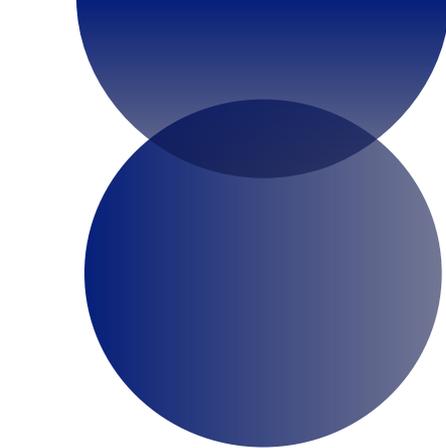


LEADERSHIP PLAYBOOK

STAR INTERNATIONAL SCHOOL, MIRDIF





A Message to Our Leaders

At Star Mirdif, leadership is not about titles — it's about impact.

Every decision you make, every conversation you hold, and every example you set shapes the culture our students and staff experience each day. Culture is the single most important factor in any organisations success. It is a collective responsibility, not something driven by only those at the top. Indeed as a Principal, whilst I do my best to set the tone, I am powerless to deliver impact within the school without a cohesive culture.

Leadership is the most important factor in building a thriving school culture. Without great leadership the curriculum becomes stagnant. Teaching and learning does not develop and move forward. Outcomes are not driven, and student success is diminished. We Go Beyond at Star Mirdif as leaders, because it enables the school and its students to do the same.

As leaders, we are the ones who set the tone, model our STAR Values, and create the clarity and cohesion that allow our students and staff to truly Go Beyond. We need every leader to embrace this in order to have collective success. Collective success means its not just about one persons KPI or strategic priority. It is not about shouting the loudest about your success, it is about your contribution to collective success of your colleagues and students across the school.

As a family we also have an expectation that we lead with kindness. This means we do our best to assume positive intent, and build trust through being brave enough to rumble with vulnerability. It is something I invite all staff to hold any leader to account on, kindness is important. Yet it is important to be clear what is kind, and what is unkind.



As Brene Brown says 'Clear is kind, unclear is unkind' we often avoid clarity because we tell ourselves we are being kind. We adjust our feedback to avoid conflict with the fear of impacting working relationships. To lead at Star Mirdif we use a phrase 'Accountability with kindness.' At its heart it means to be kind, yet not avoid the challenging conversations. The conversation is the relationship after all.

You will be supported throughout your leadership journey, and my commitment to you is that you will grow as a leader in your time with us. All we ask in return is that you invest in yourself and the awesome colleagues around you.

This Playbook has been created as both a compass and a guide:

- A compass — to ensure our leadership always points to our vision, mission, and culture.
- A guide — to provide practical strategies, tools, and examples for leading the Star Mirdif Way.

It is intended to give clarity to your role as a leader in leading the Star Mirdif way. We hope you find it useful, and look forward to seeing you Go Beyond as a leader here at Star Mirdif.

Kind regards,

Neal Oates
Principal

Go beyond: Clarity, Consistency, Cohesion

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The Why





This Playbook is not a policy or a manual. It is a **living document** – designed to inspire, to clarify, and to support you in the day-to-day reality of leadership at Star Mirdif.

It weaves together:

- Our **Culture Playbook** – the STAR Values, our shared language, and the Star Mirdif Way.
- Our **Leadership Principles** – drawn from world-class research and theory, adapted for our context.
- ISP **Leadership Frameworks** – ensuring we connect to the wider ISP vision of being a true School of Choice.
- **Practical Tools** – for coaching, reflection, and communication that leaders can use daily.

Most importantly, it ensures that as a leadership team, we move forward with clarity, consistency, and cohesion – so that the experience of being part of Star Mirdif is outstanding for every student, staff member, and family.

1: A Vision for Our Leaders





🌀 Vision for Leaders at Star, Mirdif

At Star Mirdif, our leaders create the clarity, consistency, and cohesion that allow every member of our school family to Go Beyond.

We build trust through openness, hold one another accountable with kindness, and stay united in our focus on student progress and wellbeing.

Through the Star Mirdif Way, we ensure our culture is lived daily – in classrooms, corridors, and across every team – so that every student and staff member experiences the very best of Star Mirdif.

“High challenge, low threat. that’s the culture where staff and students thrive.”

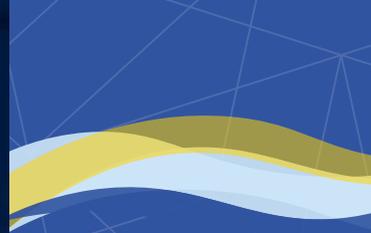
~ Mary Myatt

🌀 Why Leaders Matter at Star, Mirdif

Every leader in our school – whether leading a team, a curriculum area, or a strategic priority – is a culture-carrier.

- You shape the learning experiences of our students.
- You set the tone for how our staff feel supported and challenged.
- You ensure our families see and feel the quality and cohesion of Star Mirdif.

This is why the Playbook begins with you – because how we lead determines how far our students and staff can Go Beyond.



Vision



To grow the future leaders and global citizens of tomorrow, who will Go Beyond and change our world for the better.



Mission

Through amazing learning opportunities and personalised pathways, our educators and students Go Beyond to ensure every member of our Star Family achieves their personal best both inside and beyond the classroom.



Our leadership is rooted in the STAR Values, which guide the behaviours, decisions, and culture of our school:

Self Belief



Teamwork



Adventure



Respect



As leaders, we model and reinforce these values every day, ensuring they are lived in classrooms, corridors, and across every team.

