

# An introduction to the CLF positive management approach



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# Objectives

By the end of this presentation, you will:

- Have an understanding of the positive approach to line management and its benefits.
- Be able to identify transferrable line management skills and consider how to apply them day to day.
- Have an understanding of how to work collaboratively with your team to optimise performance and create a sense of belonging.
- Have an understanding of the importance of open conversations when it comes to building trust within your team.



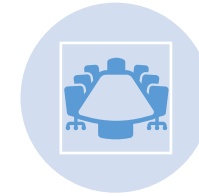
# A line manager...



Leads.



Coordinates.



Includes.



Motivates.



Develops.

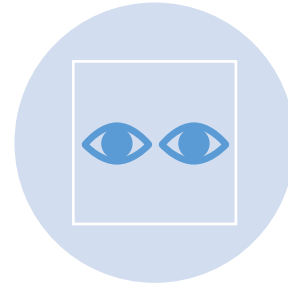


Represents.

# An effective CLF line manager



Is committed to the interests of the team.



Is open to the views of others.



Values the contribution of all.



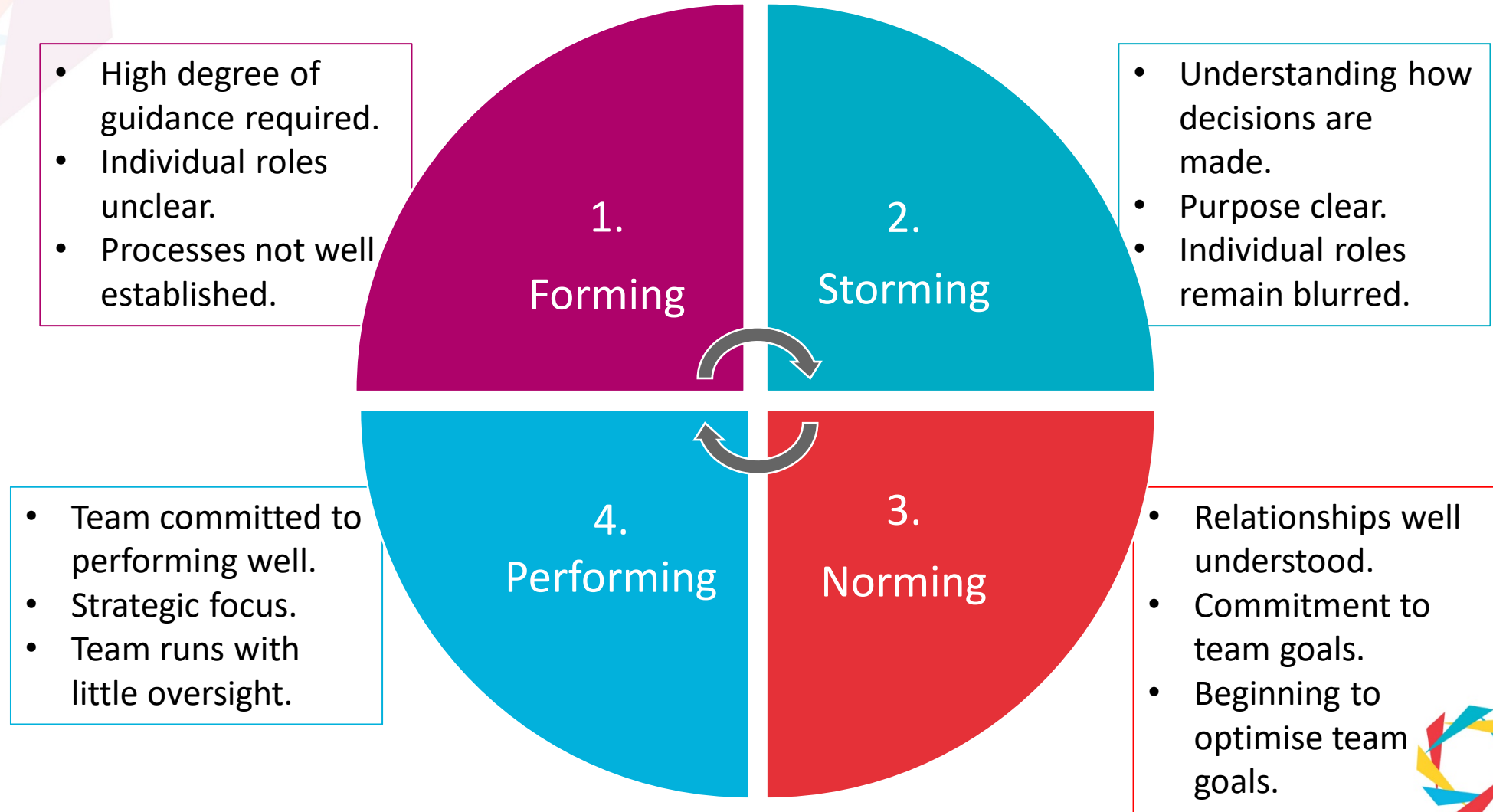
Takes advice and feedback from colleagues.

