

Leadership Matters

Based on the book by
Andy Buck

A recommended read for school leaders current and future



You as a leader

- What is your moral purpose and approach?
- Who are you as a leader?
- How well do you know yourself?
- How do you respond when the going gets tough?

Staff need you to remain optimistic even when there appears no reason to do so!

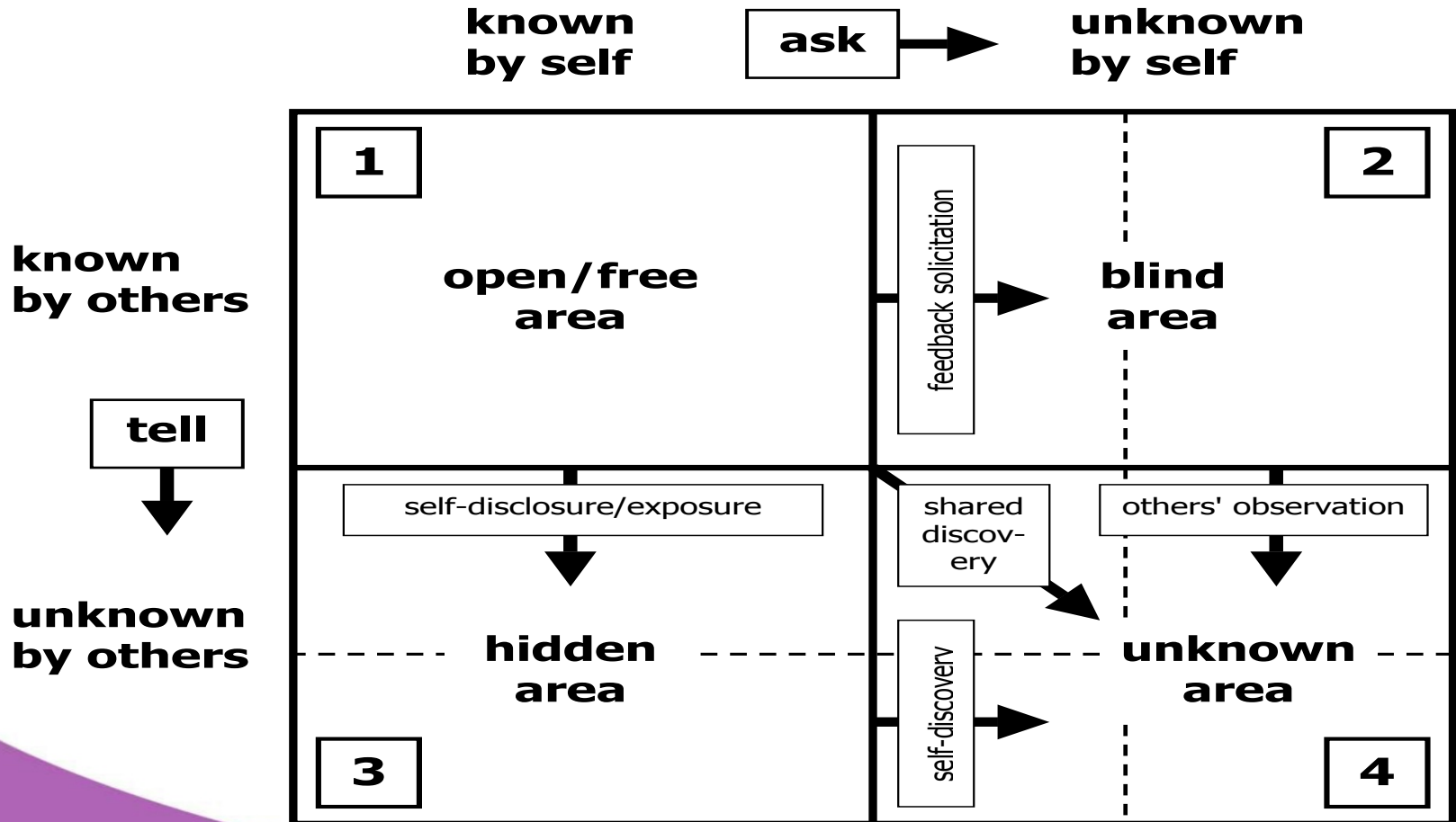


The giraffe concept

Although giraffes all have long necks their markings vary. They have evolved to suit their context.

