

SAMPLE SCHOOL



LEADERSHIP COMPETENCY SURVEY

Ann Other

YOUR LEADERSHIP COMPETENCY SURVEY

Confidentiality Statement. This report is your property and it is for you to determine how you use it. The contents will not be revealed to any other person without your permission. The anonymised numerical responses will be added to the *Emeritus* database for comparative purposes only.

This report has 5 sections as follows:

Section 1: This section gives your (SELF) and your raters' responses to the request "Please describe this person's key strengths".

Section 2: This section gives your (SELF) and your raters' responses to the request "Please state specific areas where this person needs to improve, and describe what the benefits would be if this person made these improvements".

Section 3: This chart compares your self-scores on each of the 20 competency statements (red) with the average scores of all your raters (blue). Scores are on a six-point scale where 1 = "never" and 6 = "always".

Section 4: This benchmarking chart ranks your raters' scores (excluding your own), competency by competency, with others on the *Emeritus* database using percentiles.(e.g. if, for a particular competency, your blue line is at the 75 percentile mark then this indicates that your rating on this competency is higher than those of 75% of all the other leaders on the *Emeritus* database).

Section 5: This table shows, for each competency statement, the numbers of your raters who gave you each of the scores 1, 2, 3, 4, 5, 6. It will give you a measure of the agreement, or otherwise, between your raters' views statement by statement. Please note: you should not assume that all the "lowest" scores are given by the same person; likewise for the "highest"!

Notes:

1. Please remember to thank your raters for their contributions, favourable or not.
2. Please respect the anonymity of the report and do not try to attribute individual responses.
3. Your raters cannot be "wrong" since they were asked for their perceptions. "Their perception is their reality"

“Please describe the key strengths of Ann Other “

SELF

I'm good at ideas and have a strong vision of what I want to achieve. I work very hard and with tenacity to achieve those goals to constantly improve the school. I expect others to work hard too for the good of the school. I am imaginative and creative and good at communicating to an audience. I am flexible in my thinking and this enables us to constantly be seeking ways to improve. I am very proud of the staff team I have built over the last 4 years. I have a good sense of fun.

OTHERS

Ann is highly committed to the success of the school and has a clear vision for what she wants to achieve. Since she has become head the quality, breadth and modernity of provision has improved considerably and she is always looking for further ways to do this. The needs of the children and the quality of education she wishes to provide are paramount. She has built a strong, committed team and has not been afraid to make difficult decisions. She has worked tirelessly to find effective ways to increase numbers and to promote the school after a period of stagnation prior to her appointment.

Ann has a very clear vision for our school and works extremely hard to achieve her objectives.

Fully committed to ensuring the survival of the school

I think Ann successfully achieves the rare balance of commanding appropriate authority and respect as a head, whilst being open about her weaknesses and seeking advice from staff where necessary. She is/was also an extremely effective English teacher which gives me confidence in asking her advice on this subject. She fosters a positive atmosphere in school among staff and is compassionate and understanding on personal matters. Her professional yet personal approach in the application stages was a key reason I wanted to work at this school.

Very strong commitment to the team and to individual pupils High expectations of herself and others Strong work ethic Belief in the school and its values

vision for the school is clear, loyalty to school, enormous drive to ensure numbers in school are up, drive to continually improve standards, not afraid to try new things, ensures discipline and behaviour in school is clear, values the work of staff.

“Please state specific areas where Ann Other needs to improve, and describe what the benefits would be if Ann Other made these improvements”

SELF

I need to get better at delegating. If a member of SMT is not doing what they should be I'm not very good at making them do it. I just step in to cover myself. I need to develop better job descriptions for members of SMT. I need to try and have more of an eye on the detail or a member of SMT with an eye on the detail for me! I've been told recently that I don't listen but I believe I do. It's just that I have to act on ALL the information I receive and that takes time to gather. I've learnt not to make decisions too quickly but to listen, consider and think hard before acting.

OTHERS

Effective communication has improved greatly this year but there are still occasions when decisions are not communicated through the expected channels which can result in confusion about confidentiality and who is supposed to know what. Personal feelings and preconceived perceptions about the opinions or feelings of others can affect the objectiveness of decision making.

