



Research Tool ELNE Research Committee

ELNE Year 3 – Contextualising Collaborative Leadership Across Europe: Stakeholder Perspectives

Background

The objective of the third project year of ELNE is to investigate how collaborative educational and school leadership looks like from the perspective of various stakeholders and in different contexts in the practice. The preconception of the ELNE Research Committee is that **various stakeholders and contexts expect different things from collaboration and how it is led**. This research tool has been developed to capture these distinct expectations as broadly and as concretely as possible. Based on the results of this research tool, the ELNE network will try to form a holistic systemic bottom-up framework for presenting the distinct expectations.

Introduction

This research tool was designed to be used in all the events organised by ELNE network members to gather information from various stakeholder groups. With the help of this tool, the network members can **include a workshop session in their events and/or organise specific focus groups for this purpose** to gather information which will be delivered as first-phase reports to the ELNE Research Committee following the instructions of this research tool. The Research Committee will synthesise this information into the final reports.

In a nutshell, this research tool includes instructions how to organise the workshop, what questions to use and how to document the workshop. We are inviting all ELNE members to organize their own workshops with the help of this research tool and to follow the instructions below.

The instructions for the use of this research tool

When planning a workshop, it is advisable to view it both as the event you would like to have for your own purposes and as a workshop to obtain data for the third-year goal of ELNE. For this reason, we suggest **you have both a workshop moderator and a research moderator for planning and enacting the event**. Of course, if necessary and possible, the workshop moderator can be the same person as the research moderator.





The task of the **workshop moderator** is to call and gather the group together and to facilitate the group discussion around the questions of ELNE's third year.

The task of the **research moderator** is to ensure that the workshop follows good research ethics, to support the workshop moderator as needed, to provide the relevant event data and to conduct first-phase analysis on the data providing synthesized workshop answers to the research tool questions.

Organise your workshop:

1. Inform the ELNE Research Committee at eija.h.hanhimaki@jyu.fi and the ELNE Secretariat at contact@elnenetwork.org so they can assist you with the organisation and moderation if needed
2. Design the agenda for your workshop:
 - Time length: 45-90 minutes. To be determined by the organiser.
 - Elements to be included:
 - Introduction from the workshop moderator:
 - Context and objectives of the workshop: Why are we here and what is the agenda.
 - Introduction of research moderator if any
 - Quick round of introductions/icebreaker to meet the audience
 - Presentation about ELNE and Collaborative Leadership
 - Discussion: 1 big group / breakout groups / questions on interactive tool
 - Reporting: Recap and compilation of key messages from the discussion / from each group
 - Wrap up and next steps
- Prepare the relevant materials. See annexes below:
 - Slides for introduction about ELNE.
 - ELNE proposed EU definition of Collaborative Educational and School Leadership
 - Guiding questions
 - Reporting tool for participants: Padlet, Mural, Slido, Flipcharts, etc.
- Report back to ELNE: Synthesise the answers using the reporting template from the annexes and report back to the ELNE Research Committee at eija.h.hanhimaki@jyu.fi and contact@elnenetwork.org





ANNEX 1: Short presentation about ELNE

Access example [here](#). Feel free to use it or adapt it for your workshop.

ANNEX 2: ELNE proposed EU definition of Collaborative Educational and School Leadership

"Collaborative Educational and School Leadership refers to the multidimensional process in which relevant actors of education systems – policymakers, practitioners, students, parents, researchers and community partners– actively engage in shared reflection and decision-making to fulfil the educational mission of their institutions and systems. A defining characteristic of collaborative leadership is the recognition that stakeholders bring diverse perspectives and forms of expertise, and that they hold different levels of agency and leading roles. This form of leadership is grounded in common missions, shared values, and collective agency, and aims to achieve common goals that serve all members of the community."

- For more information about the definition and its dimensions, please refer to [ELNE's Policy Recommendations from September 2025](#)

ANNEX 3: Guiding questions for the discussion

Guiding questions for the discussion to be answered from the perspective of participants' **own role** (educational leader /teacher/student/parent/policy maker/researcher etc.) **and educational institution/community** (early childhood education centre/school/ /college/university, etc.).

- **What kind of collaboration do you have in your educational institution/community?**
- **What kind of collaboration would you like to have there?**
- **How is this collaboration led (e.g. support, structure, information, etc.)?**
- **How should this collaboration be led?**
- **What kind of obstacles have you experienced for the collaboration**
- **What kind of enablers have you experienced for the collaboration**
- **How do you view the usability of the ELNE definition below for collaborative leadership in education? Please give feedback on it.**

If time is short, we suggest to focus the discussion on 3 questions:

- Is the definition operational in your context?
- Is something missing in the definition?





- How could it be improved?

Annex 4: Reporting template

The research moderator takes care that the workshop collects all the necessary information and that the reporting of the workshop is done. This makes it possible for the Research Committee to use the workshop for ELNE reporting. The workshop report should include:

- Name, affiliation and contact information of the research moderator
- Background information about the workshop: Where, when, how long, number of participants
- Background information about the participants (when relevant/applicable):
 - Geographics: Region, size of community, etc.
 - System level: European, regional, local, institutional, etc.
 - Education tier: Early childhood, primary, lower secondary, upper secondary, vocational, higher, adult education, etc.
 - Role(s): Educational leader/teacher/student/parent/policy maker/researcher, etc.
 - If the group participants represent different roles and stakeholder groups (e.g. in school communities), please, inform all of them in your report.
- Answers to the questions discussed based on the first-phase analysis
- Other notions and comments:
 - For example, deviations from the instructions
 - Suggestions to improve the research tool
 - Etc.

FOCUS GROUPS REPORTING TEMPLATE - ELNE	
Contact person for reporting (name, affiliation and contact information)	
Background information about workshop (date, time, place, number of participants)	
Information about participants (stakeholder group, geographics, education tier and role)	
Key messages from group discussions and plenary session	
Other notions	

If you need more information about using the research tool, you can contact the ELNE Research Committee at eiya.h.hanhimaki@jyu.fi and contact@elnenetwork.org

