

Tool
4.3

Leading with others

What evidence is there of:

- the headteacher and deputy headteacher testing out ideas together; modelling and monitoring together?
- meetings communicating the core purpose of leadership teaching and learning?
- using ICT to streamline practices and improve work-life balance?
- making leadership explicit expectations within the strategic plan, eg monitoring, budgeting?
- drawing coherence between the strategic plan, job descriptions, performance management?

Evidence and action

Roles and responsibilities

What evidence is there of:

- staff leading cross-curricular/cross-school/partnership teams
- job descriptions which highlight leadership competencies and qualities and are regularly articulated
- accountability of middle leaders/senior leaders
- rotation of leadership roles
- formal and regular opportunities to work alongside senior leaders
- temporary opportunities to join the leadership team
- leadership of accreditation processes, eg Investors in People, Artsmark, Healthy Schools.

Evidence and action

Tool 4.3

Actions beyond the school

What evidence is there of:

- staff observing practices in other schools, networks, clusters and authorities
- staff presenting at conferences/ workshops and representing the headteacher and school
- use of external agents, facilitators and catalysts to generate ideas about school improvement/leadership, work-life balance, school improvement managers, consultant headteacher
- learning walks and focused inquiry visits
- workshops; higher education programmes
- teacher exchanges
- international placements
- reading around a topic and disseminating summary and outcomes to staff
- coaching partnerships
- use of experienced former colleagues to mentor/coach staff
- action research
- MBA, MA, Outstanding leadership programme
- HTLC programmes – Making headway, Three steps ahead, Transformational coaching for leaders in education
- use of 360 degree review
- using the vocabulary of leadership
- telling the stories of individuals who have taken up the opportunities to grow into leadership.

Evidence and action