

Statement of Leadership Principles & Behaviours

Principles

Leaders will always endeavour to:

- Model, inspire and insist on excellence
- Communicate their vision with clarity and conviction
- Act with integrity, placing learners at the centre
- Persist with tenacity and resilience
- Challenge with compassion
- Prioritise and take action for maximum impact
- Seek and provide opportunities for growth
- Be curious
- Show humility and not assume they know everything
- Show strength through unity
- Challenge inequality, prejudice and unconscious bias, being a voice for those without a voice; make sure that policy and practice embeds equality
- Be confident to make decisions in the best interests of the communities that we serve, adapting decisions based on changing contexts
- Be very mindful of the well-being of all stakeholders
- Consider a balanced workload with the use of new technologies in mind

Behaviours

In meetings, leaders will:

- Turn off their phones (including in virtual meetings)
- Set clear and relevant goals
- Plan carefully, linking to school priorities
- Prepare thoroughly, with individual pre-meeting conversations as required
- Keep the meeting focused, avoiding anecdote and ensuring points are resolved
- Value disagreement, and respond professionally if their own point is not taken
- Tackle 'blocking' and resistance
- Ensure growth and development are always part of the meeting; provide opportunities for participants to shine
- Bring all actions back to their impact on learners
- Observe participants carefully, ensuring all leave the meeting fulfilled
- Provide clear notes of action and follow up assiduously

On learning walks and around academies, leaders will:

- Be positive and encouraging to staff and students
- Focus on the positive, smile and model positive body language
- Ensure precise development points in all feedback
- Follow the protocol for learning walks (to include behaviours/sharing information/focus/rota/system/recording/growth)
- Use assertive, not apologetic language
- Challenge any non-compliance and follow up, being mindful of the personal situations and global context at that time
- Walk confidently and assertively, with presence
- Be alert, approachable and calm
- Always be on time for duties and follow duty protocols
- Be responsive and sensitive to immediate context



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In communications, leaders will:

- Listen first
- Promote the positive
- Refer back to the academy and Trust vision and values, with examples
- Use words with care, be clear and articulate
- Ensure that conversations are unambiguous and end with agreed actions and positivity
- Ensure an appropriate environment for discussions
- Model mutual respect and integrity
- Be well-prepared and well-informed
- Endeavour to have coaching conversations
- Prioritise face-to-face communication, then virtually (where applicable), then phone, then email
- Be sensitive to the individual, their needs and anxieties.
- Demonstrate positive body language

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