# Characteristics of effective teams

- Clear leadership
- Clear objectives
- Assigned roles
- Open communication
- Collaboration
- Trust
- Conflict resolution
- Commitment



# Stages of team development



# CLF Positive management approach



A collaborative and understanding approach to line management.

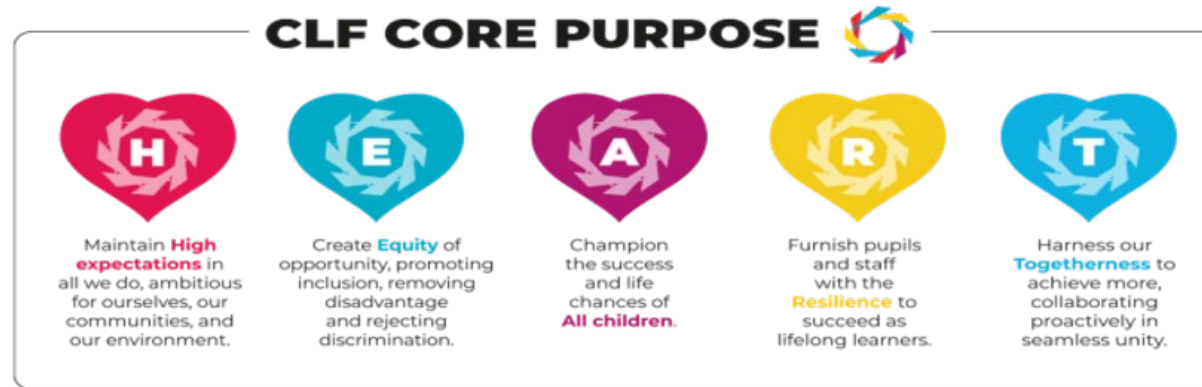


A line manager is actively involved with their team, providing ongoing support, encouragement and constructive feedback to maximise individual and team potential.



Driving to inspire and empower all team members to achieve expectations and personal goals as well as ensuring team success.

# What is the CLF positive management approach?



A positive focus on employee's actions and behaviours



Work collectively with your team to support them in recognising areas for development



Mutual understanding and commitment to outcomes, focused on solutions.



Open, honest, and respectful communication to build trust and help employees to feel a sense of belonging.



Application of the HEART values within your team's behaviour expectations.



High self-awareness, optimism, and personal integrity.



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# Why have a positive management approach?



Can be used in all aspects of line management



Will motivate and help to build successful and positive relationships between manager and employee



Provides opportunity for radical candor



Creates an opportunity for employees to reflect and adapt their actions or behaviors - HEART

