

Leadership and management expectations of staff at different levels

| Role | What aspects of leadership are in this role? | What aspects of management are in this role? |
|--|---|---|
| Teacher | Positive outlook for the future Belief in the values of the organisation Commitment to the vision of the organisation Awareness of what motivates and inspires you Motivate and inspire students to be the best they can be Identify blockers to motivation and inspiration in students and yourself Identify where the organisation's culture, systems and processes are blocking achievement Influence managers to remove blockers | Organise your time Lesson planning and preparation Monitoring, evaluation and continuous improvement of lesson delivery |
| Finance and Business Directorate Officer | Positive outlook for the future Belief in the values of the organisation Commitment to the vision of the organisation Awareness of what motivates and inspires you Building trust and partnership relationships Listening Awareness of impact of self on others Sensitivity to others' needs Identifying win, win, win situations to remove blockers Identify where the organisation's culture, systems and processes are blocking achievement of goals Influence managers to remove blockers | Organise your time Lesson planning and preparation Monitoring, evaluation and continuous improvement of lesson delivery |

| Role | What aspects of leadership are in this role? | What aspects of management are in this role? |
|---|---|---|
| Promoted teaching post not managing people e.g. Stage Leader | As above for teachers Listening Awareness of impact of self on others Sensitivity to others' needs Building trust Developing and sharing a clear vision Identifying win, win, win situations to remove blockers | As above for teachers Organising groups to carry out tasks Coordinating change Managing projects |
| Manager of people, e.g. Head of Geography or Finance and Business Manager | As above for promoted teaching posts not managing people Ability to identify what motivates and inspires your people Trusting others Build a collegial team Resolve conflict in the team Failing and learning from failure Learning from others' success and failure Identifying where people's skills and interests lie Non directive coaching | As above for promoted teaching posts not managing people Recruitment Make plans to deliver the vision Allocate tasks and responsibilities between staff Set objectives for staff Performance management to improve performance where staff are consistently underperforming Monitor and evaluate progress against the plan Monitor and evaluate the performance of staff against objectives Directive coaching Budget management |
| Manager of managers of people | As above for managers of people Strategic analysis and path finding | As above for managers of people Talent management |