

Saintfield High School Senior leadership Team

SESSION TWO - Welcome



Intended outcomes from this project

1. Strengthen individual leadership capacity within the SLT
2. Build cohesion and clarity within the SLT
3. Engage middle leaders and build connection....'joined up' with SLT



Whole Brain Communications

A

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Critical analysis
Facts – no fluff
Technical accuracy
Goals & objectives
Well articulated ideas
Data –fact based charts
Brief, clear, precise info

Minimal details

Freedom to explore

Metaphors – Visuals

Overview – Big picture

New, fun, imaginative

Conceptual framework

Aligns with I/term strategy

27

D

B

21

Detail time-action plan
Thorough w/references
Rules & procedures
Step by step – Concise
In writing in advance
Contingency plans
No digressing

Open, informal discussion

Expressive body & voice

Intros and conversation

Knows effect on others

Knows how people feel

Hear & understand all

No hidden agendas

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C



“Leadership is not
about a title or a
designation...
It's about **impact,**
influence and
inspiration”



Robin S Sharma



A leader is a dealer in hope

Getty



VISION



Mr President, I'm putting a man on the moon!





**The only
thing worse
than being
blind is
having
sight but
no vision**

Helen Keller





**We believe
in every child**



Vision & purpose

SAINTFIELD HIGH SCHOOL, TOGETHER WITH THE COMMUNITY WE SERVE, CELEBRATES PERSONALISED LEARNING IN A SAFE, CARING & STIMULATING ENVIRONMENT