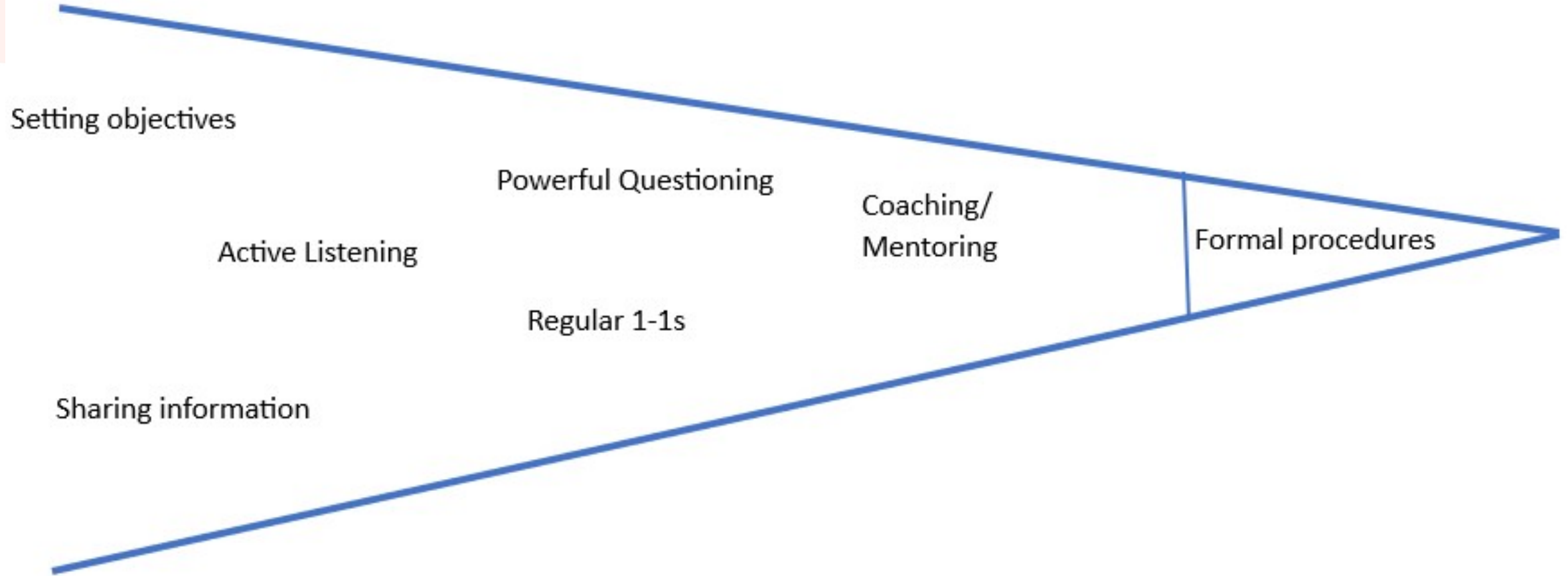


Opportunity for collaboration



Positively manage impact on students, colleagues and parents.

# Positive management practices

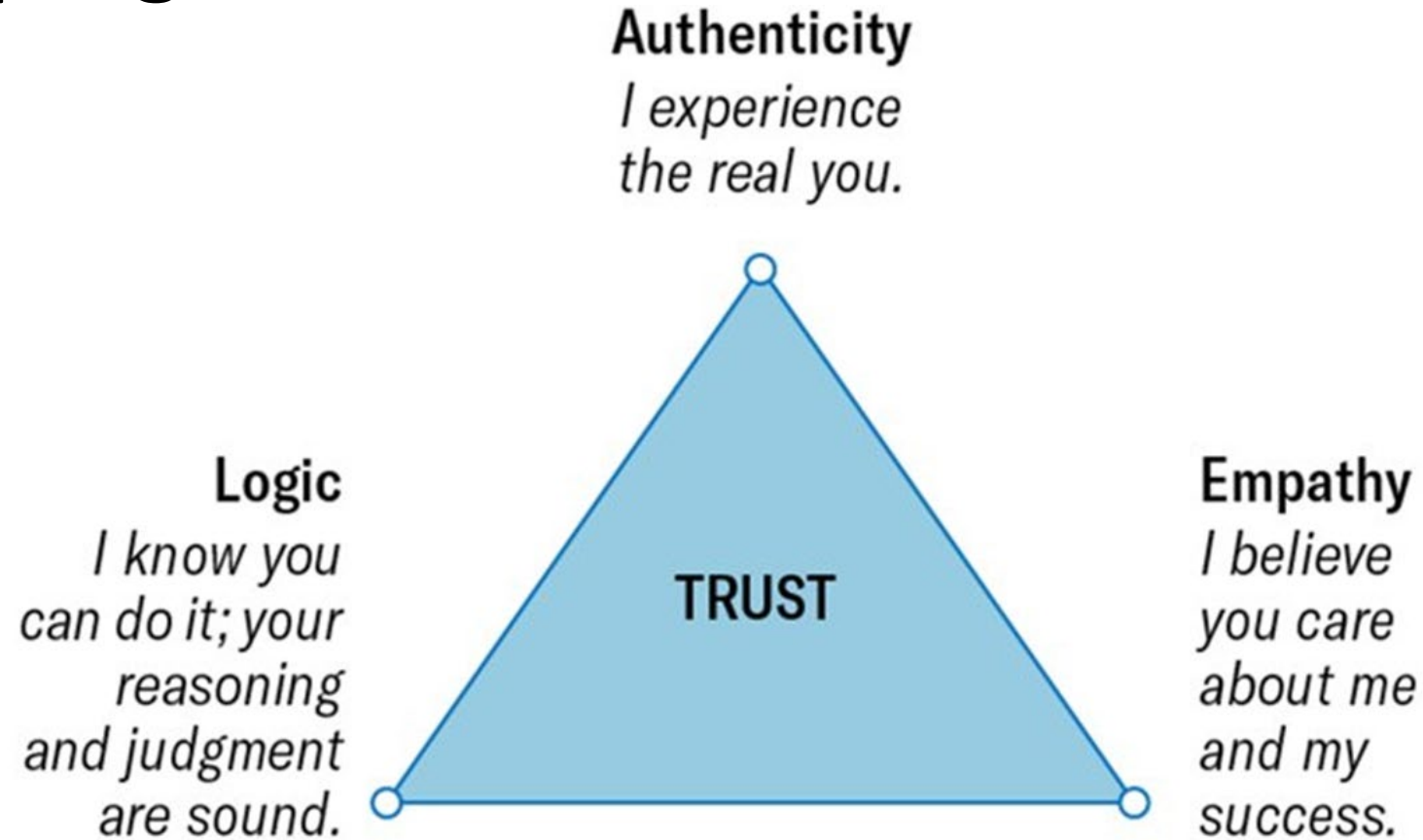


# Management qualities to support the positive management approach

- Trust
- Communication
  - Active listening
  - Meaningful questioning
  - Honest feedback (Radical Candor)
- Strategic thinking & planning
  - Setting objectives
  - Motivating others
- Self-management
  - Self-awareness
- Consistency



