

The Key Role of Principals

Principals play a vital role in delivering the vision of Education Queensland. They are a major influence on the quality of teaching practice and student achievement. They lead, with others, to chart future directions, set high expectations, maintain the focus on learning and teaching and establish positive learning environments. The leadership capabilities of the principal make the difference to all that happens in a school.

The leadership of Queensland state schools is not the sole province of the principals. The greatest impact occurs when leaders at all levels in the school community work together to achieve learning outcomes for students.

Leadership Matters – Leadership capabilities for Education Queensland principals aims to establish a shared understanding of the evolving roles of the principal in Education Queensland schools. Aspirational in nature, *Leadership Matters* seeks to emphasise the importance of the principal as a lifelong learner – and thus provides a clear focus for those who aspire to this position. It emphasises the principal’s responsibility to provide leadership of the highest quality, to build leadership capabilities in others, and to recognise the tensions and complexities of leading in a variety of learning contexts.

The Leadership Capabilities

Highly effective principals in Education Queensland schools demonstrate a range of capabilities. This document highlights five key interdependent and interrelated capabilities. Each of these leadership capabilities is critical in itself; together they form a whole view of effective leadership.

Educational capabilities are central to maintaining an unwavering and informed focus on learning and teaching. The personal and relational capabilities interact around a people orientation. The intellectual and organisational capabilities together form an achievement orientation. Highly effective principals balance both orientations and emphasise particular capabilities as the context demands.

The diversity of school communities within Education Queensland means there is rich variety in the ways the capabilities are enacted – by individual principals, at different levels of experience and in different schools and communities. Highly effective principals adapt their practice in response to these diverse contexts.

Using Leadership Matters

Leadership Matters will be used to guide all leadership development activity for Education Queensland principals.

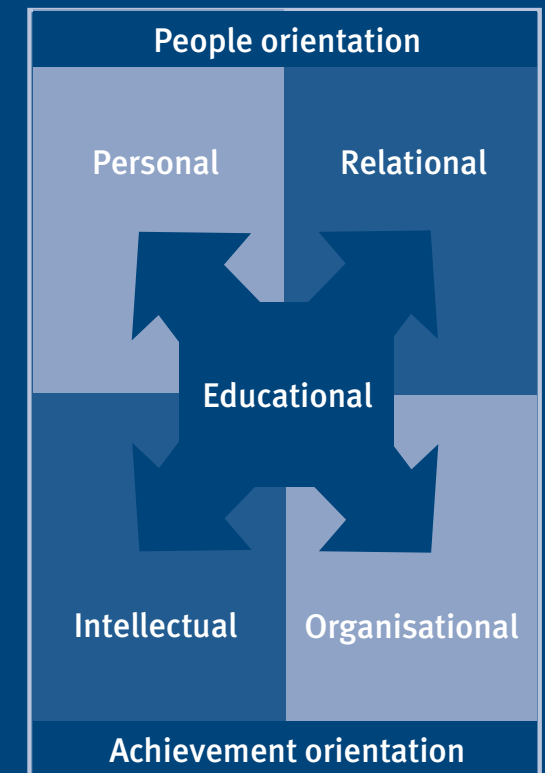
The next step is to embed the framework in the procedures and practices of the Department and in the professional lives of current and future school leaders – at all stages of their career – aspiring, beginning, consolidating, high achieving, for transition and succession purposes.

Vision of Education Queensland

To provide a quality public education system that delivers opportunities for all students to achieve learning outcomes and reach their potential.

