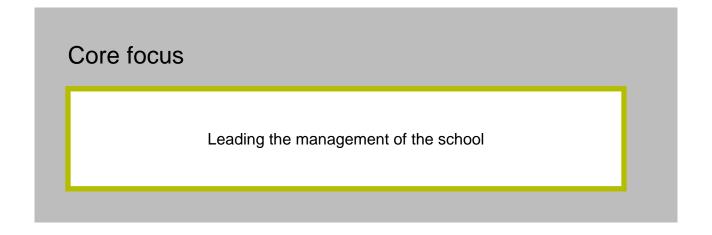# Interactive Leadership Profiles

The Leadership Profiles support school leaders to better understand their leadership practice. Explore the Interactive Profiles through three leadership lenses: Professional Practices, Leadership Requirements and Leadership Emphasis to locate your current practice and explore how you can grow as a school leader.

Core focus

Leading the management of the school

Professional Practices lens

A Profile contains leadership action statements in four sets. The sets increase in proficiency from top to bottom showing the developmental pathway.

PROFILE:

> **Principals align management procedures and processes to the educational goals and the vision and values of the school.**

They align management procedures and processes to the educational goals and the vision and values of the school.

They ensure employment practices and decisions are consistent with legislative requirements.

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

They clarify for staff the relationship between the school vision and values and the operational tasks that support them.

> **Principals embed effective decision-making processes and build a cohesive leadership team.**

They embed effective decision-making processes and build a cohesive leadership team.

They analyse what data is important and plan how it should be used in the support of student learning outcomes.

They make best use of technology to record, analyse and share information, to monitor progress against goals, and support new ways of working.

They model exemplary professional behaviour and promote ethical standards throughout the school community.

> **Principals ensure management procedures are fully understood by staff who take collective responsibility for the smooth and efficient running of the school.**

They ensure management procedures are fully understood by staff who take collective responsibility for the smooth and efficient running of the school.

They introduce best practice in human resource management to ensure the school can attract, retain and motivate all staff.

They review and improve plans regularly with the school governing body so that the school vision can be realised.

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

> **Principals identify trends and influences that will impact on the management of the school and plan for them.**

They identify trends and influences that will impact on the management of the school and plan for them.

They review the effectiveness of processes and use of data to improve school performance.

They share best management practice and use of resources with other schools and education networks.

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

RESOURCES

<div style="border:2px solid #b5c400; background:#d9d9d9; padding:10px;">

Leading the management of the school

</div>

They align management procedures and processes to the educational goals and the vision and values of the school.

Leadership scenarios: new role, new demands

https://www.aitsl.edu.au/lead-develop/develop-yourself-as-a-leader/learn-from-practising-leaders/leadership-scenarios

Guidance to manage time successfully and focus on getting the best outcomes for students

Source: AITSL
Multiple format

They align management procedures and processes to the educational goals and the vision and values of the school.

Setting goals: the power of purpose

http://www.edu.gov.on.ca/eng/policyfunding/leadership/IdeasIntoActionBulletin4.pdf

Explore the research evidence for goal-setting as a critical component of educational leadership that can have a significant impact on student achievement, both directly and indirectly

Source: Ontario Leadership Strategy Bulletin
Bulletin PDF 32 pages

They align management procedures and processes to the educational goals and the vision and values of the school.

School leadership and student outcomes: identifying what works and why

https://www.educationcounts.govt.nz/publications/series/2515/60170

This new synthesis of 134 research studies shows that effective teacher professional learning has twice the impact on student outcomes than any other leadership activity.

Source: V Robinson, M Hohepa, C Lloyd
Report | PDF | 294 pages

They align management procedures and processes to the educational goals and the vision and values of the school.

Aligning resources with priorities: focusing on what really matters most

http://www.edu.gov.on.ca/eng/policyfunding/leadership/IdeasIntoActionBulletin6.pdf

This bulletin looks at the question of how to use our resources as effectively, purposefully and efficiently as possible.

Source: Ontario Leadership Strategy
Bulletin PDF 34 pages

They ensure employment practices and decisions are consistent with legislative requirements.

No resources to display.