# Developing trust



From: "Begin with Trust," by Frances Frei  
and Anne Morriss, May-June 2020

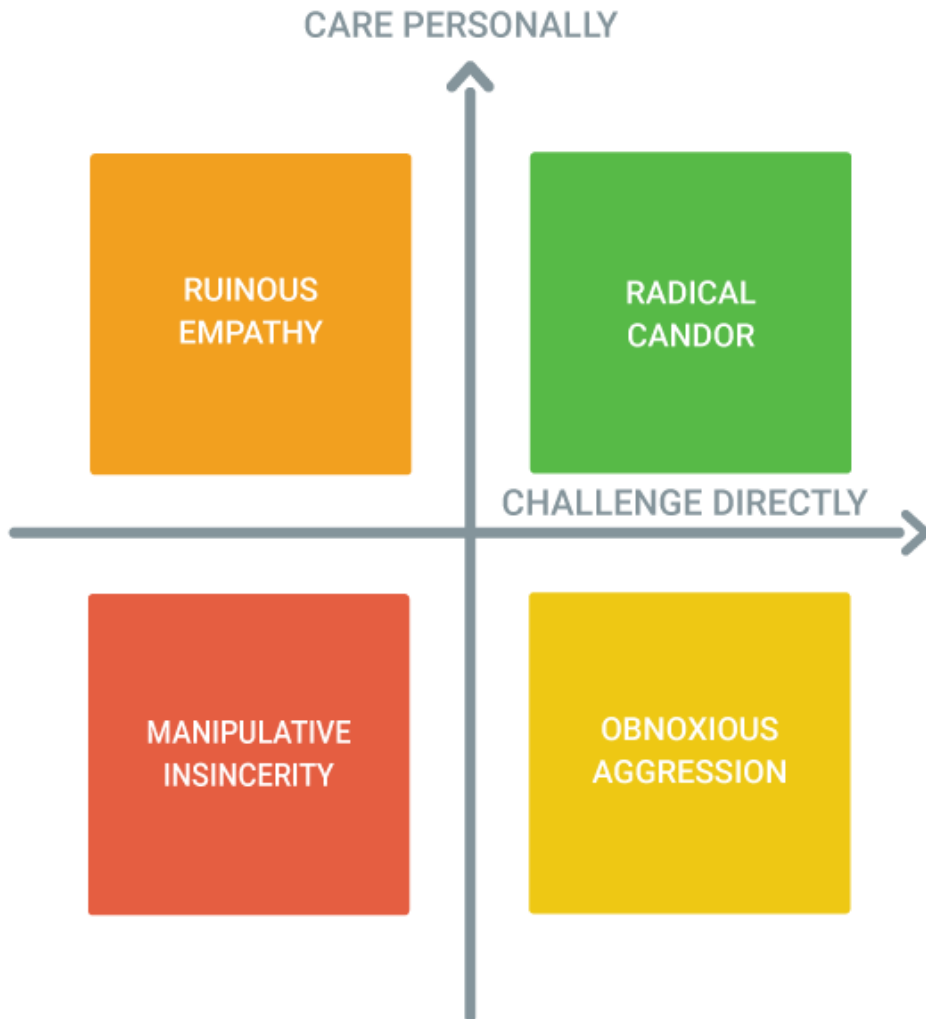


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# Communication

- Be honest and respectful.
- Be open.
- Be consistent.
- Ask meaningful questions:
  - be curious;
  - be reasonable;
  - be genuine; and
  - suspend judgement.
- Active listening.
- Think about your body language.

# What is Radical Candor?



- **Radical Candor** – is supportive communication, it's when you care personally and can challenge directly: "It's not mean, it's clear"
- **Obnoxious Aggression** - when you challenge but don't care about how you deliver the message or how it is received.
- **Ruinous Empathy** - when you care so much about someone you fail/forget to challenge them.
- **Manipulative Insincerity** - when you don't care, and you don't challenge.

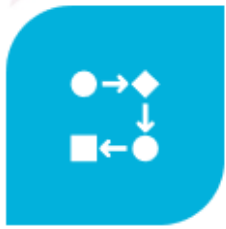
*Kim Scott-Radical Candor*



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# Radical Candor – 5 communication tips



Ask for feedback from your direct reports before you give it.



Be specific and sincere, kind and clear.



Think before you speak – why are you having the conversation?