The Foundation of Cohesive Leadership

Inspired by Patrick Lencioni's The Five
Dysfunctions of a Team and The
Advantage





At Star, Mirdif, we believe the culture of our leadership teams determines the quality of our impact. That's why we embed Patrick Lencioni's framework for organisational health and team cohesion at the heart of how we lead, communicate, and grow together.

A cohesive leadership team isn't a bonus — it's the foundation. Without it, even the most exciting initiatives, intelligent strategies, or generous resources fall flat. With it, everything becomes possible.

Our leadership behaviours, coaching models, meeting rhythms, and strategic priorities are all designed to help us build a united team culture based on trust, clarity, and consistency — so that we Go Beyond for our students, each other, and our school community.

Why This Matters at Star, Mirdif

As an international, values-led school growing into a full-through model, our success depends on our ability to lead as one team — across phases, departments, and leadership tiers.

- Our staff and students need to feel the same culture in every corridor and classroom.
- Our families need to see that we are united behind one clear vision.
- And we, as leaders, need to trust each other enough to hold each other accountable with kindness.

This framework isn't just theory — it helps us deliver on our

Relentless Focus:

Lead with clarity and consistency. Build a cohesive culture.

And it supports every pillar of our Strategic Framework — from

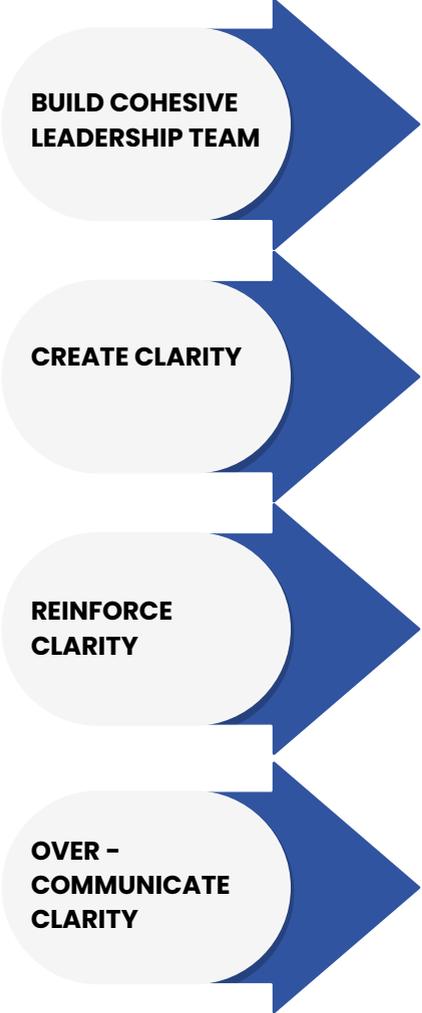
Learning & Teaching to Leadership Development, from Coaching to Communication.

To become a high-performing school, we must first become a healthy organisation. Lencioni's four disciplines give us a roadmap to do that.

The Four Disciplines of a Healthy Organisation

This model underpins how we deliver consistency and cohesion in practice, ensuring our culture is not just spoken but lived.





**BUILD COHESIVE
LEADERSHIP TEAM**

CREATE CLARITY

**REINFORCE
CLARITY**

**OVER -
COMMUNICATE
CLARITY**

What it means at Star, Mirdif

We build trust, speak openly, commit fully, and hold each other to account – because students and staff deserve a united leadership team.

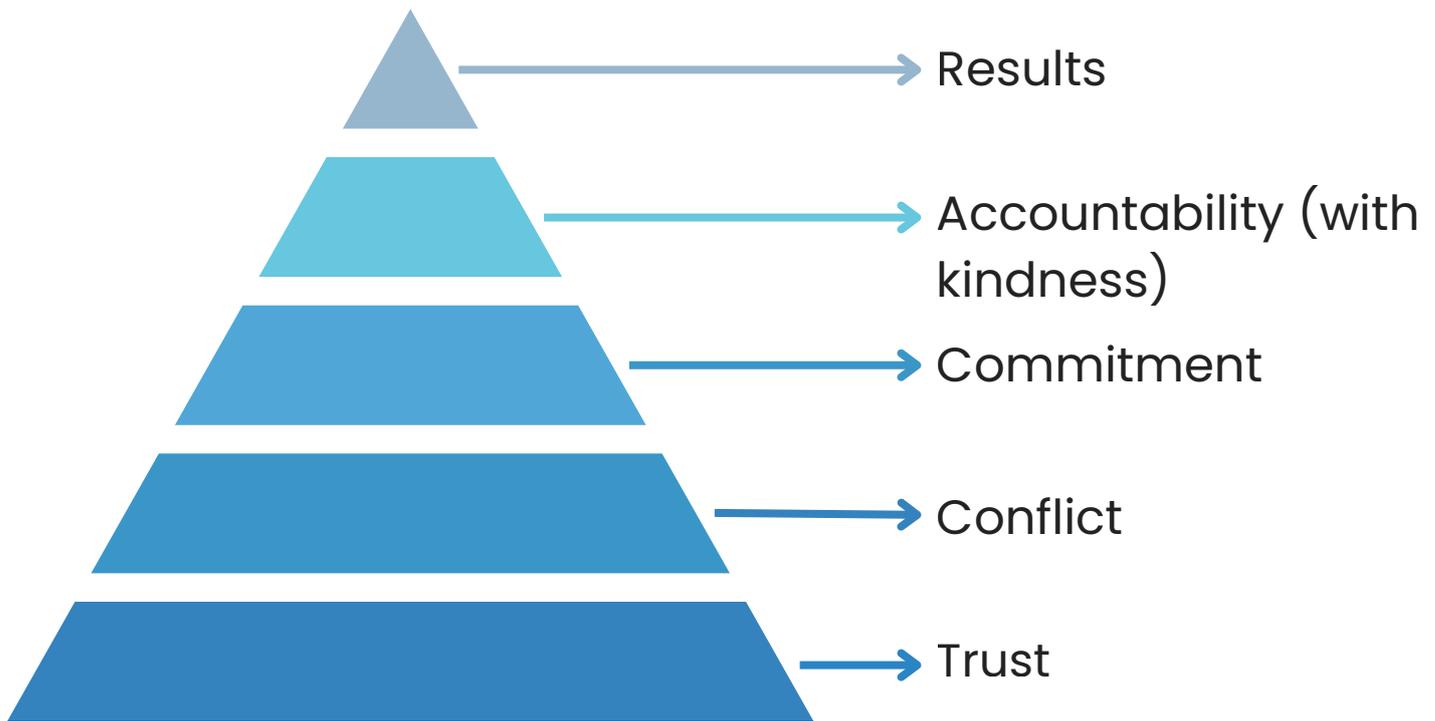
We ensure everyone knows the answers to the big questions – who we are, what matters most, and how we behave. No guessing. No mixed signals.

