



Academies
Enterprise Trust
To make our best better



Leadership Vision



'CEOs at the world's most successful companies know that they can only safeguard their business's competitive future if they have the right leaders to develop and implement their strategy'

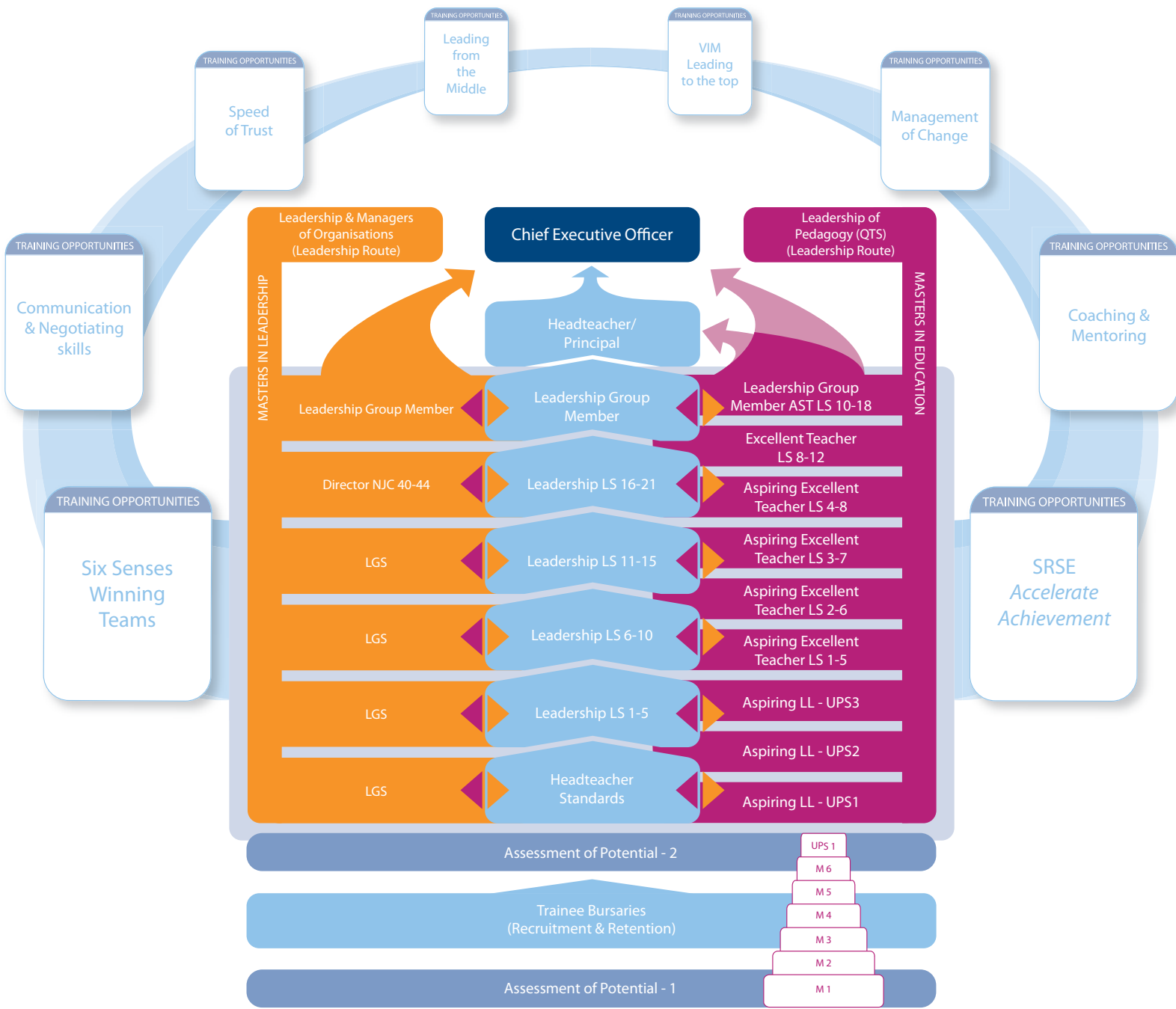
Hay Group

Those in charge of organisations also know that it is essential to ensure that the right people are in the right leadership roles throughout the organisation in order to ensure success now and in the future. The *Academies Enterprise Trust* (AET) agrees with this philosophy and believes that **effective leadership is at the heart of creating world class learners and outcomes** and is underpinned by a climate of trust.

In order to embed leadership throughout the organisation and secure leaders for the future, the AET aims to actively encourage and develop leadership potential at all levels - in developing the Academies we believe that everyone has a leadership role.