Manage your emotions, not those of the person that you're talking to.



Have regular conversations with your direct reports.



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# Radical Candor – HIP feedback



Humble

Helpful



Immediate

In person



Private

(not about)  
Personality



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# Strategic thinking and planning

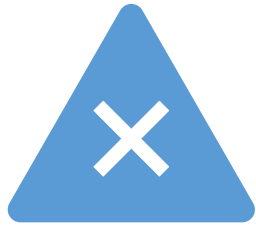


# Strategic thinking and planning

- Ensure you understand your academy's or team's aims and objectives.
- Share these objectives with your team:
  - Clarify links between individual, team, academy and federation improvement plans.
- Classify tasks (be honest with yourself):
  - only you can do;
  - you or someone else can do; or
  - only someone else can do.
- Agree and set objectives with individual team members:
  - maximise on individual potential and skill set; and
  - inspire and motivate.
- Engage in meaningful probation, 1-to-1, and PD conversations.
- Engage in regular team meetings.



# Why have objectives?



Poor objectives or no objectives can cause individuals to procrastinate be confused or disengaged and lack motivation.



Good objectives will clearly set out what an individual should be able to achieve and give clear direction.



Objectives should align the individual's role to that of the team and the wider organisation, allowing them to see how they are contributing to the bigger picture.

# Setting objectives

- Creates accountability.
- Will enable you to monitor your team's progress throughout the year.
- Enable individuals to take responsibility for their performance.
- Identifies what PD is needed to enable the team to operate effectively.
- Gives opportunity to offer constructive feedback and reduce the need for formal capability meetings in the longer term.
- Be SMART.
- Use this year's PD Forms [CLF Central HR - Team - Professional development - All Documents \(sharepoint.com\)](#)

Teachers and Professional Services professional development and performance management review 2023/2024


NAME: <i>Insert name</i>	JOB TITLE: <i>Insert job title</i>
ACADEMY/TEAM: <i>Insert academy/team</i>	REVIEWER: <i>Insert name</i>

This form should be used for staff who are employed on the teaching pay scales or professional services pay scales e.g., all teaching staff including Heads of Departments, educational support staff, administration staff, maintenance staff etc. This form is created in line with the [professional development policy](#).

There is guidance throughout this form on how to complete it effectively. Should you need further guidance relating to the Federation's professional development procedures and what professional development is available, please click [here](#).

Specific areas of focus from the Equity through Education 2030 Strategy

*Insert the specific sections of the strategy, sub-strategy, objectives, or team improvement plans that the reviewee should be working towards, this can be done via words or screenshots of the specific elements. Discuss and agree these areas with the reviewee and then create individual performance objectives*



# Objective setting

- Following today's training write 1 SMART positive management objective for yourself.
- How will you ensure that you achieve this objective?

<b>S</b>	<b>Specific</b>	Make your goal specific and narrow for more effective planning	
<b>M</b>	<b>Measurable</b>	Make sure your goal and progress are measurable	
<b>A</b>	<b>Achievable</b>	Make sure you can reasonably accomplish your goal within a certain time frame	
<b>R</b>	<b>Relevant</b>	Your goal should align with your values and long-term objectives	
<b>T</b>	<b>Time-based</b>	Set a realistic but ambitious end date to clarify task prioritization and increase motivation	

# Do you know what drives team and individual motivation?

## Traditional task-based motivation

Job satisfaction, feelings of achievement and the work being worthwhile.

## Autonomy

Individuals are trusted to get on with the job in their own way.

## Mastery

Being able to use the skills they have to a high level, but still able to grow and develop in their role

## Purpose

Doing work that they believe to be worthwhile.



# Self-Management

- Don't forget your wellbeing.
- Lead by example.
- Create and embed a culture of trust within your team.
- Empower your team to look after their wellbeing.
- Review your own workload.
- Take control of the factors that you can control.
- Ask for support.

# Consistency in your approach

## Communication

- Be honest and respectful.
- Ask genuine, meaningful questions.
- Actively listen.
- Practice radical candor
- Timing.