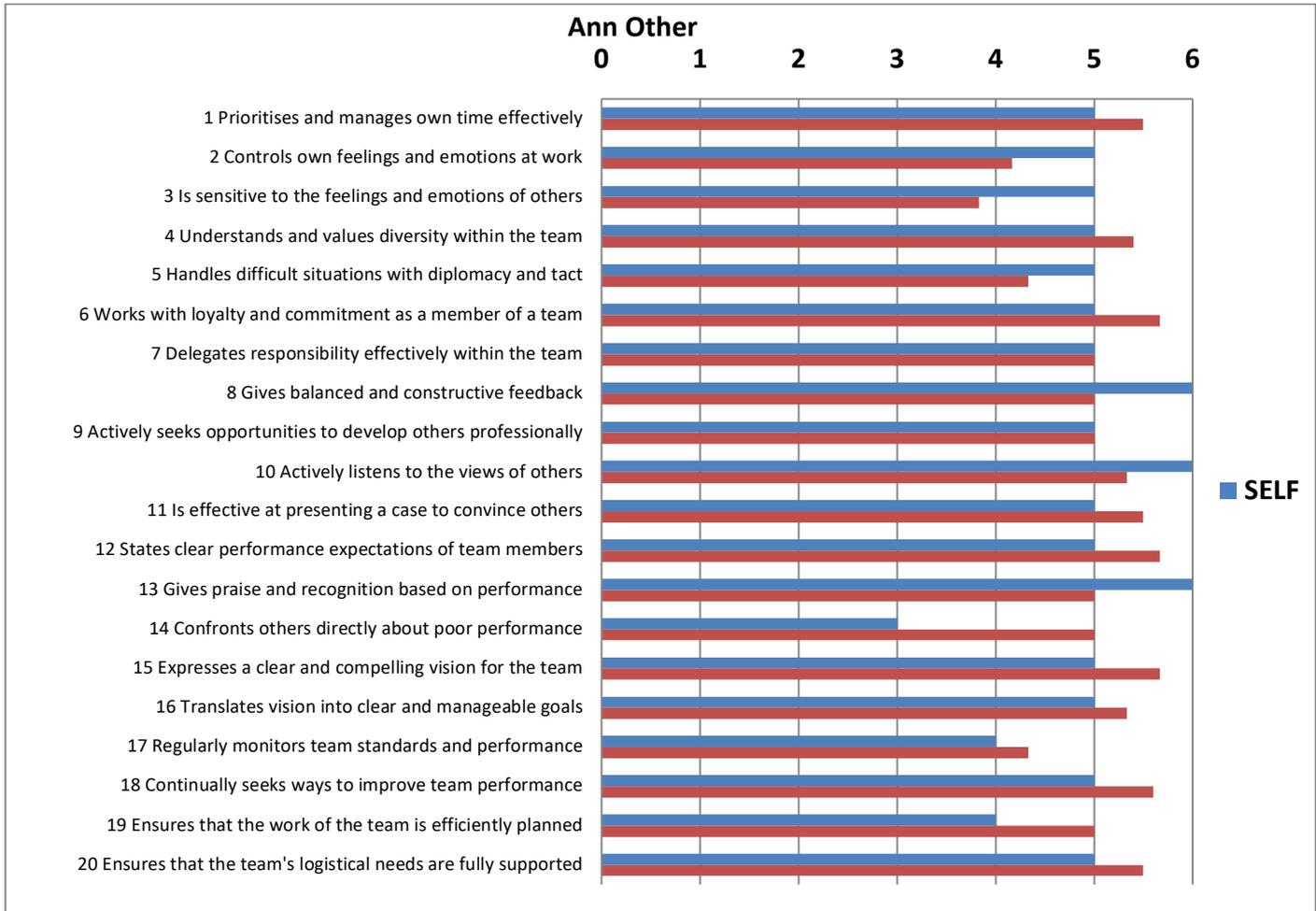
Listening to and processing opinion from staff before reacting or voicing own opinion - sometimes staff are unsettled by "throw away lines" that are not always the final position on a topic. Making sure emotional responses to irritations are kept in check - it is often obvious how she is feeling which is not always helpful to staff morale! Effective delegation of leadership tasks - from an onlookers' perspective it appears that she carries much of the leadership role for the school. This is seen in situations like staff meetings which she largely leads. This might not be an accurate reflection of what goes on but is how it is perceived.

Her passion and enthusiasm for the school can sometimes lead to her own frustration when her goals are not met as directly as she would like.

There is nothing pressing that I would suggest Ann improves. She admits to being slightly disorganised with paperwork, so perhaps improving this would enable her to feel calmer and more organised at work.