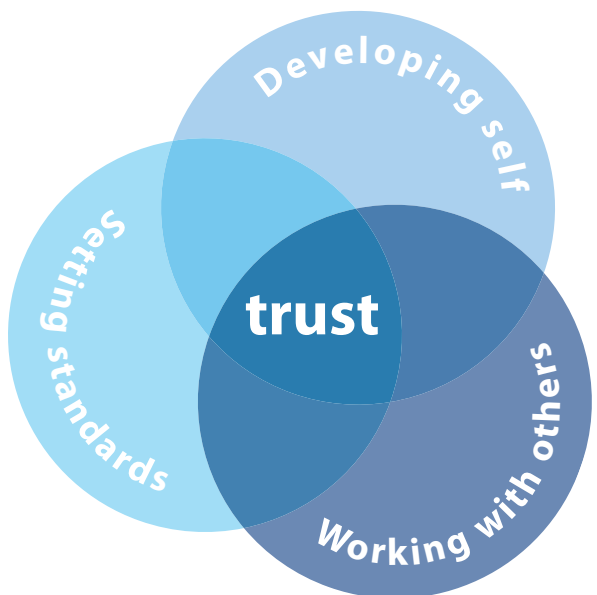
Continuing Professional Development at the AET is designed to offer all staff a menu of programmes, courses and activities including sustained access to coaching and mentoring opportunities. Staff working towards promotion and those identified through our talent management programme will be offered two leadership routes – one to become a **'Leader of Pedagogy'** and the other to enable them to develop as **'Leaders of Organisations'**. These routes will be joined by a set of common development opportunities including: access to *Masters Qualifications*, in-house *Middle Leadership* programmes, opportunities for action based research, shared leadership activities etc. This programme will be supported by ongoing coaching to allow individuals to develop their expertise and, if required, change routes mid flow.





We encourage all staff to work together towards the achievement of the AET vision **'to help students achieve world class learning outcomes by developing world class teachers in a world class community'**. As leaders we believe you to be fundamental in creating a working climate in which all individuals can excel, contribute and share in this vision. In order to do this we believe that, working in a climate of trust, all leaders should focus on four key activities:

- 1 Developing trust
- 2 Setting standards and delivering world class outcomes
- 3 Developing self and ensuring continuous development
- 4 Working with others and building high performance teams



1 Developing trust



'Lack of trust within an organisation saps its energy, fosters a climate of suspicion and second-guessing, completely devastates teamwork and replaces it with internal politics. The end result is low morale and the consequent low standards of performance' **Koh Boon Hawe**

We believe, in line with **Stephen M Covey**, that leading effectively is impossible unless leaders are able to build trust and establish trust at all levels:

- *Self trust results in leaders with personal credibility*
- *Relationship trust produces leaders who know how to establish, extend and restore trust in others*
- *Organisational trust allows leaders to build credible teams with colleagues and students*

Together with the four cores of credibility:

Integrity

Congruency in values, beliefs and behaviours. Deep honesty, humility and courage.

Intent

Genuine concern and caring for others. Our fundamental motive or agenda. Seeking mutual benefit. Acting in others' best interests.

Capabilities

The capacities we have that inspire trust: Talents, Attitudes, Skills, Knowledge and Style.

Results

Our track record – past and present. Getting the right things done while maintaining trust.



There are 13 specific behaviours of high trust leaders, which, if lived and practised increase credibility and trust in relationships:



- 1 Talk Straight** Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.
- 2 Demonstrate Respect** Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be 'efficient' with people.
- 3 Create Transparency** Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of 'what you see is what you get'. Don't have hidden agendas. Don't hide information.
- 4 Right Wrongs** Make things right when you're wrong. Apologise quickly. Make restitution where possible. Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.
- 5 Show Loyalty** Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't badmouth others behind their backs. Don't disclose others' private information.
- 6 Deliver Results** Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're employed to do. Be on time and within budget. Don't overpromise and under-deliver. Don't make excuses for not delivering.
- 7 Get Better** Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems – both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.
- 8 Confront Reality** Tackle issues head on, even the 'undiscussables'. Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Don't skirt the real issues. Don't bury your head in the sand.
- 9 Clarify Expectations** Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.
- 10 Practice Accountability** Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing – and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.
- 11 Listen First** Listen before you speak. Understand. Diagnose. Listen with your ears...and your eyes and heart. Find out what the most important behaviours are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers – or all the questions.
- 12 Keep Commitments** Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them at all costs. Don't break confidences. Don't attempt to PR your way out of a commitment you've broken.
- 13 Extend Trust** Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk and credibility of the people involved. But have a propensity to trust. Don't withhold trust because there is a risk involved.



