

# Leading Vision and Culture

## The WHAT

### LVC1- We understand the big picture and set out the vision for our teams.

CLF leaders understand the trust mission and purpose, articulate a clear and compelling vision for their context, and communicate this clearly. We uphold and invest in the HEART values and cultivate engagement, inclusion and belonging.

#### When leaders are successful in this area:

- Staff can accurately describe the vision for their context and how it connects to their everyday work
- They role model the HEART values and celebrate them within the work of their team
- They create opportunities for open dialogue and feedback
- They challenge bias, promote diversity and ensure equitable opportunities for all staff

### LVC2- We establish and sustain a positive culture and work environment aligned with the vision.

CLF leaders proactively develop, communicate, and sustain a 'way of doing things' grounded in high expectations and trust standards, informed by stakeholder voice, demonstrated through our shared values, beliefs, and behaviours.

#### When leaders are successful in this area:

- They systematically collect and utilise informal and formal staff voice
- Staff can clearly define the shared values, beliefs and behaviours of the team
- Communications and behaviours demonstrate the cultural values and beliefs
- They review and refine team culture, adapting to meet emerging needs

### LVC3- We model high expectations and professionalism.

CLF leaders demonstrate ambitious expectations for all children underpinned by a robust culture of safeguarding; we are conscientious, and we consistently model professional behaviours and optimism; we demonstrate self-awareness, resilience, self-regulation and control over our emotions and actions.

#### When leaders are successful in this area:

- They set and maintain, high standards, belief and accountability
- They understand themselves and how they affect others
- They maintain professional boundaries
- They treat all others consistently

## The WHY

**1. Why Vision and Values Matter:** A clear understanding of the mission and a compelling vision are vital because they provide the **shared cognitive map** that unites a workforce. Upholding the **HEART values** is essential because they are the **moral compass**; they transform mere compliance into deeply held belief. People perform their best not just when they know what to do, but when they profoundly believe in *why* they are doing it and feel valued in the process.

**2. Why a Defined 'Way of Doing Things' Matters:** Proactively developing a consistent '**way of doing things**' is crucial because it replaces ad hoc decision-making with predictable, high-quality processes grounded in agreed standards. This consistency is vital for building confidence among colleagues, parents, and the wider community. It ensures that the **high expectations** set by the vision are delivered reliably every single day, translating abstract principles into accountable, concrete practice, drives efficiency and reinforces the entire cultural identity.

**3. Why Ambitious Practice and Personal Qualities Matter:** The commitment to **ambitious expectations for all children** is vital because it sets the stage for maximising potential. The leader's **personal qualities** (resilience, self-regulation,

professionalism etc) are vital because they allow leaders to maintain composure, inspire trust, and make rational, mission-aligned decisions under pressure.

## The HOW - Key Leadership Behaviours & Actions

**Champion Ambitious Expectations and Embed Safeguarding:** Articulate and genuinely believe in the high potential of every child. Challenge limiting beliefs and advocate for opportunities that push all children to achieve beyond their perceived limits. Ensure safeguarding policies and procedures are not just known, but actively lived and constantly reinforced. Foster an open culture where safeguarding concerns are reported without hesitation, and every adult understands their role in protecting children.

**Create a Contextual Vision and Consistent Communication:** Regularly review and internalise the CLF trust mission and purpose. Be able to articulate it succinctly and passionately, connecting it to the everyday work of your team. Translate the overarching trust vision into a clear, compelling, and achievable vision for your specific context. Regularly communicate this mission, purpose, and contextual vision through various channels using storytelling and practical examples to make it tangible and relatable.

**Role Model HEART Values and Champion Inclusion:** Consistently demonstrate the HEART values in your daily interactions, decisions, and leadership style. Call out and celebrate examples of these values in action within your team. Proactively work to create an environment where all voices are heard, respected, and valued. Challenge unconscious bias and promote diversity in thought, background, and experience, ensuring fair and equitable opportunities for all team members.

**Define, Embed, and Sustain the 'Way of Doing Things':** Work with your team and relevant stakeholders to articulate the specific processes, protocols, and best practices that define "how we do things here." Design processes and interactions that actively build trust, ensuring transparency in decision-making and accountability for actions. Regularly review the effectiveness of your established "way of doing things," adapting it as needed based on outcomes, feedback, and evolving organisational needs.

**Actively Seek, Integrate, and Communicate Stakeholder Voice:** Create opportunities for open dialogue and feedback. Actively listen to your team's perspectives, concerns, and ideas, encouraging their input. Establish formal and informal channels for listening to the perspectives of all relevant stakeholders (e.g., staff, students, parents). Demonstrate that input genuinely informs the development and refinement of your "way of doing things," and communicate how feedback has been used and what changes have resulted.

**Demonstrate Conscientiousness and Set High Expectations:** Pay meticulous attention to detail in your work, ensuring accuracy, thoroughness, and a high standard of quality in all tasks. Clearly communicate the standards of performance, quality, and professionalism expected within your context. Provide examples and benchmarks for what "high" looks like and ensure these expectations are realistic but challenging.

**Master Self-Regulation, Resilience, and Take Ownership:** Remain calm and composed under pressure, responding thoughtfully rather than reacting impulsively. Manage your emotions effectively, particularly in challenging conversations or high-stakes situations. Develop strategies for managing stress and bouncing back from setbacks. Be accountable for your decisions and their outcomes, admitting mistakes and learning from them.

**Practice Self-Awareness and Radiate Optimism:** Regularly reflect on your strengths, weaknesses, biases, and the impact of your leadership style on others. Seek and genuinely act on feedback from colleagues. Approach challenges with a positive and solution-oriented mindset. Communicate hope and belief in the future, even when facing difficulties, and celebrate successes and acknowledge effort.

## Further Study

- [Start With Why - Simon Sinek](#)
- [The Culture Code - Daniel Coyle](#)
- [Emotional Intelligence - Daniel Goleman](#)