded in the Performance and Development Database
- The effectiveness of team meetings is evaluated using the KOLB analysis tool, and results are monitored by independent consultants
- Kyabram has noted a number of critical subjective indicators which provide information about the level of cultural change, including, the ‘buzz’ after Performance Development meetings, the level of contribution and involvement of staff, the openness and transparency of team discussions, and the level of positive energy and motivation amongst the staff following team meetings.

*We have been assessed by the ACER accreditation instrument with very positive results and gained our Accreditation in July 2005.*