

Managing Resources

The WHAT

MR1 - We make strategic use of resources

CLF leaders manage their time effectively, through excellent planning and prioritisation; we manage the financial and operational responsibilities of our role, making good decisions with support from specialists and ensuring efficiency.

When leaders are successful in this area:

- They prioritise their time on urgent & important tasks
- Team finances are managed well
- Team time and focus is managed well
- They seek expert support

MR2 - We analyse and minimise risk.

CLF leaders understand their context, environmental and social impact and minimise risk by using reliable approaches to mitigation, drawing on the support and advice of specialists for business continuity and contingency planning.

When leaders are successful in this area:

- There is a current and accurate risk register
- There are explicit mitigations in place for all risks
- There are appropriate and well-understand contingency plans in place

MR3 - We exercise informed decision-making.

CLF leaders base decisions on information from systematic processes and reasoning that flows from the collation and analysis of data; we reduce inefficiencies in systems and support colleagues to take responsibility for improvement.

When leaders are successful in this area:

- They use reliable information from a range of sources
- They make valid, unbiased inferences from data
- Chosen solutions are evidence based and match the team context

The WHY

1. Why Resources Need to be Managed Strategically: Resources are scarce with levels changing dynamically and so leaders must proactively seek to reduce wasted time, finance, and energy, to enhance the capacity to focus on core purpose. Foresight, scenario planning and judicious resource allocation help leaders avoid unwanted gaps in expertise or support and provide protection against the unknown.

2. Why Proactive Risk Management Matters: Effective leadership requires a deep understanding of context, encompassing the unique characteristics of the specific setting and the broader environmental and social impact of the organisation. Leaders must proactively minimise risk by using reliable approaches to mitigation, which anticipate, assess, and act to reduce potential severity. This may at times necessitate drawing on the support and advice of specialists for business continuity and contingency planning.

3. Why Data-Driven Decisions Matter: Basing decisions on **systematic processes and data analysis** is paramount because it moves leadership beyond guesswork to an **evidence-informed approach**. Data provides the objective insights needed to determine what is truly working, leading to **robust, defensible, and ultimately more successful decisions**. The presence of validity, reliability and the absence of biases improves a leaders' ability to move successfully from observation → interpretation → conclusion → action.

The HOW - Key Leadership Behaviours & Actions

Establish Robust Data Systems and Cultivate Analytical Skills: Implement clear, systematic, and consistent processes for collecting relevant data across various aspects of your work (e.g., student outcomes, operational efficiency). Champion the importance of accurate, timely, and reliable data (Data Quality & Accessibility). Proactively cultivate your own and your team's ability to critically analyse this data, understanding statistical basics, identifying trends, and distinguishing correlation from causation.

Practice Data-Driven Reasoning and Explicitly Challenge Biases: When presenting options or making decisions, explicitly articulate how the choice is informed by systematic data analysis. Actively challenge assumptions and biases (e.g., confirmation bias) by rigorously referring back to objective evidence. Ensure that decision-making processes are transparent and defensible based on the collected findings.

Proactively Identify and Implement Streamlined Solutions for Inefficiencies: Regularly review existing systems and processes to identify bottlenecks, redundant steps, unnecessary complexities, or areas where resources are wasted. Based on data and thorough analysis, collaboratively design and implement concrete, practical solutions to reduce these identified inefficiencies, focusing on optimising workflows and resource use.

Empower Frontline Improvement and Delegate Responsibility: Create a psychologically safe environment where colleagues at all levels feel encouraged and equipped to identify problems within their own areas of work and suggest improvements. Provide the necessary tools, training, and support (e.g., problem-solving frameworks) for improvement. Delegate responsibility for specific system improvements to relevant team members, granting them the authority to drive change.

Deep Dive into Context, Environmental, and Social Impact: Regularly research, analyse, and reflect upon the specific characteristics of your immediate operational context (e.g., local demographics, community needs). Understand the environmental footprint of your operations and actively evaluate how CLF's activities and presence affect the local community, ensuring operations are sustainable and maximise positive social contributions.

Proactive Risk Identification and Robust Mitigation Strategies: Regularly conduct systematic risk assessments within your area of responsibility, identifying potential threats (operational, financial, safeguarding, cyber) and their potential impact. For each identified risk, develop clear, reliable, and practical strategies to reduce its likelihood or severity, and implement robust controls, policies, and procedures to mitigate them effectively.

Engage with Specialists and Collaborate on Contingency Planning: Proactively seek and utilise the expertise of internal and external specialists in areas such as legal, finance, IT, and safeguarding. Work with relevant central teams to contribute to and understand CLF's overarching business continuity plans, and develop specific local contingency plans for foreseeable disruptions (e.g., staff absence, equipment failure).

Embed Regular Review Cycles and Celebrate Improvement Efforts: Establish recurring review cycles for all critical systems, processes, and risk mitigation plans to ensure they remain efficient, effective, and relevant as needs evolve. Do not let plans gather dust. Acknowledge and celebrate colleagues who

Further Study

- [The Toyota Way - Jeffrey K. Liker](#)
- *Thinking in Bets* - Annie Duke
- *Good to Great* - Jim Collins