



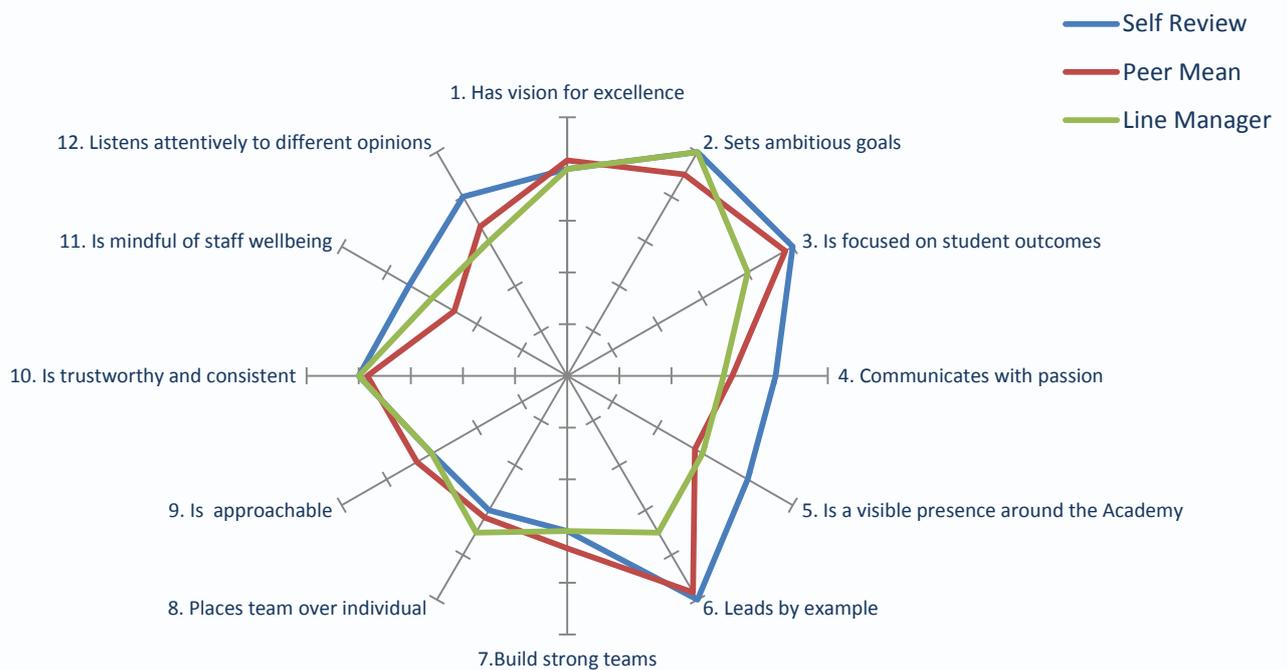
Clear View Academy 360° Review Ann Expert - Deputy Headteacher



Clear View Academy agreed **12 Core Principles of Effective Leadership**, shown in the chart below. We asked **36** questions related to your leadership style, behaviours and effectiveness to colleagues who work with in the Academy.

A total of **18** people responded, including yourself, your line manager and a range of your peers. Their responses are confidential, but you can see mean averages, except for your Self Review, and the review by your Line Manager.

The chart below shows the responses about **your** leadership.



Your Strengths:

- Your colleagues score you very highly on your ambition and goal orientation, and highly on your vision for excellence. Colleagues recognise your drive for improvements and high standards.
- You are clearly focused on student outcomes, and this is broadly recognised and respected by your colleagues
- Everyone agrees that you lead by example, and are willing to put in the ‘hard-yards’ of school leadership.
- You are trustworthy, consistent and fair when dealing with colleagues.
- You did not score significantly low in any area, which means both you and your colleagues recognise your all-round strengths as a leader.
- Your **Self Review** is broadly in line with the thoughts of your colleagues, which means you are

Your Areas for Development

- You score lower on building strong team and placing the team over the individual – yet high on leading by example. You should delegate more and give others the change to be rewarded – teams always achieve more.
- Your peers do not believe you are mindful of their wellbeing, although you think you are: do you have evidence for your belief? Something isn’t connecting. Spend time considering your response to this – it will an important aspect of developing your leadership.
- Colleagues do not hear you communicate with passion often enough. Seek time at the next INSET for a ‘hearts and minds’ presentation. Tell people what you believe in and share your passions: you will seem more empathetic and approachable.
- There is a disconnect between your belief that you are a ‘visible presence’ around the Academy and the impressions of colleagues, including your line manager. You may need to change your habits (or locations) to be more overtly ‘visible’.
- You should make a conscious effort to be approachable and available. Aim to be in the staffroom at some point each week, and speak to different people across the Academy.