

Leading People

The WHAT

LP1 - We build empowered teams and continuously develop individuals

CLF leaders successfully identify the needs of individuals and teams, provide high-quality professional development opportunities which build knowledge and skills, and support colleagues with successful implementation and impact.

When leaders are successful in this area:

- They can name the current PD needs of their staff
- PD opportunities are purposefully designed and delivered to meet staff needs
- There is a direct connection between PD activities and improved performance and outcomes
- Staff feel trusted and equipped to work independently

LP2 - We recognise excellent work and praise good performance

CLF leaders maintain strong relationships, build trust, actively listen and create an environment where colleagues feel a sense of belonging and support for their well-being; we recognise people's contributions, which encourages motivation and engagement.

When leaders are successful in this area:

- They can identify team bright spots
- Team members can recall recent and regular positive interactions with the leader
- Team members go above and beyond when required
- Team members rate their well-being as high

LP3 - We challenge and support performance effectively and confidently

CLF leaders take a positive approach to line management, providing resources, support and coaching to help colleagues to thrive; we act proactively to seek to understand and intervene if a colleague is not meeting our high expectations.

When leaders are successful in this area:

- They can identify aspects of poor performance within the team
- Team members are aware of the effectiveness of their current performance
- Team members have access to the resources and support they need to improve
- Under-performance is quickly resolved

The WHY

1. Why Continuous Learning and Development Matters: Continuous learning is vital because education is complex and constantly evolving; therefore, the expertise of its people must grow to match the challenge. Leaders must proactively identify development needs, aligned with individual aspirations and strategic goals and provide **high-quality, supported professional development**. Cycles of identification, development, and sustained implementation ensures staff remain highly skilled and adaptable, directly enhancing our collective ability to achieve our strategic goals and drive student success.

2. Why Relationships, Well-being, and Recognition Matter: Relationships are the **foundation of organisational health and resilience**. Leaders who build strong trust through active listening and open communication create the psychological safety necessary for colleagues to share ideas, take informed risks, and collaborate effectively. Prioritising **well-being and belonging** is a strategic imperative as when colleagues feel valued, connected, and supported, they experience significantly higher levels of engagement, productivity, and retention. **Recognising contributions** is a powerful motivator that reinforces positive behaviour and commitment.

3. Why Positive and Accountable Line Management Matters: Effective line management supports **high performance, professional development and well-being**. Leaders adopt a positive approach because their primary role is to **empower colleagues to succeed** by celebrating success and providing the right resources and support. This proactive stance facilitates growth, builds individual confidence and the balanced approach of support and challenge nurtures growth while upholding accountability.

The HOW - Key Leadership Behaviours & Actions

Foster Trust, Belonging, and Prioritise Wellbeing: Invest in relationships by making time for informal interactions and 1:1 conversations. Get to know your team members as individuals, understanding their strengths, aspirations, and challenges. Act with integrity and transparency, communicating openly and consistently. Foster a welcoming and inclusive sense of belonging, while actively promoting a healthy work-life balance and providing resources to support mental and physical wellbeing.

Clarify High Expectations and Proactively Monitor Performance: Ensure colleagues have a clear understanding of their roles, responsibilities, and the high standards expected of them. Co-create challenging but achievable goals aligned with the trust's and team's objectives. Regularly observe performance, review outputs, and gather feedback from relevant sources to understand how colleagues are performing against these clear expectations.

Conduct Thorough Needs Assessments and Co-Create Personalised Development Plans: Regularly engage in conversations, observations, and data analysis to pinpoint specific knowledge or skill gaps within individuals and teams. Work collaboratively with individuals to develop personalised professional development plans that align with their career aspirations and the strategic needs of the trust.

Offer High-Quality Coaching and Provide Implementation Support: Regularly engage in coaching conversations that empower colleagues to identify solutions, develop new skills, and take ownership of their growth. Ask powerful questions and provide constructive, forward-looking feedback. Follow up after development activities, offering mentoring and safe spaces for colleagues to practice new skills and translate learning into tangible improvements in practice.

Timely Intervention and Collaborative Problem-Solving: If performance issues arise, address them promptly and constructively. Initiate private conversations to understand the underlying reasons (e.g., lack of clarity, resources, skill gap, personal challenges). Work with the colleague to develop a clear action plan for improvement, offering specific support, additional coaching, or resources as needed, and consistently follow up to review progress.

Practice Active Listening and Seek Feedback on Your Leadership: Give your full attention when colleagues are speaking. Ask clarifying questions, summarise their points to ensure understanding, and demonstrate empathy. Regularly and proactively ask your team for feedback on your leadership and how you can better support their well-being and sense of belonging.

Recognise Contributions Regularly (Effort, Progress, and Impact): Acknowledge both individual and team achievements. Provide specific and timely feedback, highlighting the impact of their work. Acknowledge and appreciate efforts and progress, even small steps, to maintain motivation and reinforce desired behaviours, using a variety of recognition methods.

Empower, Trust, and Provide Essential Resources: Delegate tasks and empower team members to take ownership of their work, demonstrating trust in their abilities, which fosters confidence and engagement. Ensure your team has access to the necessary tools, information, training, and equipment to perform their jobs effectively. Advocate for and allocate sufficient time, budget, and resources to remove obstacles that hinder their progress.

Further Study

- [Drive - Daniel Pink](#)
- *Crucial Conversations* - K Patterson, J Grenny, R McMillan
- *The power of teams* - Sam Crome