We repeat, reinforce, and model our clarity – in meetings, messaging, and daily leadership.

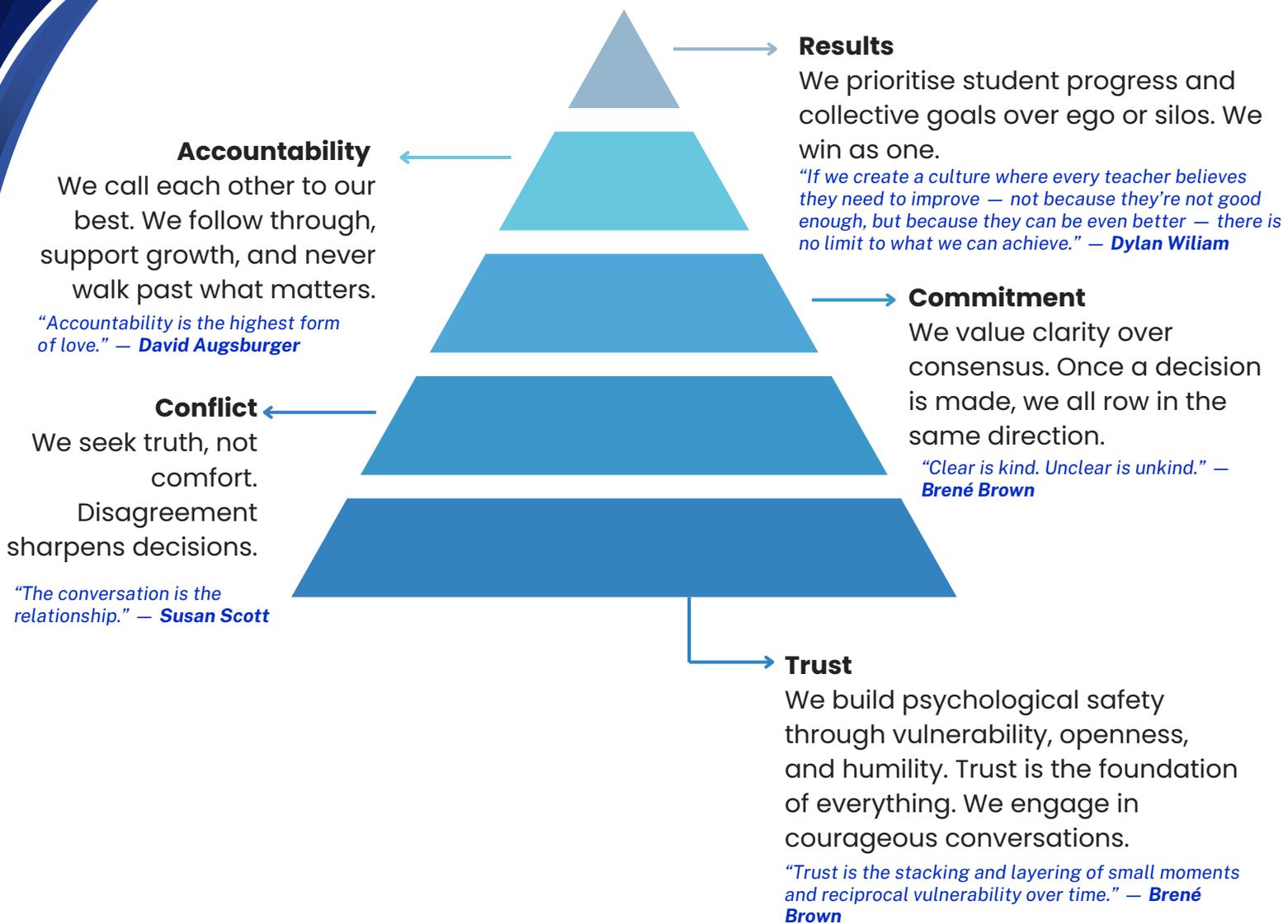
We bake clarity into hiring, onboarding, appraisals, meetings, and communication rhythms – so that it sticks.

*“The health of an organisation trumps everything else.” – **Patrick Lencioni***

❖ The Five Functions of a Cohesive Team



“Trust is the foundation of real teamwork. And so the first dysfunction is a failure on the part of team members to understand and open up to one another.” — Patrick Lencioni



Where This Shows Up at Star, Mirdif

- It shapes our Leadership Cycle
- It drives our Strategic Priorities
- It is embedded in our meeting behaviours and leadership expectations
- It informs how we coach, support, and challenge each other
- It reinforces our culture of unity, alignment, and belief

"What we permit, we promote." — Bill Rogers

2: Our Relentless Focus

What is most important, right now?