Our Pledge

Individual success for all pupils
Learning and achieving together

A community where character grows and achievement matters

Nurturing character, community and achievement

A safe, inclusive and learning community where every pupil thrives

Leadership Style

D. Goleman

Democratic
Positive....but

Pace-Setting
Negativebut

Authoritative
Positive....but

Affiliative
Positive....but

Coaching
Positive....but

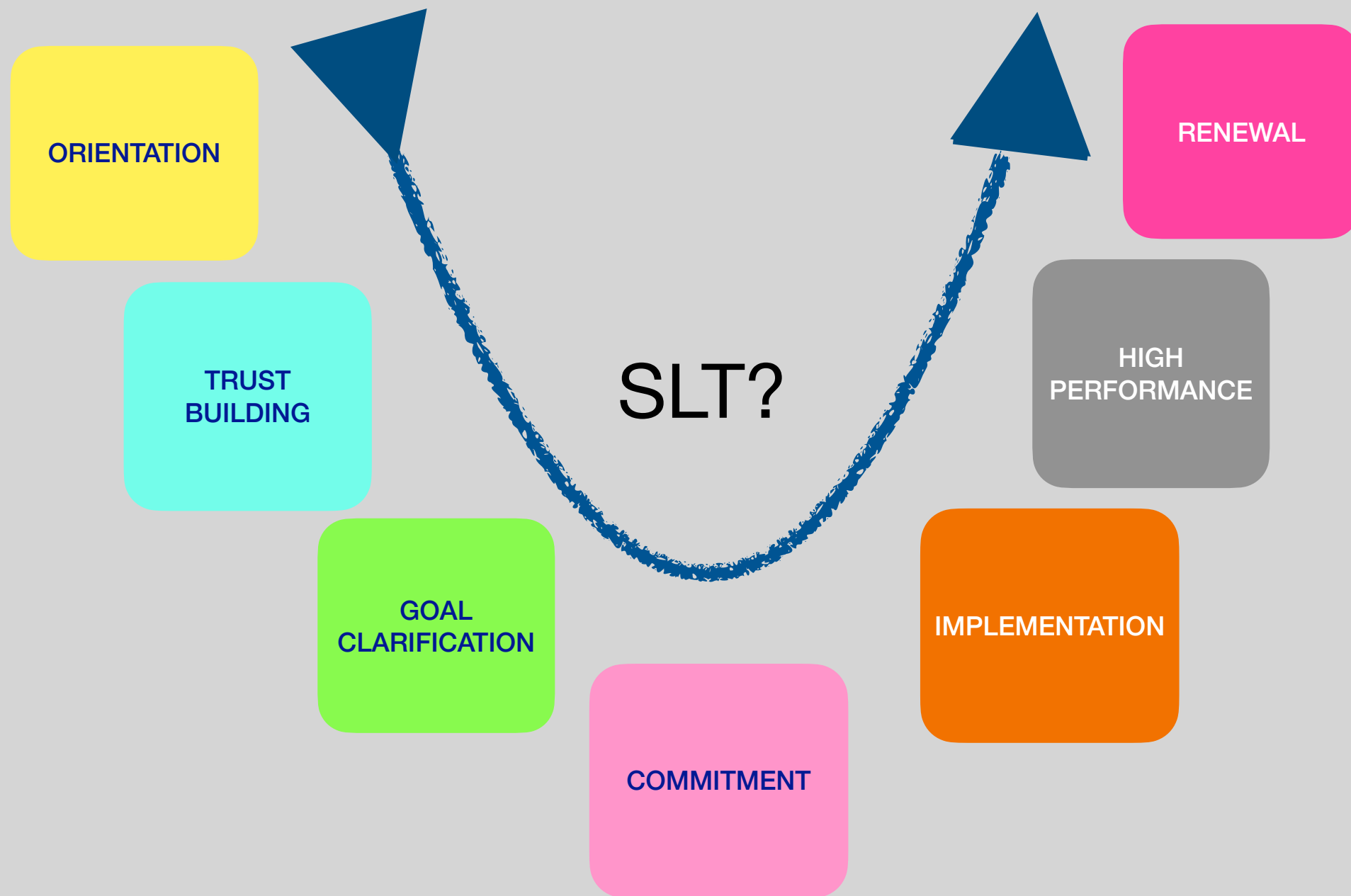
Coercive
Negativebut



High Performing Teams



DREXLER SIBBET TEAM PERFORMANCE

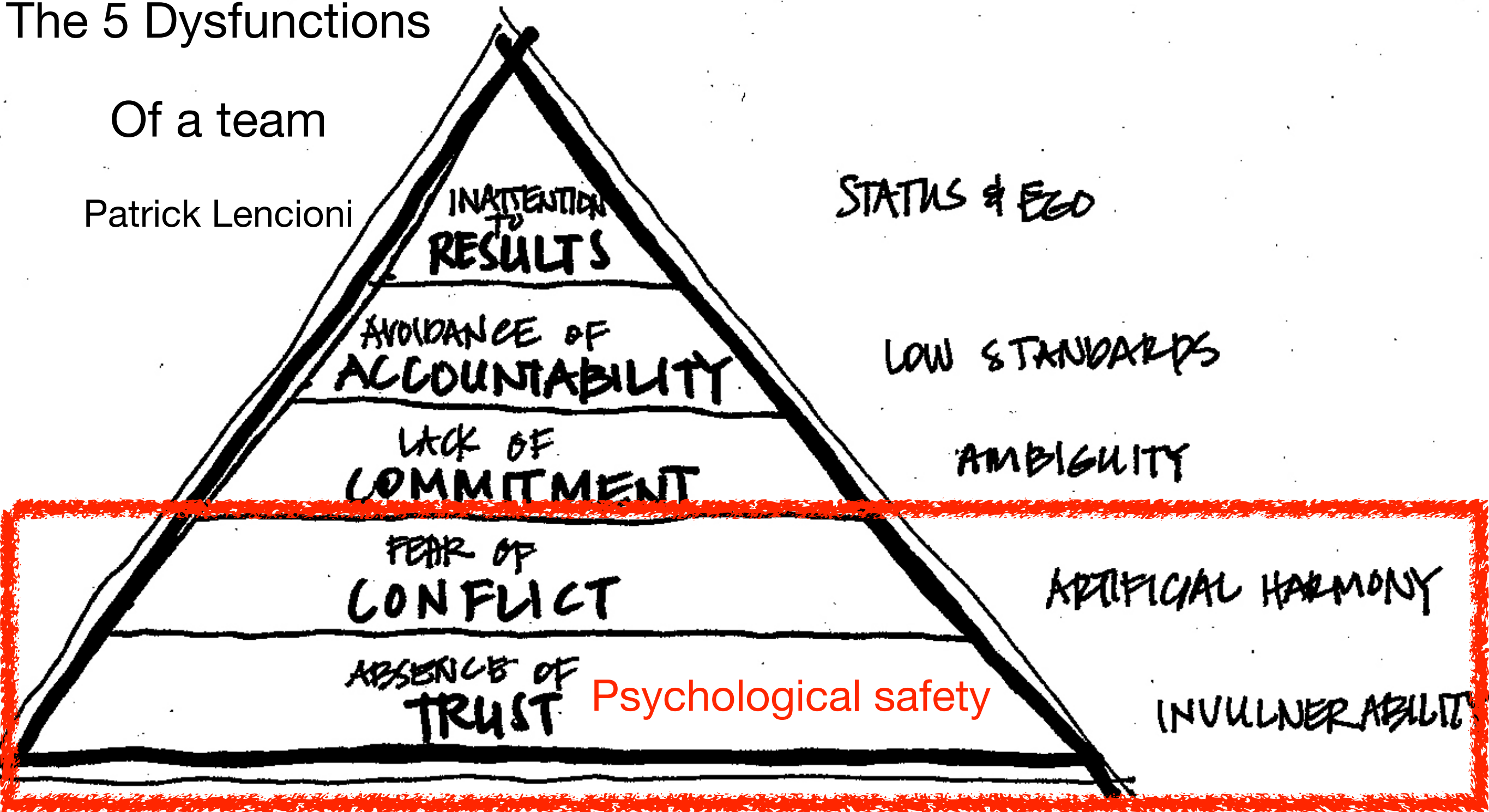




The 5 Dysfunctions

Of a team

Patrick Lencioni





Characteristics of a highly functional team

1. Team members trust one another
2. Team members engage in unfiltered conflict around ideas
3. Team members commit to decisions and plans of action
4. Team members hold one another accountable for delivery
5. Team members focus on achievement of collective results

From: Good To Great
(Jim Collins)

**Level 5
Executive**

Personal humility and
fierce professional will.
Long term success &
succession

Level 4 Leader

Inspires & motivates others toward a
compelling vision. Drives higher
performance and commitment

Level 3 Manager

Organises people & resources
to achieve objectives through planning & structure

Level 2 : Contributing team member

Works productively with others
toward group goals

Level 1 : Highly capable individual

Contribute through talent, knowledge
and good work habits

LEVEL 5 LEADERSHIP

**Senior leaders (SLT)
Middle leaders**

Moving on up.....

By M People

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From level 4 - level 5

Leader to Level 5 Leader
Humility - conviction - purpose

From level 3 - level 4

Manager to leader
Shift from from managing tasks to inspiring people

