

## Strategic Discussion: Excellent Leadership: Build leadership capability

**Statement:** Leaders are able to think strategically, have the ability to develop a vision and inspire in others the desire to follow that vision. Our leaders need to be forward thinking, capable of including others in the journey and valuing the contributions others have to offer. Our leaders are our change managers and must be capable of supporting themselves and others through periods of change. Leaders need to be adaptable, flexible, confident, resilient and excellent communicators. They need the fortitude to be able to make hard decisions and maintain professional boundaries at all times, recognising the difference between being friendly and being friends with those they lead. Leaders display integrity, wisdom, calmness and self confidence. They accept responsibility and accountability for their own actions and those they are leading, being firm but fair and equitable. They are emotionally well grounded, consistent in temperament and thus approachable. A good leader elicits the best from others, recognising and affirming them. We recognise the complex demands and high expectations of our leaders who we believe should be valued, nurtured and supported to succeed. We should be deliberate and active in building our leadership capability within the association, providing opportunities and pathways to leadership and modelling the type of leadership we expect to see.

Area	Ensure:	Further Initiatives to be explored
Strategies	<ul style="list-style-type: none"> <li>• Robust recruitment and induction processes are in place</li> <li>• Succession planning – identifies, supports &amp; encourages future leaders</li> <li>• Pathways for developing leadership skills &amp; capabilities are available to staff and those with emergent leadership potential</li> <li>• Professional supervision and mentoring is available and occurring</li> <li>• We foster buddy &amp; mentoring amongst colleagues to occur</li> <li>• We provide support of staff with pastoral care</li> </ul>	
Board engagement	<ul style="list-style-type: none"> <li>• Board members need to model desired leadership qualities</li> <li>• Commitment to professionally developing leadership skills within the Board</li> <li>• Encourage courageous conversations &amp; decisions</li> <li>• Model good communication and change management</li> </ul>	
Staff	<ul style="list-style-type: none"> <li>• Opportunities to develop leadership skills are available and taken up by staff</li> <li>• Willingness to take opportunities to step up both in formal and informal leadership situations</li> <li>• Develop strategies to increase resilience</li> <li>• Recognise when to ask for support with leadership</li> <li>• Appropriate delegation (not abdication) is occurring, shared/distributed leadership</li> <li>• Engage in opportunities to form &amp; participate in learning clusters &amp; Head Teacher groups</li> <li>• Demonstrate good support of their leaders</li> <li>• Take an interest in wider association activities and roles</li> <li>• Take an interest in matters affecting education</li> </ul>	
PD	<ul style="list-style-type: none"> <li>• PD to support the development of leaders is available</li> <li>• Staff are encouraged to upgrade qualifications</li> <li>• Pedagogical leadership – space for thinking, reflecting, planning</li> <li>• Support staff to have courageous discussions &amp; make courageous decisions</li> <li>• Build change management and communication capability</li> </ul>	