2025-26



Our Rallying Cry

Lead with Clarity and Consistency. Build a Cohesive Culture.

“This year, we relentlessly focus on embedding our shared culture and delivering clear, consistent systems and expectations across all phases of the school.”

This is our Relentless Focus for the year — the single priority that unites all of us as leaders at Star Mirdif. It is not one more task to add to a list; it is the lens through which we lead every decision, every system, and every conversation.



Go Beyond: Clarity. Consistency. Cohesion.

This is our rallying cry.

Clarity

Everyone knows what matters most.

Consistency

High standards are lived the same way in every phase.

Cohesion

We row in the same direction as one Star Family.

Who We Are

When our culture is lived consistently, and when our systems are clear and cohesive, students thrive, staff feel supported, and families experience Star Mirdif as a true School of Choice.

As leaders, your role is to make this focus real through:

- Living the Culture Playbook — ensuring our STAR Values and shared language are embedded in daily practice.
- Overcommunicating Clarity — so expectations are clear, consistent, and trusted.
- Using the Leadership Cycle — building capacity through coaching, reinforcing accountability with kindness, and ensuring cohesion across all teams and phases.

By doing this together, we make sure Star Mirdif is not only excellent today, but positioned for an even stronger future.

“If everything is important, then nothing is. Great leaders create clarity and focus on what’s most important right now.”

~ Patrick Lencioni

The Star, Mirdif Leadership Cycle





The Star Mirdif Leadership Cycle

“Lead with Clarity and Consistency. Build a Cohesive Culture.”

Our leadership behaviours, decisions, and systems should always come back to this: building a culture where learning and wellbeing thrive.

The four elements of our Star, Mirdif Leadership Cycle give us a simple model to guide, align, and challenge ourselves as a team.

Each element connects directly to our vision, the ISP Leadership Competencies, and the strategic direction of our school.

“The ultimate measure of a great team is not whether it avoids conflict, but whether it can achieve the results that matter most.”

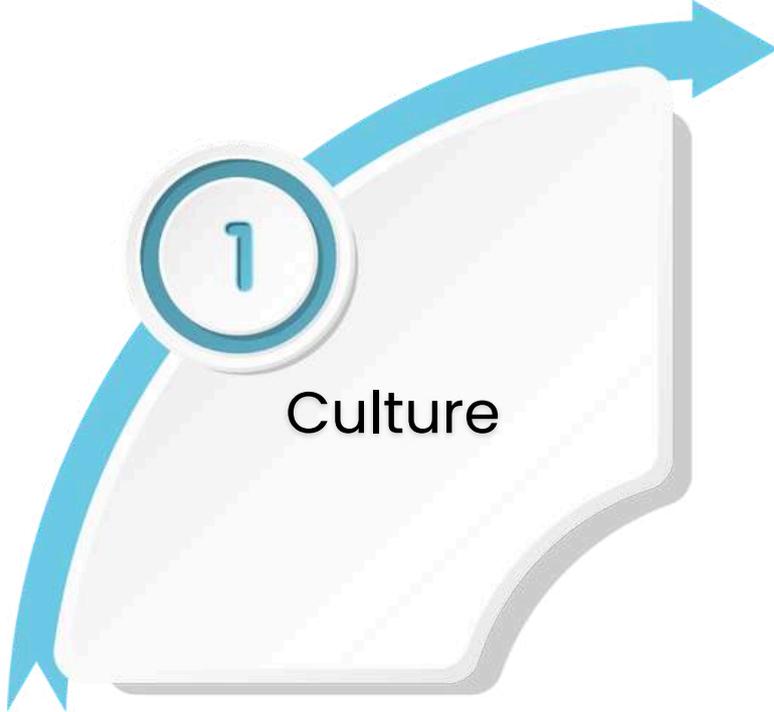
~Patrick Lencioni

- ***Cohesive Teams***
- ***Clarity and Overcommunication***
- ***Human Systems***
- ***Reinforced through Repetition***

The Four Stages of the Leadership Cycle:



Go Beyond

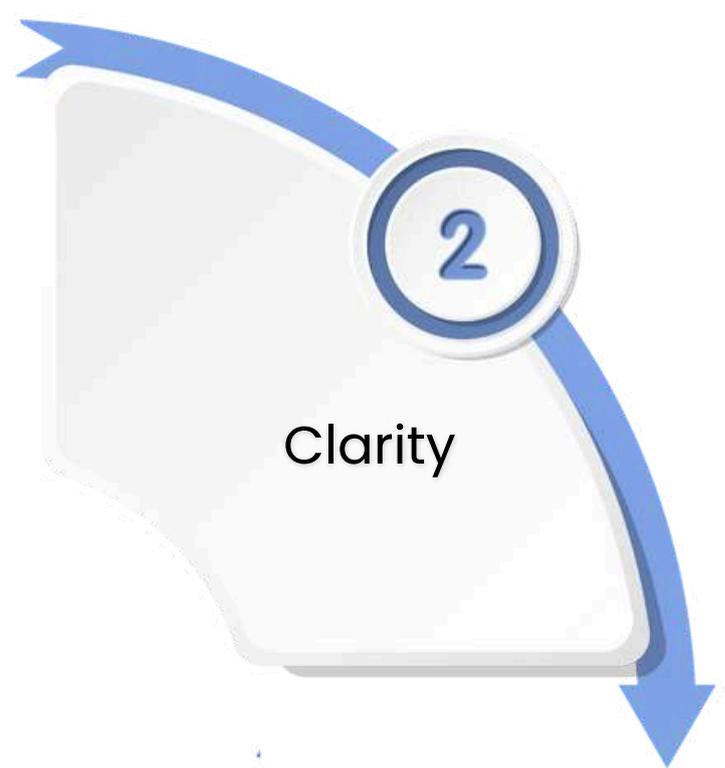


Lead Through Culture

We create cohesion through shared values, language, and identity.

