



Leadership Philosophies

Focus

Students are our focus, so consider how it will benefit them in all you do. If it has no benefit for them, don't do it.

Ownership and Commitment

Leaders act for the greater good, and don't sacrifice long-term value for short-term results. They work with people at all levels, check details and always investigate when data and personal anecdotes differ. No job is too small or beneath them.

Initiative and Invention

Be a leader not a manager. Leaders are creative and continuously look for new ways to improve themselves and their role. Managers simply follow rules set by others.

Leadership at all Levels

Allow the space for all people in your team to develop ideas. They often know what works best, so listen to them and be prepared to act on these.

Explain Your Thinking

Explain the reasoning behind your decisions. This enhances understanding, learning, buy-in, and communicates priorities.

Bias for Action

A failure to innovate and develop leads to stagnation and decline, so leaders should be prepared to take calculated risks. Act with pace, avoid procrastination understand that mistakes are learning experiences that can often be easily remedied.

Standards

Thinking small is a self-fulfilling prophecy. Leaders have relentlessly high standards, communicating a bold direction that inspires, whilst supporting and driving their team to achieve these. Despite setbacks, they always deliver and never settle for less.

Frugality

Accomplish more with less, as constraints breeds resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount or budget size. Treat Trust money as you would your own.

Clarity, Simplicity and Repetition

Develop simple systems that are easily understood by all. Avoid the use of jargon or complicated language, which are barriers to understanding. Regularly repeat these core messages to enhance clarity of purpose.

Courage

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. They have conviction, are tenacious and do not compromise for the sake of keeping people happy. But once a decision is made they fully commit. Leaders should encourage questions from those they lead, as a way to develop practice and eliminate mistakes.

Deal Promptly with Problems

Leaders don't shy away from difficult decisions. Deal with issues in a prompt manner, as delays only serve to continue or worsen the problem.

Take Responsibility

If you make a mistake, own up and take responsibility. People will respect you for this. Shifting responsibility destroys trust and relationships with the people around you.

Integrity, Trust and Care

Listen attentively, speak honestly and treat others with respect. Remember that years of trust can be lost in one incident. Have the courage to be vocally self-critical, even when awkward or embarrassing. Take a genuine interest in the welfare of your team and seek to make their working life pleasant and fulfilling.

Humility and Teamwork

There is no room for big ego's or personal agendas. They lead to priorities at odds with the Trust's, as well as creating resentment amongst colleagues. We support each other and freely offer help when needed.

Efficiency, Productivity and Excellence

Enhance productivity through maximising time on the most important jobs. Minimise the less productive parts of the job to enable this. Look for quality over quantity in all you do.

Responsibilities not Rights

Don't see your role as a way for people to 'serve' you. Instead, think of your responsibilities to them and how you can help and support them.

Conversations Rather Than Meetings

Wherever possible have conversations rather than meetings. Conversations are more relaxed, lead to a more open dialogue, as well as facilitating rapid actions and responses. Meetings sap time and sometimes morale.

Recruit and Develop the Best

Leaders should recognise and recruit those with talent, then coach and develop them to make them the very best they can be, without feelings of insecurity or threat to their position.