From level 2 - level 3

Team player to manager
Shift from contributing to organising & delivering
through others

From level 1 - level 2

Individual to team player
Shift from 'my performance to 'our success'



STRUCTURED 1:1s



Leading organisations are scrapping the annual evaluation cycle and replacing it with ongoing feedback and coaching designed to promote continuous employee development.

Deloitte Human Capital Trends 2014





‘Ahead Of The Curve’

The future of performance management (May 2016)

McKinsey&Company

“Companies such as GE and Microsoft....are instead testing new ideas that give them (employees) continual feedback and coaching.”

REVIEW

HOW WOULD YOU SUMMARISE YOUR IMPACT LAST TERM?
HIGHLIGHT SUCCESSES/ACHIEVEMENTS THIS TERM - CELEBRATE SUCCESS?
MISSED OPPORTUNITIES, CHALLENGES FACED AND OVERCOME?
WHAT MISTAKES WERE MADE, ANYTHING OVERLOOKED, ANY GAPS?
WHAT ISSUES WERE SELF-INFLICTED OR AS A RESULT OF EXTERNAL FACTORS?

PREVIEW

WHAT ARE YOU LOOKING FORWARD TO NEXT TERM?
ARE THERE ANY POTENTIAL 'BLOCKERS' OR OBSTACLES ANTICIPATED?
WHAT NEEDS TO BE CARRIED FORWARD FROM LAST TERM?
WHAT NEEDS REINFORCED AND/OR NEEDS TO BE DONE DIFFERENTLY?
WHAT INITIATIVES CAN YOU TAKE, HOW MIGHT YOU BE MORE PROACTIVE?

ACTIONS/SUPPORT

WHAT ACTIONS/STEPS NEED TO BE TAKEN GOING FORWARD? (AGREE THEM)
WHAT CHANGES MIGHT BE NEEDED?
WHAT SUPPORT IS NEEDED IN ORDER TO BE SUCCESSFUL?
WHO DO YOU NEED FROM SUPPORT FROM?
WHO ELSE DO YOU NEED TO ENGAGE WITH?

GOAL TRACKING

PRSD

OBJECTIVE 1 Professional practice
OBJECTIVE 2 Pupil & curriculum development.
OBJECTIVE 3 Personal & professional development.

BEHIND

ON TRACK

AHEAD





Emotional Intelligence

PRIMAL LEADERSHIP

D Goleman

Great leaders move us.....

They inspire the best in us....

Great leadership works through the emotions....