- We model our STAR Values in how we lead and support others.
- We embody the Star Mirdif Way – especially when no one is watching.
- We build trust through openness and unity through daily culture wins.
- We hold ourselves to the same standards we expect of each other
- We are open to the fact we, and others, do not always get everything right. We know when to apologise and accept we have got it wrong.
- We always assume positive intent, whilst being wary of the stockdale paradox
- Leaders go beyond policy – they live the culture and unify their teams around it.

“What we permit, we promote.”
– **Bill Rogers**



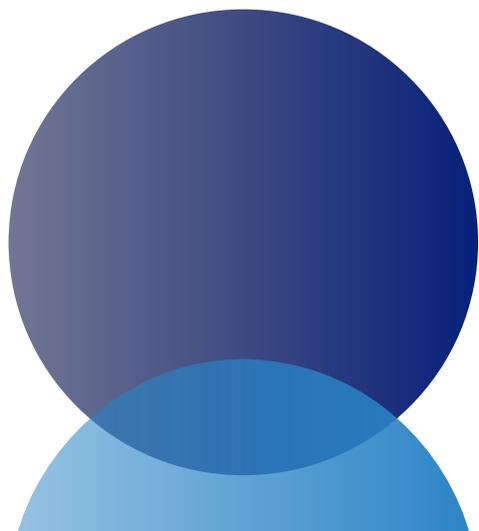
Deliver with Clarity and Consistency

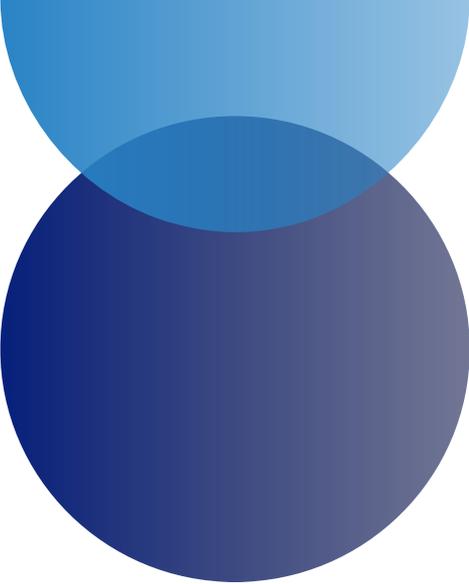
We lead with alignment — not assumptions.

- We clarify what good looks like and follow through on it.
- We embed systems that are simple and scalable.
- We overcommunicate clarity to strengthen trust and avoid silos.
- We support each other in making sure we question when things are not clear with professionalism and openness
- We are open to challenge in the pursuit of clarity, and where we might not agree, we align in order to promote clarity
- Clarity isn't control — it's kindness. Consistency isn't rigidity — it's what creates a cohesive culture.

“If you want to be trusted, be clear.”

— Brené Brown





“You can’t be a good coach without curiosity. And you can’t have curiosity without humility.”
— **Susan Scott**

Coach for Growth and Impact

We grow people — not just systems.

- We develop others through GROW and ADAPT coaching cycles.
- We give feedback that moves people forward — with empathy and evidence.
- We stretch, support, and celebrate every voice in our team.
- We lead with courage and care. Every conversation is a chance to grow — and to build belief.
- We are confident in conversations which help move the quality of learning and teaching forwards
- We are confident in conversations which help our teams and others to improve and develop



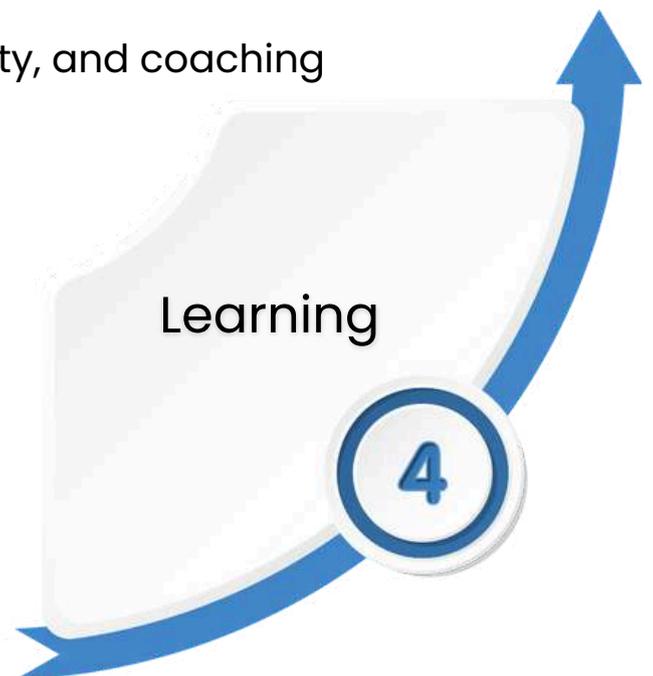
Coaching

3

Focus Relentlessly on Learning

We align around student progress — always.

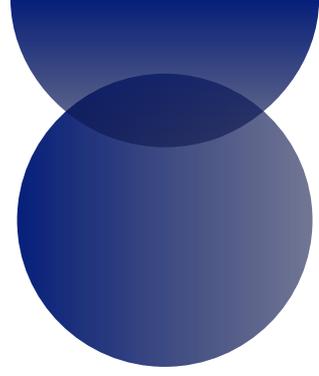
- We put learning and wellbeing at the heart of every decision.
- We know what great learning and teaching looks like and support each other to get even better
- We have a shared understanding on High, Medium and Low impact learning and teaching
- We know what the Good Struggle looks like and ensure students and teachers understand how to demonstrate their own understanding
- We model curiosity and challenge — in ourselves and others.
- We ensure curriculum, pedagogy, and outcomes are aligned and improving.
- We know our students and data, and use this to identify and close gaps in our areas
- We champion learning. Culture, clarity, and coaching all lead here.