Leadership Matters

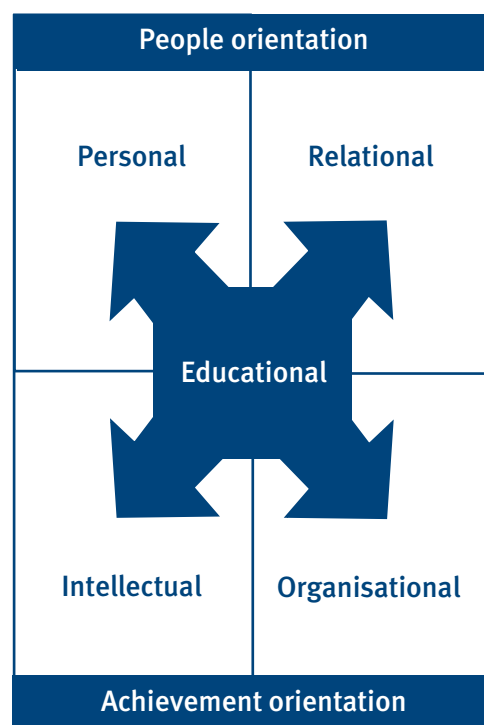
Leadership capabilities for Education Queensland principals



Leadership capabilities

Leadership capabilities

for Education Queensland principals



Leadership capabilities

Educational Leadership

Educational capabilities encompass professional knowledge and understanding of the art of teaching and learning to inspire commitment and achieve quality outcomes for students.

Principals seek to evoke a passion for learning and believe that every child is important and every school day makes a difference to the achievement of outcomes.

They:

- create vital, challenging, safe and happy learning environments
- communicate their optimism and confidence in the potential of their students
- create high expectations, set high standards and challenge others, and themselves, to achieve.

Principals demand a focus on those things that matter – the learner, the quality of the learning experience and how the learning is developed, evaluated, reported and celebrated.

They:

- acquire a current knowledge of teaching and learning, curriculum and assessment
- model, develop and implement a shared philosophy of learning
- embed socially just, equitable and inclusive practices in all school operations.

Personal Leadership

Personal capabilities are the inner strengths and qualities that underpin ethical and professional practice.

Principals demonstrate integrity and commitment to professional, moral, and ethical behaviour. They possess the courage to make difficult decisions; the ability to balance their personal and professional lives; and the capacity to model these capabilities to others.

They:

- are aware of their own values and beliefs and those of others
- are emotionally mature
- are aware of the impact of their personal behaviour on others.

Principals accept personal responsibility for their actions.

They:

- inspire a climate of mutual respect, trust and support
- are resilient
- remain composed in challenging and complex situations.

Relational Leadership

Relational capabilities are the interpersonal skills required to develop and maintain quality relationships with a diverse range of people.

Principals value people.

They:

- value individuals and interact with others sensitively and with dignity
- are honest, authentic and open in their interactions with others
- create dynamic and supportive work environments where people cooperate and care about each other.

Principals understand that their capacity to persuade and influence others is dependent on the quality of relationships.

They:

- inspire and develop a sense of collective responsibility and shared leadership
- welcome challenge and are open to diverse opinion
- manage and resolve conflicts effectively.

Intellectual Leadership

Intellectual capabilities require clever thinking, reasoned judgment and wise decision making.

Principals enact the mission of public education. They seek to understand and to influence the strategic agenda; and to recognise emerging local, national and international trends.

They:

- are futures oriented and embrace and effect change for the benefit of students and their communities

- are self-reflective learners and promote learning with and for others
- build collective ownership of the vision of education in Queensland state schools.

Principals challenge assumptions, experiment and innovate to create quality teaching and learning opportunities for students.

They:

- use quality information to generate sound solutions and implement sustainable strategies
- manage competing priorities and assist others to understand and manage the priorities
- create a constructive, innovative and dynamic organisational culture committed to learning.

Organisational Leadership

Organisational capabilities support continuous school improvement through effective management of human, financial and physical resources.

Principals build efficient and effective processes and structures to lead and manage high performing school communities.

They:

- plan for, evaluate, achieve and report performance outcomes
- link outcomes, practice and professional development in a context of overall school performance
- use a broad base of evidence and feedback to inform future directions.

Principals manage resources to build school capacity.

They:

- develop, implement and monitor effective and accountable planning, management and reporting systems
- interpret and apply system policies and legislative requirements to local situations
- cultivate teams and a range of partnerships and networks.