## Strategic planning and setting objectives

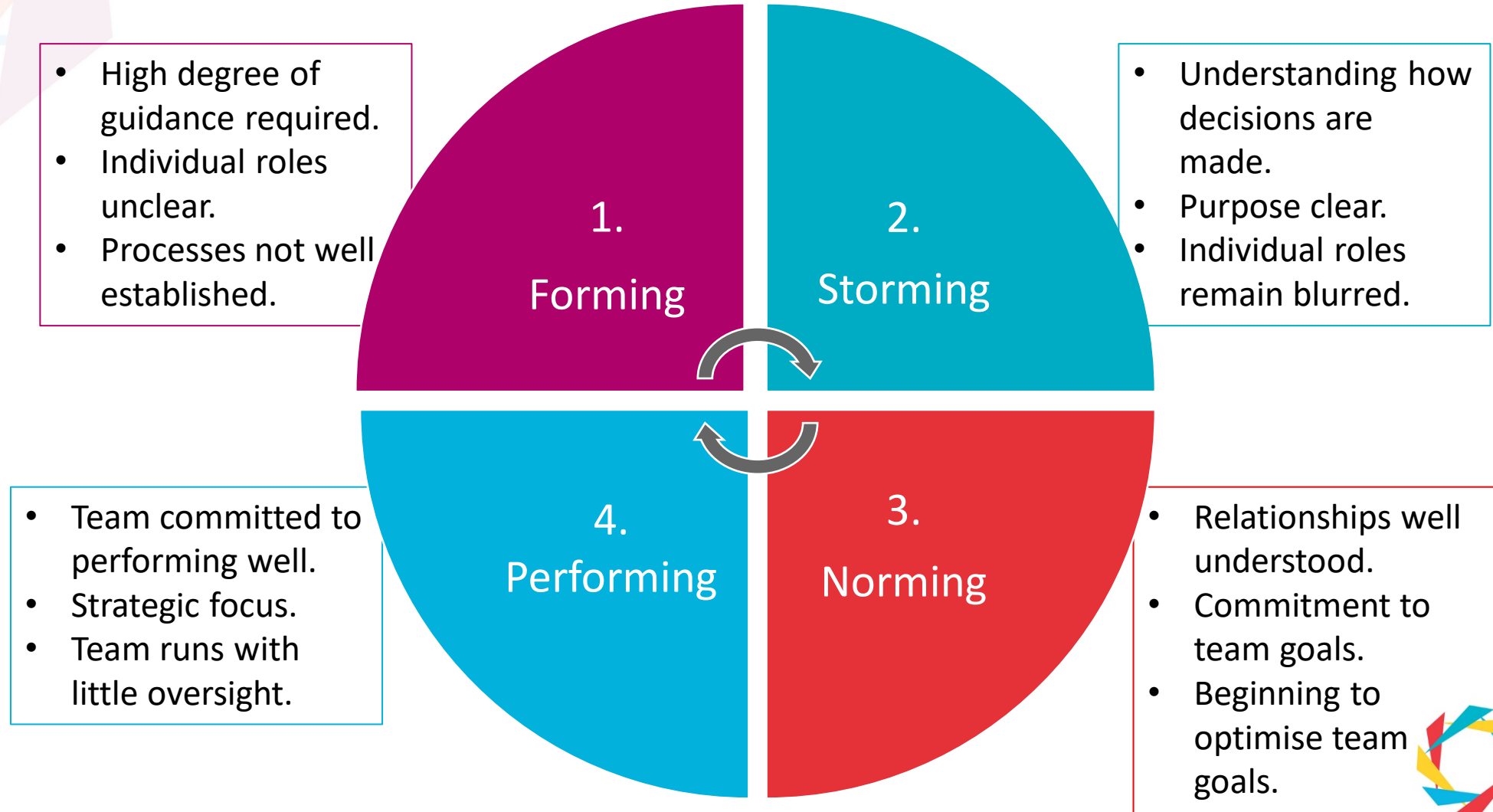
- Review CLF Strategy.
- Know your academy/team priorities and how these link.
- Break it down into smaller chunks.
- Weigh up all aspects with clarity.
- Work with your team, using their skills to set their objectives and identify their development needs.