“Every teacher needs to improve. Not because they are not good enough, but because they can be even better.”
— **Professor Dylan Wiliam**

ISP School of Choice





Sustainable Growth:

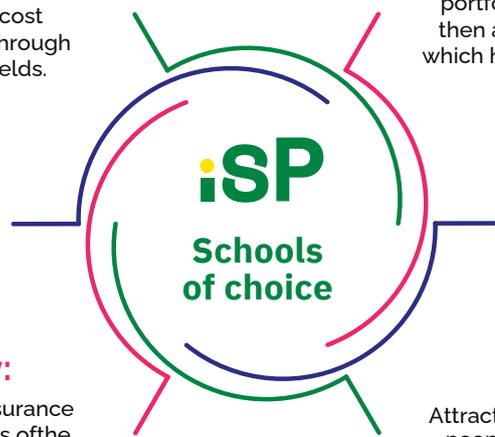
Sustainably increase profitability organically through enrolment growth and cost management, and inorganically through capex, acquisitions and greenfields.

Build Portfolio:

Grow number of schools and maintain a balanced portfolio by identifying markets with potential, then acquiring/building/developing schools which have capability to be a School Of Choice.

Message Effectively:

Ensure the key selling points are clearly and consistently communicated for each school. Deliver high-performing marketing and admissions processes.



Improve Offering:

Progressively refine and broaden our offering for students to maximise appeal and differentiate ourselves, through understanding our students and parents in each school catchment.

Embed Quality:

Deliver an effective quality assurance framework covering all aspects of the school, including our "Learning. First." approach and our "Together. In Partnership" framework.

Assemble Talent:

Attract and develop talented, growth-minded people who share our vision, and empower them to deliver our vision effectively.

Why This Matters

At Star, Mirdif, we are proud to be part of the International Schools Partnership (ISP). Across the globe, ISP schools share a common mission: to be the School of Choice for students, families, and staff.

For leaders, this means understanding how your work directly contributes to the six areas that define a School of Choice. These are not abstract goals; they are the lived experience of our students, staff, and parents every day.

By leading the Star Mirdif Way and living the Leadership Cycle, you help ensure that Star, Mirdif continues to be the school families choose – and stay with – because of the clarity, consistency, and cohesion of their experience.



Go Beyond



⌘ The Two Levers That Matter Most

While all four stages are essential, **two levers drive the greatest impact at Star, Mirdif:**

01

Embed Quality → through learning walks, coaching, and data-informed decisions that focus relentlessly on student progress.

02

Assemble Talent → by hiring, developing, and retaining the best staff, contributing to CPD, and creating a positive Go Beyond working environment.

Relentless Focus 2025–26:

Lead with Clarity and Consistency. Build a Cohesive Culture.

The Leadership Cycle is the blueprint for making this focus real. By living each stage of the cycle, leaders ensure our shared culture is embedded, our systems are clear and consistent, and our staff and students experience the power of a cohesive Star, Mirdif family.

“The ultimate measure of a great team is not whether it avoids conflict, but whether it can achieve the results that matter most.”

~Patrick Lencioni

ISP School of Choice Area

What This Means for Leaders

How You Impact (Examples)



Sustainable Growth

We ensure growth that benefits students, families, and the long-term health of the school.

- Support enrolment and retention by leading high-quality provision.
- Model value for money in daily decisions.
- Contribute to strong parent partnerships that encourage loyalty.
- Manage resources responsibly.



Build Portfolio

We position Star, Mirdif as a flagship school in the UAE and beyond.

- Showcase innovation through our Labschool and STEAM initiatives.
- Share best practice across ISP.
- Lead projects that demonstrate Star Mirdif's distinctiveness.



Message Effectively

We tell a clear, consistent, and compelling story about who we are.

- Use the Culture Playbook and Go Beyond language in daily communication.
- Share successes with staff, parents, and ISP.
- Communicate with care and clarity in every interaction.



Improve Offering

We continually enhance what we provide for students.

- Lead curriculum areas to challenge and support all learners.
- Adapt provision to meet diverse student needs.
- Set conditions where every student can Go Beyond.
- Support innovation in learning and co-curricular programmes.



Embed Quality

We guarantee outstanding learning and teaching across all phases.

- Conduct learning walks and visits focused on student progress.
- Ensure decisions are data-informed.
- Monitor impact and address inconsistencies.
- Lead staff to secure high standards with kindness and clarity.
- Focus relentlessly on progress and outcomes.



Assemble Talent

We attract, develop, and retain outstanding staff.

- Hire the best talent and spot potential.
- Contribute to CPD design and delivery.
- Mentor and coach colleagues to grow capacity.
- Create a positive, Go Beyond working environment.
- Celebrate the success of individuals and teams.
- Build conditions that make staff want to stay and thrive.

