

# RCCS LEADERSHIP CHARTER FOR ALL STAFF



- **We are all leaders in our school.**
- Leadership is a shared responsibility across our school
- Leadership is a privilege not a right or a perk
- Leadership carries responsibility and accountability
- Our leadership roles will change according to situations
- Leaders must lead in a well-defined team situation
- **Leaders are only one part of the team**

## OUR LEADERSHIP COMMITMENT

### **VISION**

#### **Define & communicate a clear vision and strategy**

1. Develop an exciting vision of the future
2. Develop strategies to facilitate accomplishment of the vision
3. Use various means of communication to ensure people know the vision & strategy
4. Hold team discussions to check and improve the understanding of the vision & strategy

### **GOALS**

#### **Set ambitious goals based on strategy & vision**

1. Set up action plans with clear-cut distribution of responsibilities
2. Take obstacles away so that people can implement the strategy
3. Set goals that are consistent with the vision & strategy and prior evaluation
4. Keep goals simple, focus, always maintain a consistent course

### **INSPIRE**

#### **Inspire passion to achieve excellent performance**

1. Demonstrate a strong drive for high quality teaching and learning and pupils' well being
2. Set high standards and always strive to deliver more than what is required
3. Create positive tension to get the most out of people
4. Systematically recognize high performance from adults and children

### **EMPOWER**

#### **Empower & motivate teams**

1. Create or influence environments, in which people perform, grow, contribute and enjoy
2. Show trust in people
3. Care about people's motivations
4. Allow people to implement their own ideas
5. Challenge people in constructive ways
6. Encourage people to grow

### **EXECUTION**

#### **Ensure strategies are implemented**

1. Monitor progress on critical actions
2. Quickly become hands-on when things go wrong
3. Implement decisions fast and effectively

## **RESULTS**

### **Ensure pupils meet or exceed their targets**

1. Maintain a balanced view between individual pupil success and whole school performance
2. Constantly explore ways to improve pupils' academic results
3. Provide financial support for high-impact ideas

## **ROLE MODELS**

### **Lead by example**

1. Demonstrate a strong drive for excellent teaching and learning
2. Stay focused, keep it simple and consistent
3. Be clear on expectations, direction and requirements
4. Walk the talk, show commitment
5. Show integrity and credibility

## **INITIATE CHANGE**

### **Initiate and drive change in an uncertain future**

1. Always question the status quo (Can we do better? Is there another way?)
2. Spot opportunities very quickly
3. Come up with alternatives, creative solutions to unmet needs, problems and demands
4. Form a culture that supports change and innovation

## **PUPIL FOCUS**

### **Exceed expectations**

1. Systematically solicit and listen to pupils' voice
2. Encourage teams to share issues with pupils
3. Encourage pro-activity and initiative from pupil groups

## **BOUNDARYLESSNESS**

### **Establish networks to optimise opportunities**

1. Encourage cross-faculty and whole school teamwork
2. When appropriate consult and engage with others from outside the team
3. Make an effort to build bridges across local networks

**J KENDALL, JULY 2010 (adapted)**