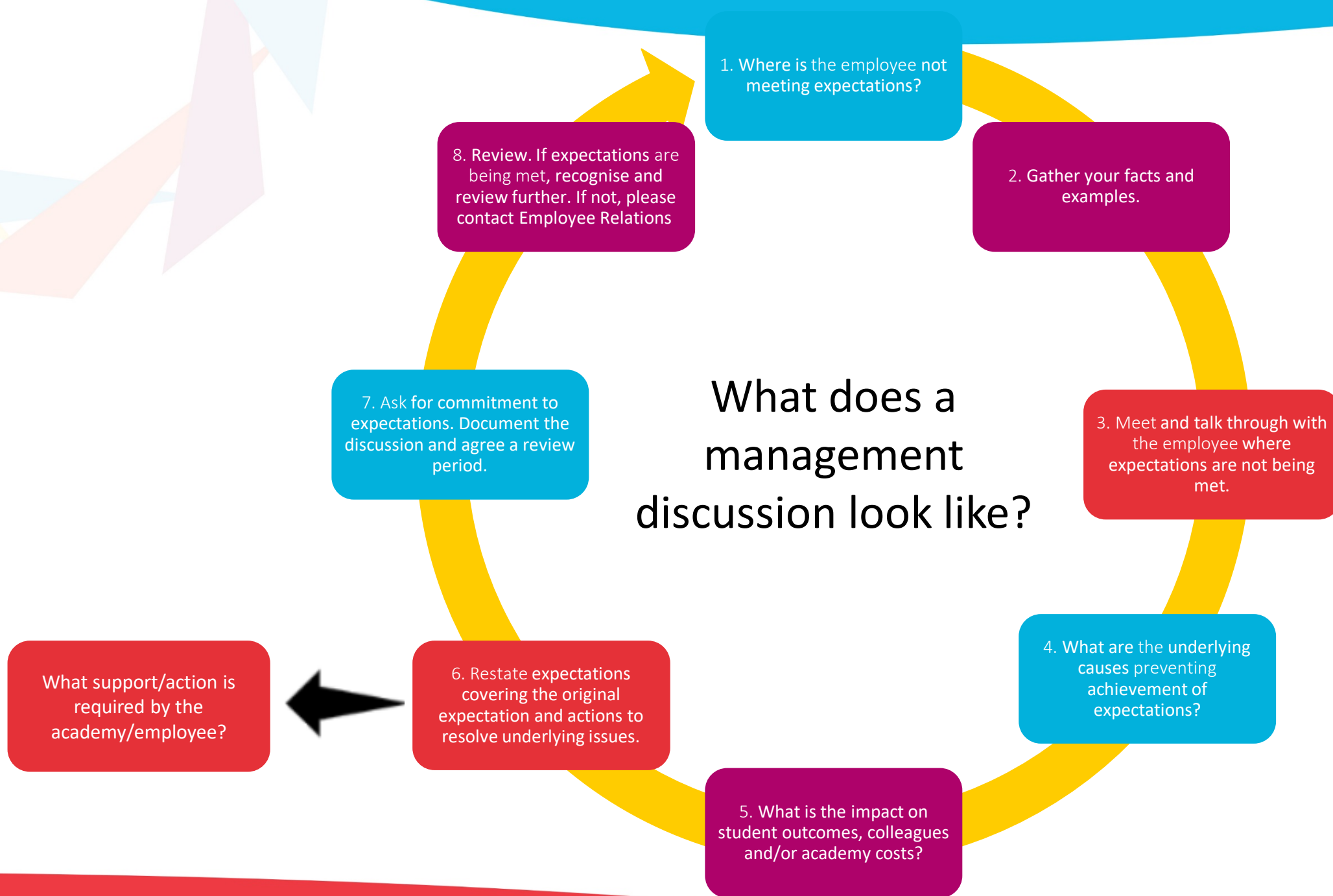
# Reflection



# Stages of team development

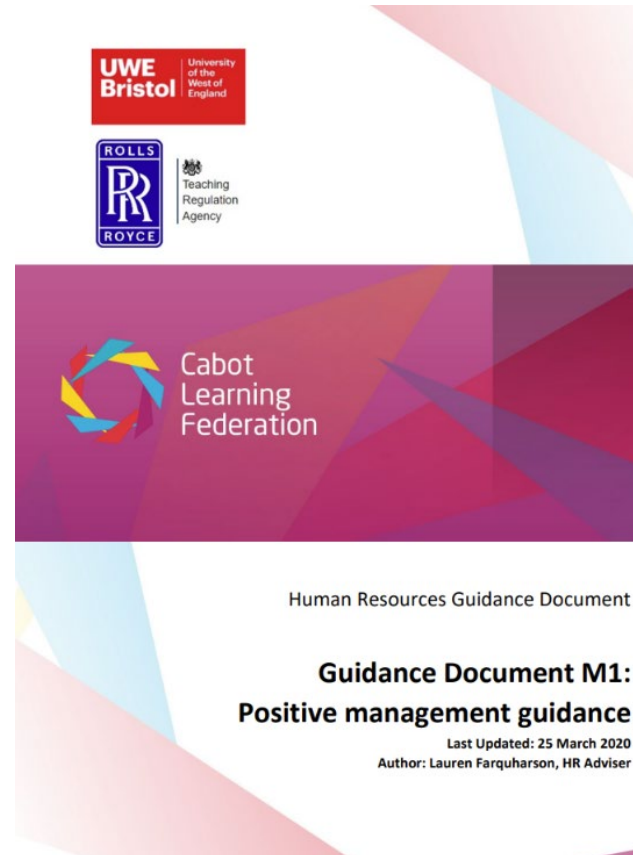
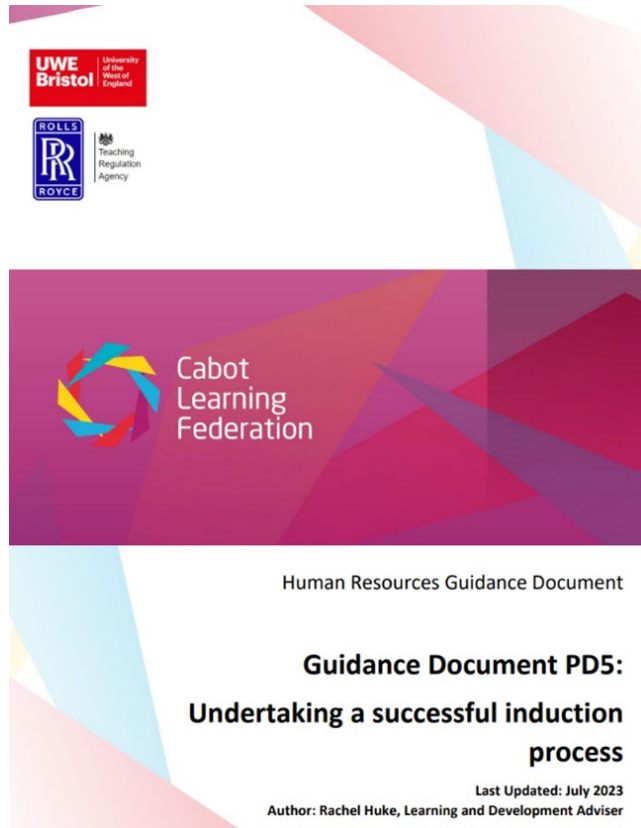