Bringing the Lens to Life

The School of Choice model shows the bigger picture of how ISP defines success. At Star Mirdif, leaders make this real through daily actions:

- Living the Culture Playbook
- Using the Leadership Cycle
- Embedding clarity, consistency, and cohesion in every area they lead

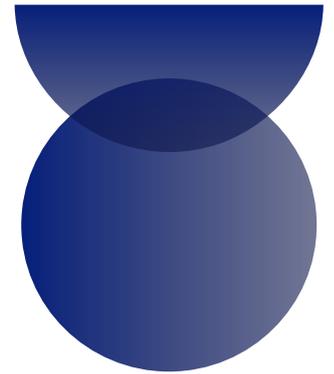
Together, these ensure Star Mirdif remains the school families choose — not just today, but **for the future.**

The ISP 5 Strategic Pillars





Learning. First. at the heart of ISP



Leadership and Strategy at Star, Mirdif

At Star, Mirdif, the Leadership Cycle sets out how we lead every day – through culture and clarity, coaching and capacity, accountability with kindness, and cohesion that delivers results.

The ISP 5 Strategic Pillars define what we must deliver to be a true School of Choice. They are the global roadmaps ISP uses to measure success across our family of schools, ensuring every student has the opportunity to Go Beyond in their learning and in life.

Your leadership connects the two:

- The way you lead creates the clarity, consistency, and cohesion that make impact possible.
- The ISP 5 Strategic Pillars ensure that impact translates into outcomes that matter most for our students and families.

ISP Strategic Pillar

What This Means for Leaders

How You Impact (Examples)



Academic Achievement

Ensure every student makes strong progress and achieves ambitious outcomes.

- Track and raise attainment and progress across all phases.
- Use data to close gaps and inform teaching.
- Lead learning walks and coaching focused on student outcomes.



Future Pathways

Open doors to successful futures for every learner.

- Strengthen A-Level and Post-16 provision.
- Prepare students for higher education and global opportunities.
- Provide personalised guidance for next steps.



EAL and Multilingualism

Celebrate languages and ensure every learner is supported to thrive.

- Embed high-quality EAL provision.
- Expand Arabic, Islamic, and multilingual opportunities.
- Promote linguistic diversity as a strength of our community.



International Learning Opportunities

Connect students with the world beyond Mirdif.

- Facilitate ISP exchanges, MUN, and global projects.
- Embed global citizenship across curriculum and co-curricular life.
- Create experiences that broaden horizons.



Life Skills and Competencies

Prepare students with the skills and character to succeed in life.

- Embed STAR Values daily.
- Develop resilience, teamwork, leadership, and problem-solving.
- Support students to become confident global citizens.

Bringing It Together

The Leadership Cycle is how we Go Beyond as leaders.

The ISP 5 Strategic Pillars are what we deliver for our students, staff, and families. Together, they ensure Star Mirdif is not only a School of Choice today, but continues to be one in the years ahead.

Go Beyond: Clarity. Consistency. Cohesion.

Leading the Star, Mirdif Way





Principles That Matter

At Star Mirdif, leadership is more than a role — it is a daily commitment to creating the culture and clarity our students and staff need to thrive. We lead not only through our actions, but through the principles we model and the trust we build.

The Star Mirdif Way gives us three commitments that anchor everything we do:

- Commit to our STAR culture and values
- Accountability with kindness
- Go Beyond for our students and each other

These commitments are lived through the principles below, supported by the leadership research and theory that shape our practice.

☘ How do we behave?

Leading the Star, Mirdif Way

Leadership at Star Mirdif means living the Star Mirdif Way every day. It is how we ensure our vision and mission are brought to life in classrooms, corridors, staffrooms, and beyond.



01 Commit to our STAR culture and values

- We model and reinforce Self-Belief, Teamwork, Adventure, and Respect in every decision we make.



02 Accountability with kindness

- We hold ourselves and others to high standards with clarity, care, and fairness.
- We communicate with care and clarity, ensuring everyone knows what matters most.
- We lean into honest conversations with courage and compassion, even when it feels uncomfortable.



03 Go Beyond for our students and each other

- We inspire, challenge, and support every member of our Star Family to achieve their personal best.
- We own our own house and row in the same direction as one cohesive leadership team.



Commit to Our STAR Culture and Values

We model and reinforce Self-Belief, Teamwork, Adventure, and Respect in every decision we make.

Lencioni's 5 Behaviours of a Cohesive Team

- Build trust through vulnerability.
- Engage in healthy conflict around ideas.
- Commit to shared decisions.
- Hold each other accountable.
- Focus on collective results.

Daniel Goleman's Emotional Intelligence

- Use self-awareness, empathy, and social skill to build strong, values-driven teams.

The Four Disciplines of a Healthy Organisation

- Create clarity.
- Overcommunicate clarity.
- Reinforce clarity.
- Build team cohesion.



Leaders at Star, Mirdif Go Beyond by being culture-carriers who model STAR Values in every interaction.



“Vulnerability is not weakness; it’s our greatest measure of courage.” ~Brené Brown



Accountability with Kindness

We hold ourselves and others to high standards, always with clarity, care, and fairness.

Susan Scott's Fierce Conversations

- "The conversation is the relationship."
- Leaders create trust by engaging in honest, kind, and courageous dialogue.

David Didau's Intelligent Accountability

- Set clear expectations.
- Support and challenge staff to meet them.
- Ensure accountability builds trust, not fear.

Brené Brown's Rumble with Vulnerability

- Vulnerability is courage, not weakness.
- Leaders lean into difficult conversations with compassion and strength.

The Stockdale Paradox

- Balance confronting hard truths with unshakable optimism about our success.

At Star Mirdif, accountability is never about judgement — it is about helping each other Go Beyond with clarity and care





Go Beyond for Our Students and Each Other

We inspire, challenge, and support every member of our Star Family to achieve their personal best.

The Good Struggle

- Help students embrace productive challenge while avoiding the “Glitch zone.”
- Use desirable difficulties to deepen learning.

Celebrating the Go Beyond Culture

- Recognise effort, progress, and moments of going beyond – in classrooms, corridors, and staffrooms.