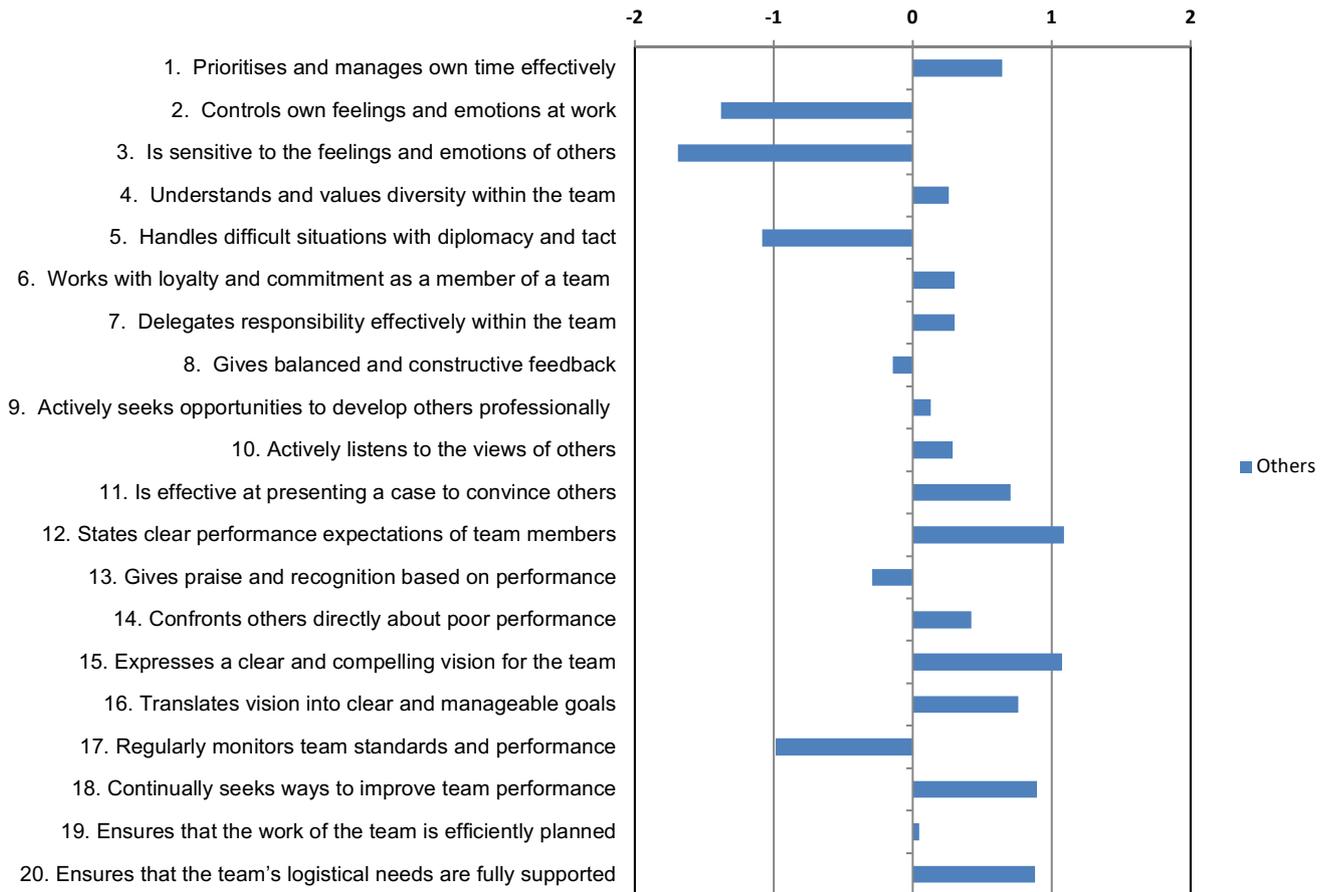
Organisation is not always as good as it could be. Can let personal feelings get in the way of having a balanced viewpoint about a person or situation.

Needs to improve organisation. Often tasks, complaints or requests are left unresolved as Ann seems to be quite forgetful. Staff are often left to chase up unresolved issues or are forced to take these to another member of the SMT.



SAND

Ann Other's ratings compared with those of more than 850 other leaders



SAM

ANN OTHER	DISTRIBUTION OF RATERS' SCORES						
	1	2	3	4	5	6	N/A
1 Prioritises and manages own time effectively				1	1	4	
2 Controls own feelings and emotions at work			1	4		1	
3 Is sensitive to the feelings and emotions of others			2	3	1		
4 Understands and values diversity within the team					3	2	1
5 Handles difficult situations with diplomacy and tact		1		1	4		
6 Works with loyalty and commitment as a member of a team					2	4	
7 Delegates responsibility effectively within the team				1	3	1	1
8 Gives balanced and constructive feedback				1	2	1	2
9 Actively seeks opportunities to develop others professionally				2		2	2
10 Actively listens to the views of others					4	2	
11 Is effective at presenting a case to convince others					3	3	
12 States clear performance expectations of team members					1	2	3
13 Gives praise and recognition based on performance				2	1	2	1
14 Confronts others directly about poor performance			1		1	2	2
15 Expresses a clear and compelling vision for the team					1	2	3
16 Translates vision into clear and manageable goals					2	1	3
17 Regularly monitors team standards and performance			1		2		3
18 Continually seeks ways to improve team performance					2	3	1
19 Ensures that the work of the team is efficiently planned					3		3
20 Ensures that the team's logistical needs are fully supported					2	2	2

REFLECTING ON YOUR LEADERSHIP COMPETENCY SURVEY

1. Is there a significant difference between the pattern of my scores and the pattern of my raters' scores? Am I tending to under or over rate myself? Why might this be?
2. Which are my highest scores?
3. Which are my lowest scores?
4. Are there any surprise scores?
5. How do I currently compare with other leaders?
6. How do I currently compare with my "best boss" and my "worst boss"?
7. Is there a spread of scores among my raters? Why might this be?
8. What do my raters say are my key strengths? How can I build on these?
9. What do my raters wish to see me change, and why? Am I prepared to improve?