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

Allocating resources to improve student learning (2011)

https://www.huffpost.com/entry/allocating-resources-to-i_b_1018778

Commentary on resource allocation for schools

Source: Huff Post
Editorial Commentary Website 5 mins

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

Dimension: strategic resource management

https://www.education.vic.gov.au/school/teachers/management/improvement/Pages/dimension2strategic.aspx

Vic government online Strategic Management and Risk Tool

Source: WWW
Online Resource Website 20 mins

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

Leadership scenarios: new role, new demands

https://www.aitsl.edu.au/lead-develop/develop-yourself-as-a-leader/learn-from-practising-leaders/leadership-scenarios

Guidance to manage time successfully and focus on getting the best outcomes for students

Source: AITSL
Multiple format

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

School Assets and Student Outcomes: Literature Review

http://www.cese.nsw.gov.au/images/stories/PDF/Schools_assets_and_student_outcomes.pdf

This literature review examines the existing research regarding the impact of capital spending and school assets on student learning outcomes.

Source: Department of Education and Communities NSW
Literature review PDF 19 pages

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

Student-centred schools make the difference

https://www.aitsl.edu.au/tools-resources/resource/insights---literature-review-student-centred-schools-make-the-difference

Exploring the concept of student-centred schools and how to develop and sustain a student-centred philosophy at all levels within a school.

Source: AITSL
Reading list Various

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

They allocate resources effectively to maintain the day to day operations of the school and evaluate impact on student outcomes and value for money.

They clarify for staff the relationship between the school vision and values and the operational tasks that support them.

Leadership scenarios: new role, new relationships

https://www.aitsl.edu.au/lead-develop/develop-yourself-as-a-leader/learn-from-practising-leaders/leadership-scenarios

Guidance to build relationships and communicate effectively with a team

Source: AITSL
Multiple formats

They clarify for staff the relationship between the school vision and values and the operational tasks that support them.

School leadership - vision and values

https://youtu.be/f4k2OT9EFxs

This video was created as part of the Small Learning Community project by the 2011 Education Leadership cohort at Auburn University and is a compilation of research regarding school leadership in relation to the vision and values of a school organization.

Source: Auburn University, US
Video MP4 4 minutes 36 minutes

They clarify for staff the relationship between the school vision and values and the operational tasks that support them.

The nature and dimensions of strategic leadership

https://gseuphsdlibrary.files.wordpress.com/2013/03/the-nature-and-dimensions-of-strategic-leadership.pdf

This article draws on the authors research on strategy undertaken since the late 1990s and aims to provide an understanding of the nature and dimensions of strategic leadership.

Source: Davies, Brent; Davies, Barbara J.
Paper

They clarify for staff the relationship between the school vision and values and the operational tasks that support them.

Seven principles of strategic leadership

http://www.youblisher.com/p/110821-Seven-Principles/

This article examines what might be required to give school leaders the confidence to take on more strategic leadership.

Source: Terry Quong and Allan Walker
Article eBook 14 pages

They embed effective decision-making processes and build a cohesive leadership team.

Seven principles of strategic leadership

http://www.youblisher.com/p/110821-Seven-Principles/

This article examines what might be required to give school leaders the confidence to take on more strategic leadership.

Source: Terry Quong and Allan Walker
Article eBook 14 pages

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Making decisions through the distributed leadership model

https://www.youtube.com/watch?v=5UIF-6yesQQ&feature=youtu.be&app=desktop

In this video, Geoff Southworth details how using the distributed leadership model, decision-making can be improved by tapping into the talents of staff.

Source: National College for School Leadership
Multimedia Video 5 mins 30 seconds

They embed effective decision-making processes and build a cohesive leadership team.

Improving school leadership: the toolkit

https://www.oecd.org/edu/school/44339174.pdf

This toolkit is designed to help policy makers, practitioners and relevant stakeholders to analyse their current school leadership policies and practices.

Source: OECD
Toolkit PDF 52 pages

They embed effective decision-making processes and build a cohesive leadership team.

Decision-making techniques: how to make better decisions

https://www.mindtools.com/pages/article/newTED_00.htm

A collection of decision making tools to assist staff within organisations develop more effective decision making strategies.

Source: Mind Tools
Website

They embed effective decision-making processes and build a cohesive leadership team.

How to build an effective team

https://nctl.blog.gov.uk/2015/12/08/how-to-build-an-effective-team/

A compilation of videos on building, managing and developing teams, to help develop the team management and leadership skills.

Source: National College for Teaching and Leadership
Multimedia Website

They embed effective decision-making processes and build a cohesive leadership team.

Leading school improvement

https://www.youtube.com/watch?v=i2PHu5wOpIw

Presentation by Professor Geoff Masters, ACER, at the AITSL Local Leadership Conference, August 2012.

Source: AITSL
Video | MP4 | 26 mins

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Lets use video to reinvent education

https://youtu.be/nTFEUsudhfs

Salman Khan talks about how and why he created the Khan Academy, a carefully structured, and freely-available, series of educational MP4s offering complete curricula in maths and other subjects.

Source: Ted
Video MP4 20 mins

They analyse what data is important and plan how it should be used in the support of student learning outcomes.

Using data, conversations and observations for school improvement.(2016)

https://research.acer.edu.au/cgi/viewcontent.cgi?article=1011&context=professional_dev

Benefits of strategic data collection to assist in school improvement

Source: Australian Council for Educational Research
Policy Research Paper PDF 12 pages

They analyse what data is important and plan how it should be used in the support of student learning outcomes.

Using data to improve learning programs

https://www.aitsl.edu.au/tools-resources/resource/using-data-to-improve-learning-programs-illustration-of-practice

An Illustration of Practice demonstrating teachers analysing internal and external data to identify specific learning needs students.

Source: AITSL
Video MP4 4 mins

They make best use of technology to record, analyse and share information, to monitor progress against goals, and support new ways of working.

10 major technology trends in education

https://thejournal.com/articles/2014/02/03/10-major-technology-trends-in-education.aspx

Data trends on mobile device usage, internet connectivity, social media and gaming in the educational context.

Source: C Riedel
Article Website

They model exemplary professional behaviour and promote ethical standards throughout the school community.

The trust factor

http://www.ascd.org/publications/educational-leadership/may17/vol74/num08/The-Trust-Factor.aspx

Building a school culture of trust is an intentional act that benefits principals, teachers, and students

Source: Educational Leadership
Journal article Online

They model exemplary professional behaviour and promote ethical standards throughout the school community.

Leading through trust

http://www.johnwest-burnham.co.uk/index.php/leading-through-trust?showall=&limitstart=

Education expert John West-Burnham provides a list of literature that explores the concept of leading through trust.

Source: John West-Burnham
Website

They model exemplary professional behaviour and promote ethical standards throughout the school community.

Building trust in schools through open-to-learning conversations

https://www.youtube.com/watch?v=0_l5-HKIR1s

Distinguished Professor Viviane Robinson highlights the importance of building effective relationships and trust to overcome day-to-day challenges in an educational context.

Source: Bastow Institute
Video MP4 4 minutes

They model exemplary professional behaviour and promote ethical standards throughout the school community.

Literature Review and Environmental Scan: a culture of trust enhances performance

https://www.aitsl.edu.au/docs/default-source/default-document-library/literature-review---a-culture-of-trust-enhances-performance.pdf?sfvrsn=b8b5ed3c_2

In this Environmental Scan of research and policy literature, the authors consider definitions of trust as they seek to address and inform the hypothesis that a culture of trust enhances performance in schools.

Source: AITSL
Report PDF 22 pages

They ensure management procedures are fully understood by staff who take collective responsibility for the smooth and efficient running of the school.

How to talk about finances so non-financial folk will listen.

https://www.bridgespan.org/insights/library/careers/how-to-talk-about-finances#.Vuc95eJ9672

This article explores ideas and advice from a variety of CFOs of nonprofit organizations and technical assistance providers regarding how to talk about finances so non-financial management and staff will listen.

Source: The Bridgespan Group
Article PDF 9 pages

They ensure management procedures are fully understood by staff who take collective responsibility for the smooth and efficient running of the school.

ACSP Conference 2012 - Patrick Duigan

https://youtu.be/VjGhn8iP-S8

This video shows Patrick Duignan speaking at the ACSP Conference 2012, on how we sustain shared, distributed or collective leadership, to ensure it survives staff change and dependence on individuals.

Source: Patrick Duignan
Video MP4 31 minutes 53 seconds

They introduce best practice in human resource management to ensure the school can attract, retain and motivate all staff.

A guide to support coaching & mentoring for school improvement

https://research.acer.edu.au/cgi/viewcontent.cgi?article=1012&context=professional_dev

Focuses on two broad ways in which coaching and mentoring conversations have been used with teachers and principals to improve practice

Source: ACER
Report PDF 24 pages

They introduce best practice in human resource management to ensure the school can attract, retain and motivate all staff.

Improving school leadership: the toolkit

https://www.oecd.org/edu/school/44339174.pdf

This toolkit is designed to help policy makers, practitioners and relevant stakeholders to analyse their current school leadership policies and practices.

Source: OECD
Toolkit PDF 52 pages

They review and improve plans regularly with the school governing body so that the school vision can be realised.

The principals report or presentation to the school board - what information should or should not be included?

http://www.instituteforschoolgovernance.com.au/images/articles/e-leading_Principals_Report.pdf

Suggestions on how the principals report/ presentation may be enhanced to be relevant and supportive of the governing processes of the school

Source: e-Leading
Article PDF 2 pages

They review and improve plans regularly with the school governing body so that the school vision can be realised.

Blueprint for governing Australian schools

Article PDF 4 pages

A guide for developing the capacity of school councils and boards to govern their respective schools

Source: Australian Educational Leader
Source: Australian Educational Leader

They review and improve plans regularly with the school governing body so that the school vision can be realised.

An Executive Director : Guide to Financial Leadership

https://nonprofitquarterly.org/2011/12/25/an-executive-directors-guide-to-fi-nancial-leadership/

This article is a guide to the way of thinking for an executive : a summary of what we see as the eight key business principles that should guide financial leadership practice.

Source: Kate Barr and Jeanne Bell
Webpage

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The Matrix Map: A Powerful Tool for Mission-Focused Nonprofits

https://nonprofitquarterly.org/2014/04/01/the-matrix-map-a-powerful-tool-for-mission-focused-nonprofits/

This article is a guide to the way of thinking for an executive : a summary of what we see as the eight key business principles that should guide financial leadership practice.

Source: Steve Zimmerman and Jeanne Bell
Webpage

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A Nonprofit Dashboard and Signal Light for Boards

http://www.blueavocado.org/content/nonprofit-dashboard-and-signal-light-boards

In this article, a car dashboard is used as an analogy to financial planning for not for profits.

Source: Jeanne Bell & Jan Jasaoka
Webpage

They review and improve plans regularly with the school governing body so that the school vision can be realised.

Rethinking school governance

http://www.ptrconsulting.com.au/sites/default/files/Rethinking_school_governance.pdf

This paper explores the role of school governance, its effectiveness in a number of jurisdictions and discusses the movement from participative to expert models.

Source: Peter Cole
Report PDF 32 pages

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

Connecting school, family and community: the power of positive relationships

http://relationalearning.com/wp-content/uploads/2017/03/Seminar-Series-256-July2016-D1.pdf

Evidence, principles and practices that schools can use to build positive and productive relationships across the school and community

Source: Centre for Strategic Education
Report PDF 24 pages

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

How school boards could develop an annual community engagement strategy

http://www.instituteforschoolgovernance.com.au/images/articles/2015_e-leading_2015_28.pdf

Engaging with the school community enables the school board to be proactive in spreading and strengthening the message and identity of the school

Source: Centre for Strategic Education
Source: e-Leading

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

Giving students a voice

https://www.gse.harvard.edu/news/uk/16/08/giving-students-voice

Five ways to welcome student input and bolster the schools success

Source: Harvard Graduate School of Education
Article Online

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

Parental engagement in learning and schooling: lessons from research

https://www.aracy.org.au/publications-resources/command/download_file/id/7/filename/Parental_engagement_in_learning_and_schooling_Lessons_from_research_BUREAU_ARACY_August_2012.pdf

This report provides a synopsis of the published literature pertaining to parental engagement in both the home and school environments.

Source: The Family-School and Community Partnerships Bureau
Report PDF 60 pages

They use a consultative approach with students, staff and the wider school community to develop formal strategic plans.

Prototyping: Learning Through Doing

https://www.aitsl.edu.au/docs/default-source/default-document-library/aitsl-learning-through-doing-introduction-to-design-thinking.pdf?sfvrsn=0

This toolkit can be used to develop services and initiatives through prototyping. It explains how to plan and deliver prototypes, unlock creativity, manage risk and embed new ideas.

Source: AITSL
Toolkit PDF 20 pages

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Literature Review and Environmental Scan: student-centred schools make the difference

https://www.aitsl.edu.au/docs/default-source/default-document-library/literature-review---student-centred-schools-make-the-difference.pdf?sfvrsn=bdb5ed3c_2

Drawing from an environmental scan, and Viviane Robinsons work on the dimensions of student-centred school leadership, the authors consider how student-centred schools make the difference.

Source: AITSL
Report | PDF | 28 pages

They identify trends and influences that will impact on the management of the school and plan for them.

Trends shaping education 2010, Centre for Educational Research and Innovation

http://www.keepeek.com/Digital-Asset-Management/oecd/education/trends-shaping-education-2010_trends_edu-2010-en#page1

A book drawing on international evidence to inform strategic thinking about educational challenges.

Source: OECD
eBook PDF 94 pages

They identify trends and influences that will impact on the management of the school and plan for them.

10 major technology trends in education

https://thejournal.com/articles/2014/02/03/10-major-technology-trends-in-education.aspx

Data trends on mobile device usage, internet connectivity, social media and gaming in the educational context.

Source: C Riedel
Article Website

They review the effectiveness of processes and use of data to improve school performance.

A Nationwide Look at Teacher Perceptions of Feedback and Evaluation Systems

https://www.rand.org/pubs/research_reports/RR2558.html

Teacher Evaluation Systems

Source: Rand Corporation
News article Website 5 Minutes

They review the effectiveness of processes and use of data to improve school performance.

Student growth: Using data walls to drive learning

https://www.teachermagazine.com.au/articles/student-growth-using-data-walls-to-drive-learning

Addressing Data Walls and Case Management for student development

Source: Teacher Magazine online
News article Website 10 minutes

They review the effectiveness of processes and use of data to improve school performance.

The Matrix Map: A Powerful Tool for Mission-Focused Nonprofits

https://nonprofitquarterly.org/2014/04/01/the-matrix-map-a-powerful-tool-for-mission-focused-nonprofits/

This article is a guide to the way of thinking for an executive : a summary of what we see as the eight key business principles that should guide financial leadership practice.

Source: Steve Zimmerman and Jeanne Bell
Webpage

They review the effectiveness of processes and use of data to improve school performance.

Leading school improvement

https://www.youtube.com/watch?v=i2PHu5wOpIw

Presentation by Professor Geoff Masters, ACER, at the AITSL Local Leadership Conference, August 2012.

Source: AITSL
Video | MP4 | 26 mins

They review the effectiveness of processes and use of data to improve school performance.

Dandenong North Primary School, VIC

http://www.aitsl.edu.au/professional-growth/insight/performance-and-development-case-studies/dandenong-north-primary-school-vic

Dandenong North Primary School use observation and feedback as a central component of their performance and development work.

Source: AITSL
Video MP4 4 minutes 55 seconds

They share best management practice and use of resources with other schools and education networks.

A Guide to support coaching and mentoring for school improvement (2016)

https://research.acer.edu.au/professional_dev/12/

Policy driven guide into coaching and mentoring conversations to support teachers in their schools.

Source: ACER eSearch
Instructional Guide PDF (embedded as link) 24 pages

They share best management practice and use of resources with other schools and education networks.

CoP system leadership approach

https://www.bastow.vic.edu.au/leadership-initiatives/communities-of-practice/CoP-system-leadership-approach

Explanation of Community of Practice (CoP) and benefits of collaboration

Source: Bastow Institute of Educational Leadership
Online article Website 5 Minutes

They share best management practice and use of resources with other schools and education networks.

Creating a self-improving school system

http://www.viccso.org.au/userfiles/files/creating-a-self-improving-school-system.pdf

This report explores the conditions necessary to achieve a sustainable, self-improving school system, with a particular focus on the development of school clusters and the associated provision of cluster leaders.

Source: David H Hargreaves
Report PDF 26 pages

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

8 Ways Principals Can Build Positive School Culture Now

https://schoolleadersnow.weareteachers.com/8-ways-build-positive-school-culture-now/

Methods to improve school culture

Source: School Leaders Now
Explanatory article Website 5 Minutes

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

The Steps to Creating a Positive School Culture

http://inservice.ascd.org/the-steps-to-creating-a-positive-school-culture/

Short piece on the benefits of a collaborative vision

Source: ACSD
Blog News article Website 5 Minutes

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

Aligning professional learning, performance management and effective teaching

http://www.ptrconsulting.com.au/sites/default/files/Aligning_professional_learning_performance_management_and_effective_teaching.pdf

This paper examines how a school can improve its effectiveness significantly by strengthening the alignment between its professional learning, performance management and teaching practices and processes.

Source: Peter Cole
Policy paper PDF 30 pages

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

National tool for school improvement - ACEL

http://research.acer.edu.au/cgi/viewcontent.cgi?article=1019&context=tll_misc

This tool brings together findings from international research into the practices of highly effective schools and leaders. It assists schools to review their efforts to improve the quality of teaching and learning.

Source: Geoff Masters
Tool PDF 25 pages

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

Work together: but only if you want to

http://journals.sagepub.com/doi/pdf/10.1177/003172171109200513

This article explores the real problem in many schools which are home to teachers who work in isolation, preferring to be left alone rather than engaging with their colleagues or principals.

Source: R DuFour
Article PDF 15 pages

They embed a culture of review, responsibility and shared accountability to achieve high standards for all.

ACSP Conference 2012 - Patrick Duigan

https://youtu.be/VjGhn8iP-S8

This video shows Patrick Duignan speaking at the ACSP Conference 2012, on how we sustain shared, distributed or collective leadership, to ensure it survives staff change and dependence on individuals.

Source: Patrick Duignan
Video MP4 31 minutes 53 seconds