2 Setting standards and delivering world class outcomes

'To help students achieve world class learning outcomes by developing world class teachers in a world class community'

AET Vision Statement



In order to deliver world class outcomes it is necessary for all leaders to set standards and communicate these effectively to all stakeholders. This includes:

Communicating expectations of performance

- *sharing vision*

Continually scanning the horizon and benchmarking performance against world class outcomes

- *obtaining regular feedback from a variety of stakeholders*
- *analysing current practice*
- *benchmarking performance against other organisations/ regulations/ codes of practice*
- *identifying next steps*

Being clear on what we have to achieve

- *planning targets/ objectives*
- *writing milestones*
- *identifying support needed to achieve the objectives*
- *assessing risk*
- *setting new objectives/ milestones*
- *agreeing budget*
- *reviewing how proposed objectives meet with vision*



Raising standards by monitoring, evaluating and reviewing to ensure continuous improvement

- *maintaining knowledge of standards*
 - *analysing data*
 - *SEF*
 - *Raise online*
 - *Departmental results*
- *reading*
 - *legal compliance/ professional requirements*
 - *inspirational authors*



Informing stakeholders and working collaboratively in partnership

Achieving national accreditation for excellence

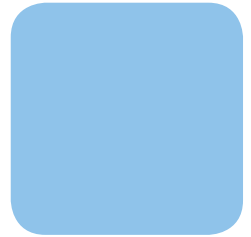
- *positive value added*
- *IIP & CPD mark*
- *Healthy Schools*
- *ROQA*



3 Developing self and ensuring continuous development



Being an effective leader requires an appetite for learning, an intellectual curiosity, the willingness to take risks, admit mistakes and learn from others. These qualities must be matched with high level skills and the commitment to take responsibility for your own professional development. This includes:



Keeping your thinking current

Being clear about your role and what is expected of you

Being clear about your career pathway

- *professional standards*



Continually striving to be at your best through good self management

- *developing a high level of emotional intelligence with the cornerstone of EI being self awareness*

Modelling the values and principles of AET

Understanding your strengths and areas for development

- *using 360 degree assessment to seek feedback for improvement from colleagues and team members*
- *performance reviews*

Proactively looking for opportunities to develop yourself

- *training programmes/ courses – delivering/ attending*
- *collaborative activities – team teaching/ peer observation*
- *reading*
- *e-learning*



'It is impossible to develop as a leader if you do not look to progress yourself, whether you are building your skills or improving your knowledge'



4 Working with others and building high performance teams



'Good schools and effective commercial organisations have long recognised that developing people is one of the main levers for achieving success'

Schools Audit Commission

We cannot reach and sustain world class standards unless we put high priority on the development of all staff and recognise that the role of the coach within the development of high performing organisations is critical in sustaining progress. All leaders must, therefore, develop leaders – we need to have a well-stocked leadership pipeline to ensure future success – a ready supply of potential leaders who can take on leadership roles as opportunities arise. As effective leaders, therefore, we must continuously build the capability of others and this includes:

Continuously assessing development needs and providing opportunities for:

- *staff, through -*
 - *coaching*
 - *mentoring*
- *students, through -*
 - *coaching*
 - *mentoring*



Identifying individuals with high potential and nurturing talent

- *audit of skills/ knowledge/ learning preference*
- *review of stakeholder feedback*
 - *student voice*
 - *360*
 - *lesson observation*



Setting clear targets and monitoring performance

Building and supporting high performance teams

- *inspire and engage others to achieve their best*
- *lead and manage change effectively*
- *communicate with clarity and in a timely way*
 - *share progress against milestones*



Recognising and celebrating success



**Academies
Enterprise Trust**
To make our best better

If we can help you, to help us, to make our best better or you would like to learn more about the *Academies Enterprise Trust*, please contact:

Zoe Goodwin

Director of Professional Development and Training

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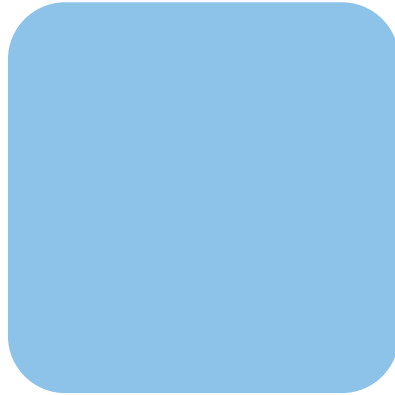
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