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| **EMOTIONAL INTELLIGENCE** |
| **PERSONAL COMPETENCE****HOW OUR LEADERS MANAGE THEMSELVES** | **SOCIAL COMPETENCE****HOW OUR LEADERS MANAGE RELATIONSHIPS** |
| **SELF-AWARENESS*** **Emotional Self-Awareness**: Can read their own emotions and recognises their impact.
* **Accurate and Honest Self-Assessment**: Has a clear understanding of their own strengths and limits and works on improving their areas of weakness.
* **Self Confidence**: Has a clear sense of self-worth and their own capabilities.
 | **SOCIAL AWARENESS*** **Empathy**: Senses the emotions of others showing an understanding of their perspective and taking an active interest in their concerns.
* **Organisational Awareness**: Reads situations, understanding groups and staff dynamics.
* **Service**: Recognises, understands and meets pupil and parental needs.
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| **SELF MANAGEMENT*** **Emotional Self-control**: Keeps disruptive emotions and impulses under control and displays positivity to others.
* **Transparency**: Displays honesty and integrity and trustworthiness.
* **Adaptability**: Has the flexibility to adapt to changing situations and overcome obstacles successfully – learning to be comfortable outside their comfort zone.
* **Achievement**: Has the drive to improve performance to meet inner standards of excellence and performance targets.
* **Initiative**: Shows a readiness and willingness to seize opportunities.
* **Optimism**: Focuses on the positive.
 | **RELATIONSHIP MANAGEMENT*** **Inspirational Leadership**: Guides and motivates with a compelling vision.
* **Influence**: Wields a range of tactics of persuasion.
* **Developing Others**: Bolsters other’s abilities through feedback and guidance.
* **Change Catalyst**: Initiates, manages and leads in new directions.
* **Conflict Management**: Successfully resolves disagreements.
* **Building Bonds**: Cultivates and maintains a network of positive relationships.
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| **OPERATIONAL EXCELLENCE FOR TEACHERS / MIDDLE LEADERS (SUBJECT LEADER)** |
| **COMMUNICATION*** Has a written and verbal style that is clear and has impact.
* Delivers thoughts in a straight forward way and maintains listener interest.
* Listens and responds effectively and checks understanding.
* Has a rigorous but impartial questioning style.
* Is effective at chairing meetings.
* Ensures good communication between relevant parties.
 | **CLIENT FOCUS*** Acts as an ambassador for our school.
* Appreciates how our school operates within the wider community and actively seeks opportunities to forge effective partnerships.
* Adapts approach so they are able to deal successfully with a range of influential parties and circumstances.
* Deals with school professionals, outside agencies, governors and parents with sensitivity and tact.
* Ensures confidentiality procedures are followed when sharing information.
* Has a clear understanding of parental and pupil needs.
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| **PLANNING*** Effectively links objectives and actions to our School Plan.
* Prioritises and schedules to ensure optimum use of time and resources.
* Is sufficiently organised and flexible to switch between several ongoing tasks.
* Recognises when plans need to be adapted and acts accordingly.
* Seeks input from others in the planning process.
* Ensures plans are understood by all involved.
 | **PEOPLE MANAGEMENT*** Deals with issues, problems, poor performance and conflict in a prompt manner – not leaving situations to fester or worsen.
* Is well received as a team member and as a leader of a team.
* Adapts personal style to empathise with a range of people.
* Builds and maintains rapport over sustained periods.
* Invites a two-way exchange of information and feedback from others.
* Demonstrates a management and leadership style that is consistent and congruent with whole school requirements.
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| **ACTION*** Is able to complete tasks within deadlines and budgets.
* Can effectively delegate when necessary.
* Makes confident decisions that show clear understanding of our whole school vision and ethos.
* Achieves a balance between ‘planning’, ‘delegating’ and ‘doing’.
 | **CREDIBILITY & INFLUENCE*** Gains respect by operating in a professional and credible manner.
* Engenders co-operation by considering the perspective of others.
* Handles disagreements or resistance constructively and fairly
* Is confident about one’s own knowledge and ability.
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| **DRIVE & OWNERSHIP*** Strives to add value to the organisation.
* Develops self to improve performance.
 | **CRITICAL REASONING*** Thinks strategically, taking a holistic view of the way forward.
* Seeks the right information to analyse a situation and draw sound conclusions.
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| * Remains positive and maintains effort despite setbacks or changes.
 | * Generates justifiable alternatives to solve a problem or reach an outcome.
* Applies knowledge/experience effectively, yet is open to exploring new ideas.
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