- What are your leadership *long neck* issues? The things you need to know and do to be successful.
- Use the very best evidence to make sure the approach suits the context.

Johari Window model



The Learning Centred Leader

- Do you use the Johari window to see yourself and others more clearly?
- What steps and processes do you go through to review your own self-awareness and changing leadership style/role?
- How do you model these approaches for other leaders?

Your Leadership Predispositions

Do you play to your strengths?

Are there any areas you need to keep in mind and try to manage more effectively?

How can others help you to achieve these?

4 ways to improve your own performance as a leader.

- Make the time to reflect, do you systematically make time to think about your effectiveness?
- Do you make a point of asking for feedback from colleagues, pupils, peers and parents?
- What strategies do you use to relax and create the mental state to reflect?
- Who do you speak to beyond your line manager? Would you benefit from having a coach?

The Challenges of Middle Leadership

- As a middle leader you sit at the heart of the school leadership team, managing up, down and across, implementing changes that come from above and managing situations that arise below.
- The role of ML is shifting, demanding more autonomy and accountability, resilience and courage are more important than ever before.

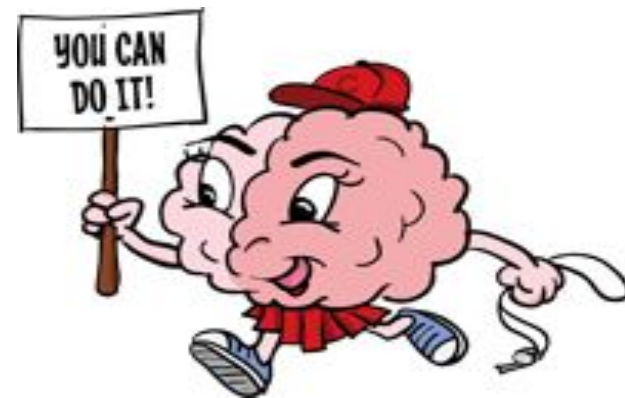
Staying optimistic

- Recognise and celebrate small successes to build momentum and positivity in the team.
- Praise the team to keep them positive, this will make you more positive too!
- Communicate so others hear your voice regularly and you control the flow of information and messages.
- Be authentic and honest so they feel they can trust you to deliver the tough message when it's required.

Staying optimistic

Copy role models: when you are feeling vulnerable copy the behaviour of others who appear to be in control.

Communicate your vision, this will inspire your team and remind them about the big picture reason behind what you are doing.

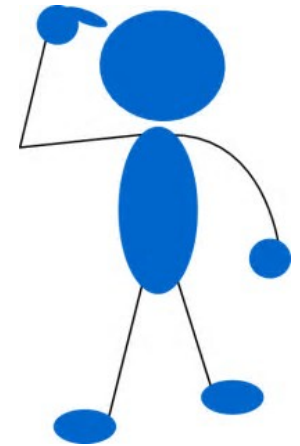


Show courage

Stand up for your beliefs and defend them in the face of opposition and entrenched interests.

Do the right thing rather than take the easy option, despite the possible risks and complications.

Take calculated risks, where appropriate to improve provision for students.



Building Trust

Demonstrate that you as leader have the ability and willingness to tackle the tasks you expect others to do. This build organisational momentum.

I am part of a team where the individual role is critical to the success of the school.

Join in with the menial tasks; this links to small acts of kindness. This buys loyalty.

Look for....

- Individual competencies / strengths
- Preferred ways of working
- Motivations
- Who on your team need the big picture
- Those who need detail before the wider strategy
-and remember we all like doing things we are good at 😊

Key questions

- Do you use personality tools to support members of the team?
- Do you use 360 reviews to better understand the performance of yourself and others?
- How good are you at reading body language?
- How well do you deliberately play to others strengths?
- Do you consciously differentiate the way you work with others?

For more read the book!