# What does a management discussion look like?



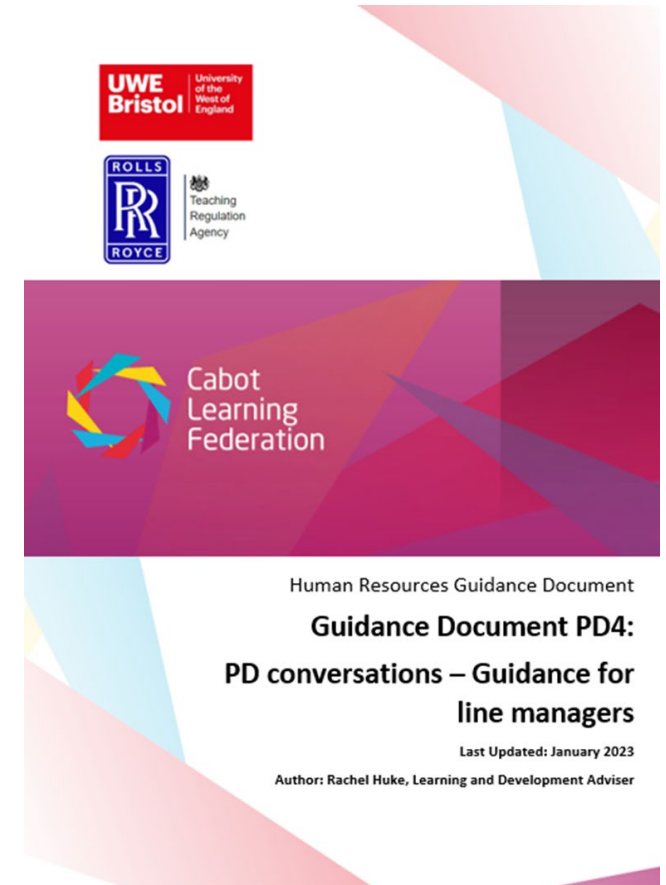
# Guidance and support is available

[CLF Central HR - Team - Guidance document PD5 - Undertaking a successful induction process.pdf - All Documents \(sharepoint.com\)](#)



[CLF Central HR - Team - Guidance Document M1 - Positive Management Guidance.pdf - All Documents \(sharepoint.com\)](#)

[CLF Central HR - Team - Guidance Document PD4 - PD conversations - guidance for line managers.pdf - All Documents \(sharepoint.com\)](#)



# CLF Positive management learning

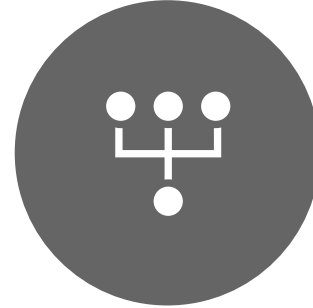
- Modules available:
  - Introduction to positive line management
  - Successful induction and probation
  - Difficult conversations and giving feedback
  - Professional development conversations
  - Management styles and stages of team development
- Modules under development:
  - HR Processes and procedures
  - Equality, Diversity and Inclusion
  - Mental Health skills for line managers.



# In summary...



Remember, you already have many of the key transferrable skills required to be a line manager.



A positive approach to line management requires you to use and develop communication skills that you already have.



The positive line management approach will support you to build successful relationships, based on trust, respect and honesty within your team to harness a sense of belonging.



Being consistent and self-aware is essential to build trust within your team which in turn will help to motivate team members.

Please share  
your  
feedback  
with us:

