**SENCO Leadership Survey**

*(Once completed, this document will meet standards A.2.1 to A.2.5)*

**Are you a strategic or operational leader?**

|  |  |
| --- | --- |
| **Strategic leadership competence** | **Skills Level**\*(Indicate 1, 2 or 3) |
| **Leadership** – Works with others to create right environment for high performance |  |
| **Influencing** – influences others to make things happen |  |
| **Decision-making** – makes well-reasoned and thought-through decisions |  |
| **Interpersonal skills** – uses a range of skills and approaches to interact effectively with others |  |
| **People development** – encourages others to develop to their full potential |  |
| **Leading change** – adopts proactive approach to change |  |
| **Results focus** – delivers results which achieve objectives |  |
| **Strategic thinker** – develops long-term plan to enable strategies to be met |  |
| **Manages resources** – uses resources effectively to ensure objectives and goals are met |  |
| **Forward planner** – defines priorities and plans all resources to achieve strategic objectives |  |
| **Operational leadership competence** | **Skill Level**\*(Indicate 1, 2 or 3) |
| **Leadership** – creates working environment where other colleagues are highly motivated and developed |  |
| **Influencing** – has ability to affect other colleagues’ attitudes, beliefs and behaviours without using force or formal authority |  |
| **People management** – works with other colleagues to get the best from them |  |
| **People development** – encourages other colleagues’ development by investing own time and effort |  |
| **Self-management** – shows awareness of the skills and processes necessary for effective self-management |  |
| **Interpersonal skills** – uses a range of skills and approaches to interact effectively with others |  |
| **Change agent** – demonstrates an open mind and copes well with uncertainty and ambiguity |  |
| **Decision-making** – gathers data in order to evaluate the situation and make effective decisions |  |
| **Financial management** – shows understanding of resource management and best value principles |  |

\*(Scoring Key: 1 = emergent, 2 = developing, 3 = skilled)

SENCOs may feature attributes of both strategic and operational leadership.

**Leadership Reflection and Analysis**

After completing the Leadership Survey

* What are my top three leadership strengths?
1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Which three aspects of leadership do I wish to develop further?
1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* What does this self-review tell you about your strategic leadership professional development needs? (250 – 300 words)
* What steps do you need to take next to begin developing your strategic leadership further? (250 – 300 words)