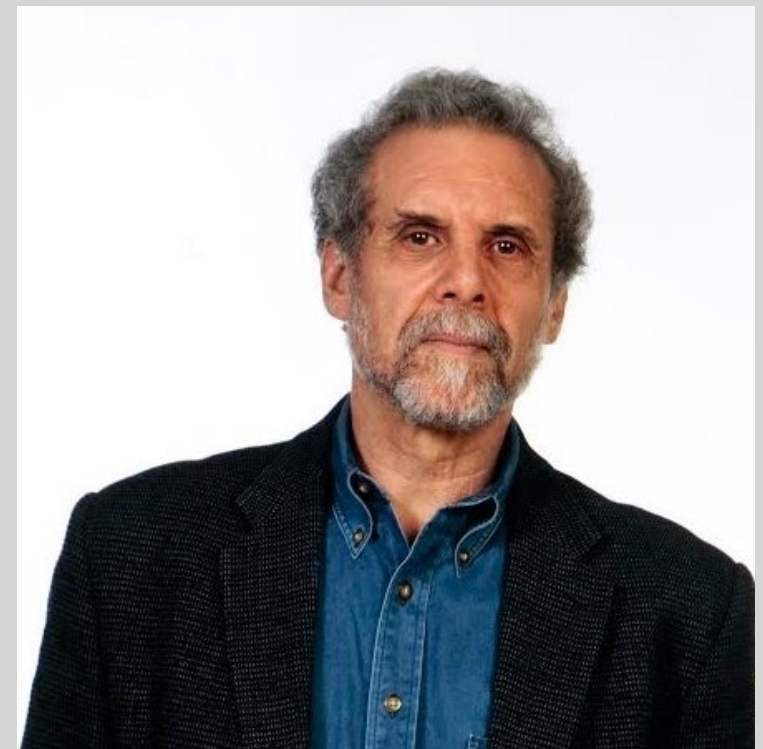






For leadership positions, emotional intelligence competencies account for up to 85% of what sets outstanding managers apart from the rest

Daniel Goleman





IQ



VS

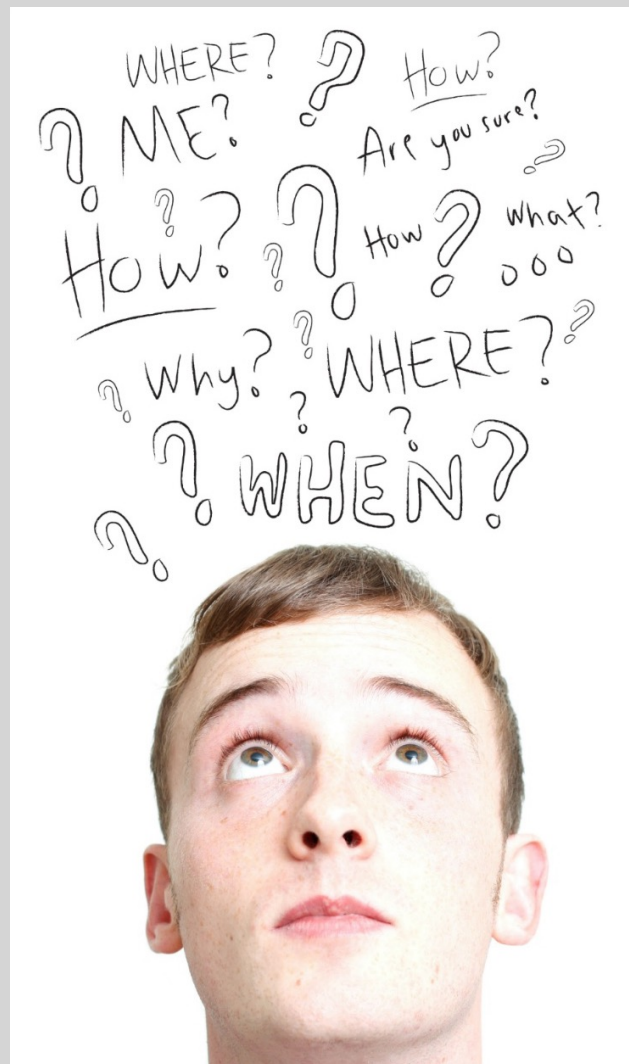


EQ





Self Smart: *Manage Ourselves*



People Smart: *Manage relationship with others*





Four core elements of emotional intelligence

SELF AWARENESS • Self confidence • Awareness of own state • Understanding impact on others • Paying attention to how we are impacted by others	SELF MANAGEMENT • Keeping impulses in check • Being aligned with own values • Handling change flexibly • Pursuing goals & opportunities despite set-backs & obstacles
SOCIAL AWARENESS • Picking up on 'mood in the room' • Caring about others condition • Hearing what other people are <i>really saying</i>	RELATIONSHIP MANAGEMENT • Getting along well with others • Handling conflict effectively • Clearly expressing ideas/information • Using empathy to manage interactions successfully

The Emotional Bank Account (Stephen Covey)

Understand the individual

Attend to the small things

Keep your commitments

Clarify expectations

Show personal integrity

Apologise sincerely when withdrawals are made





Reflections

What will I stop?

What will I keep?

What will I start?