

### Ethical Leadership Qualities: Competencies and Behaviours

Competency	We do this by	Behaviours
Trust – leaders are trustworthy and reliable	<ul style="list-style-type: none"> <li>• Earning trust by being reliable, consistent, credible, honest, humble, courageous and kind.</li> <li>• Prioritising our long-term purpose first, above short-term goals.</li> <li>• Managing emotions and helping others to manage their emotions.</li> <li>• Keeping promises.</li> <li>• Having a genuine interest in others, seeking to understand the whole person.</li> <li>• Using a range of communication skills in a range of circumstances with a range of people, developing rapport, trust and a deeper level of understanding.</li> </ul>	<ul style="list-style-type: none"> <li>• Live our values every day.</li> <li>• Take every opportunity to communicate and apply our values, showing how they guide and inform decisions.</li> <li>• Do what is right, rather than what is popular.</li> <li>• Be accountable to your colleagues, students and the community, acting in service to other.</li> <li>• Influence the behaviour of those around you.</li> <li>• Take time to develop high trust relationships.</li> <li>• Act selflessly to protect and enable the trust to achieve its purpose.</li> </ul>
Wisdom – leaders use experience, knowledge and insight	<ul style="list-style-type: none"> <li>• Developing knowledge and expertise, then sharing knowledge to enable collaborative convergence.</li> <li>• Seeking learning opportunities, learning from mistakes and failures, and sharing the learning with others.</li> <li>• Having, and encouraging in others, a growth mind-set. Believing in the potential of others and creating a safe learning environment, with systems that enable sharing of knowledge, collaboration and innovation.</li> <li>• Recruiting knowledgeable, skilled experts and learning from them, helping them to flourish productively.</li> </ul>	<ul style="list-style-type: none"> <li>• Share knowledge and expertise with others, developing a learning culture where people are encouraged to research, share and develop ideas collaboratively.</li> <li>• Anticipate the future and help people prepare for change.</li> <li>• Be open to opportunities and commit to learning every day.</li> <li>• Recruit people who may be more expert than you, learn from them and develop next generation ethical leaders.</li> </ul>
Kindness – leaders demonstrate respect, generosity of spirit, understanding and good temper	<ul style="list-style-type: none"> <li>• Demonstrating respect, generosity of spirit, understanding and good temper.</li> <li>• Being kind to others, seeking opportunities to serve others for the greater good</li> <li>• Leading with compassion and care, listening and engaging with the person, not the job role.</li> <li>• Using high levels of emotional intelligence, developing a sense of belonging and contribution. Building trust and rapport with others, by acknowledging, empowering and elevating others.</li> </ul>	<ul style="list-style-type: none"> <li>• Be humble</li> <li>• Bring your authentic self to work.</li> <li>• Have the courage to be genuine.</li> <li>• Lead with compassion, empathy and kindness.</li> <li>• Show people you care about them.</li> <li>• Search out opportunities for acts of kindness, a selfless act intended to bring help, happiness or joy to another person.</li> </ul>
Justice – leaders are fair and work for the good of all children	<ul style="list-style-type: none"> <li>• Doing what is right, rather than what is popular or easy.</li> <li>• Ensuring we live and breathe our sense of purpose and values in the way we behave, interact with others, make decisions and communicate.</li> <li>• Ensuring rules are necessary and applying them in a consistent, transparent and fair way, whilst allowing for discretion and common sense.</li> <li>• Valuing difference, building diverse teams and encouraging others to behave</li> </ul>	<ul style="list-style-type: none"> <li>• Be accountable to others and serve our purpose.</li> <li>• Be morally brave and stand up and be counted for what you believe in.</li> <li>• Do the right thing, which might not be the easiest or most popular option.</li> </ul>

	<p>responsibly towards the community and the environment.</p> <ul style="list-style-type: none"> <li>• Seeing and acknowledging other people's strengths, knowledge and skills. Encouraging people to share and build on their strengths and successes across and beyond the trust.</li> </ul>	
Service – leaders are conscientious and dutiful	<ul style="list-style-type: none"> <li>• Behaving in a dutiful, conscientious way, demonstrating humility and self-control to build great schools.</li> <li>• Removing barriers and blockers to enable others to achieve their goals, for the benefit of young people, maximising strengths and helping others to see possibilities and seize opportunities.</li> <li>• Viewing systems, methods, models and techniques as a means to an end, removing or changing them if they prove to be ineffective.</li> <li>• Leaving our egos at the door and putting ourselves in the service of others. Standing aside and championing others and their ideas and contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Walk the talk and behave in an honest, open and fair way.</li> <li>• Channel ambition into our schools, not ourselves, developing successors.</li> <li>• Have intense professional will and personal humility.</li> <li>• Have a systematic approach to manage the execution and delegation of tasks and be reliable.</li> <li>• Create new habits, through the accumulation of different choices.</li> </ul>
Courage – leaders work courageously in the best interests of children and young people	<ul style="list-style-type: none"> <li>• Striving for honesty, sharing the full story wherever possible and as early as possible.</li> <li>• Looking in the mirror when something goes wrong.</li> <li>• Sacrificing personal or short-term goals for the achievement of longer-term, sustainable, shared goals.</li> <li>• Relishing challenge and finding strength in each other, building organisational resilience.</li> <li>• Remaining calm, optimistic and positive in the face of adversity, adapting to changing circumstances and helping others to move forward.</li> </ul>	<ul style="list-style-type: none"> <li>• Give the whole truth, the back-story and the why.</li> <li>• Have skilfully led difficult conversations.</li> <li>• Aim to exceed expectations and achieve things you thought you couldn't.</li> </ul>
Optimism – leaders are positive and encouraging	<ul style="list-style-type: none"> <li>• Believing in our own ability, and the ability of others, to do what is right to change the world for the better.</li> <li>• Remaining positive and encouraging, despite sometimes experiencing setbacks, challenges and pressures. Helping others to maximise opportunities, overcome challenges and celebrate success.</li> <li>• Being respectful, kind and sensitive to others and responding well to ambiguity, making positive use of the opportunities it presents.</li> </ul>	<ul style="list-style-type: none"> <li>• Believe the best in others, help people progress and unlock their potential.</li> <li>• Remain calm, professional, reliable and consistent.</li> <li>• Manage your emotions well and help others do the same.</li> <li>• Have and encourage a growth mindset, believing abilities and talents can be cultivated.</li> <li>• Set yourself challenging goals &amp; work hard to achieve them.</li> </ul>
Vision	<ul style="list-style-type: none"> <li>• Anticipating the future and helping people ready themselves for change. Thinking strategically, researching, gathering, analysing and assessing information, seeking opportunities for organisational development.</li> <li>• Believing in the potential of others; helping them be the best they can be.</li> </ul>	<ul style="list-style-type: none"> <li>• Scan the horizon, read and research, share learning with others and collaborate to consider options, obstacles and risks.</li> <li>• Think creatively, formulate strategies, plans and projects, aligned to our vision and values.</li> <li>• Actively share a compelling vision, encourage people to get involved, maximise their strengths, develop</li> </ul>

	<ul style="list-style-type: none"><li>• Quickly taking in new information and translating that into recommendations, decisions, plans and projects.</li><li>• Translating complex data and information into understandable messages for a variety of audiences. Sharing compelling stories that others can understand believe in and work towards.</li></ul>	<p>colleagues and see opportunities to elevate them.</p> <ul style="list-style-type: none"><li>• Translate complex information with the intended audience in mind and communicate positively.</li></ul>
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