GROW & ADAPT Coaching Models

- **GROW** → support holistic coaching for reflection and growth.
- **ADAPT** → provide instructional coaching that builds classroom practice.



When leaders Go Beyond, they create the conditions for both staff and students to achieve more than they thought possible.



“The conversation is the relationship. If the conversation stops, the relationship ends.”
~ Susan Scott

The Way We Lead in Practice





Leadership at Star, Mirdif is not just about vision and principles – it is about the daily actions that bring our culture to life. The way we lead shapes the experience of every student, staff member, and family.

Our Relentless Focus this year – Go Beyond: Clarity. Consistency. Cohesion. – is achieved through how we lead in practice.



What Leadership Looks Like, Sounds Like, and Feels Like at Star Mirdif

Looks Like → Leaders modelling STAR Values in classrooms, corridors, meetings, and events.

Sounds Like → Clear, kind, and consistent communication that reinforces shared expectations.

Feels Like → A cohesive, supportive environment where accountability is paired with kindness, and every staff member knows they are part of a Star Family.

🌱 Daily Expectations for Leaders



Learning Walks and Coaching

- Focus visits on student progress and outcomes, not just teacher performance.
- Provide developmental feedback that is supportive and specific.
- Use GROW and ADAPT coaching models to build staff confidence and capacity.
- Ensure follow-up and support are consistent and kind.



Communication with Care and Clarity

- Use the Star Mirdif shared language (*Culture Playbook + Go Beyond phrases*) in daily interactions.
- Be transparent and consistent in messaging across all teams.
- Adapt communication style to suit the context, ensuring clarity for staff, students, and families.
- Ensure staff feel heard through active listening and meaningful follow-up.



CPD and Talent Development

- Contribute to CPD design and delivery across the school.
- Mentor, coach, and model best practice to grow others.
- Spot potential in staff and encourage career development.
- Celebrate the achievements of individuals and teams.



Living STAR Values Daily

- Reinforce Self-Belief, Teamwork, Adventure, and Respect in every decision.
- Ensure students and staff embrace the Good Struggle as part of learning.
- Model accountability with kindness by pairing high expectations with care.
- Celebrate Go Beyond behaviours across classrooms, corridors, and culture.

Our Non-Negotiables as Leaders



Communicate with Care and Clarity

Share messages clearly, listen actively, and ensure staff, students, and families always know what matters most.



Wellbeing Starts with You, Grows with Us

Model positive wellbeing habits, support colleagues, and create a culture where staff feel cared for and valued.



We Exceed Expectations with Passion, Pride and Purpose

Bring energy and professionalism to classrooms, corridors, and culture — inspiring others to Go Beyond.



Accountability with Kindness

Hold ourselves and others to high standards while showing empathy and fairness in every interaction.



Own Our Own House, Row in the Same Direction

Bring energy and professionalism to classrooms, corridors, and culture — inspiring others to Go Beyond.



Celebrate Go Beyond Moments

Notice and acknowledge the effort, challenge, and pride that exemplify our culture.

Leadership Commitments





At Star Mirdif, leadership is a shared responsibility. To Go Beyond for our students, our staff, and our families, we must first Go Beyond for each other as a team. This section sets out our collective leadership commitments — the promises we make to one another as members of the Star Mirdif leadership team. These commitments ensure that trust, clarity, and cohesion remain the foundation of how we lead together.

My Leadership Commitments to This Team

As a leader at Star Mirdif, I commit to:

Trust and Transparency

I will communicate openly, share information clearly, and act with integrity.

Consistency and Clarity

I will model the systems, behaviours, and language of the Star Mirdif Way, ensuring a clear and consistent experience for all.

Accountability with Kindness

I will hold myself and others to high standards, always with care, fairness, and empathy.

Collaboration and Cohesion

I will own my own house and contribute to rowing in the same direction as one cohesive leadership team.

Curiosity and Courage

I will ask questions, seek feedback, and engage in honest dialogue — even when it feels uncomfortable.

Go Beyond

I will strive every day to inspire, challenge, and support others to achieve more than they thought possible.

Self-Reflection Cycle

To support growth, we use the self reflection framework of Beginning → Developing → Mastering.

Beginning → I am building understanding and starting to apply these commitments.



Mastering → I am modelling these commitments daily and supporting others to live them too.

Developing → I am embedding these behaviours consistently and reflecting on impact.

This cycle links directly to the 10 ISP Leadership Competencies (see Tools and Resources).

❁ Closing Note



This Playbook is not a manual to be read once and shelved.

It is a living guide — a compass for how we lead, every single day.

At Star Mirdif, leadership is about the impact we have on our students, our staff, and our families. It is about creating a culture where everyone feels they belong, knows what is expected, and is inspired to Go Beyond.

Our Relentless Focus this year:

Lead with Clarity and Consistency. Build a Cohesive Culture.

Go Beyond: Clarity. Consistency. Cohesion.

This depends on every one of us living the Star, Mirdif Way:

- Commit to our STAR culture and values
- Accountability with kindness
- Go Beyond for our students and each other

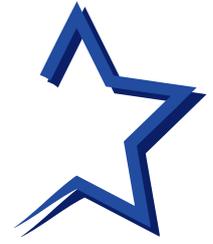
When we lead with clarity, when we hold each other accountable with kindness, and when we row together in the same direction, we create more than a school. We create a Star Family that students, staff, and parents are proud to be part of.

The challenge and the invitation is simple:

Live this Playbook. Lead the Star Mirdif Way. Go Beyond...

“Culture is what you do every day, not just what you say. It’s how schools behave when no one is watching.”

~Tom Sherrington



GoBeyond

with Star, Mirdif

Growing the Future Leaders of Tomorrow