



**St Philip's
Christian
Education**
FOR THE WHOLE OF LIFE

Leadership Capability *Framework*



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Character





CHARACTER

Christ First

1.1 - TO HONOUR CHRIST IN ALL THINGS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Professes Jesus as the saviour of their soul and eternal future. Recognises Jesus as the reason for entering Christian Education.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Emerging understanding of Jesus as the Lord of their heart, emotions, thinking, desires and goals. Professes Jesus as the reasons for Christian education.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Committed to integrating their faith through their speaking, actions, vocation, and profession. Actively cultivating a Christian community and practices.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Leading in the promulgation of Christian understanding, spiritual disciplines, and actively discipling other leaders.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Shaping the Theological and Spiritual tone of the Christian community with wisdom, discernment, and compassion, fostering an eccumenical yet passionate devotion to Jesus in all aspects of the organisation.



CHARACTER

Do what is right

1.2 - TO BEHAVE IN A CHRISTIAN WAY

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Practicing integrity and ethical behavior through their leadership, ensuring adherence to principles of honesty and fairness in personal conduct and decision-making, setting a positive example for those being led.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Demonstrating a commitment to doing what is right, fostering a culture of integrity and accountability within the team or department, and resolving ethical issues through consultation and with fairness and transparency.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leading with integrity and moral courage, making principled decisions that prioritize ethical considerations, cultivating a culture where ethical behavior is valued and rewarded, and guiding others to navigate ethical issues with wisdom and compassion.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Exemplifying ethical leadership across the organisation, championing a culture of integrity and transparency, implementing systems for ethical decision-making and accountability, and inspiring others to uphold the high standards of conduct.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Serving as a beacon of ethical leadership within the organisation and beyond, integrating ethical considerations into strategic planning and decision-making processes, fostering a culture of continuous improvement and ethical excellence, and advocating for ethical principles in the broader community and industry.



CHARACTER

Serve one another

1.3 - TO APPRECIATE THE UNIQUE GOD-GIVEN POTENTIAL OF EACH PERSON

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Emphasizing the importance of empathy and teamwork, encouraging team to prioritize the needs of others, foster collaboration, and lead by example through acts of service within their immediate teams or departments.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Cultivating a mindset of servant leadership, where leaders actively seek opportunities to support and empower their team members, fostering a culture of mutual respect and cooperation, and promoting a collaborative work environment focused on achieving shared goals.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Exemplifying servant leadership principles in daily interactions, demonstrating a genuine concern for the well-being and development of team members, facilitating a culture of servant leadership throughout the organisation, and fostering an environment where everyone feels valued and supported.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Integrating servant leadership into the organisation's values and practices, fostering a culture of servant leadership at multiple levels, empowering team members to serve each other and the broader community, and inspiring a sense of purpose and fulfillment through meaningful contributions to others.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Serving as a transformative leader who embodies the highest ideals of servant leadership, inspiring others to make a positive impact on society, championing social responsibility and community service initiatives, and leaving a lasting legacy of selfless leadership and meaningful service.



CHARACTER

Strive for excellence

1.4 - TO AIM TO DO THE VERY BEST ALL THE TIME

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Instilling a commitment to improvement and personal growth, encouraging new leaders to set high standards for themselves and their teams, and fostering a culture of learning and development within their immediate sphere of influence.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Promoting a culture of excellence where leaders actively seek ways to enhance performance and achieve goals, fostering a mindset of innovation and creativity, and inspiring team members to strive for excellence in their work.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leading by example, demonstrating a commitment to excellence in all aspects of work, fostering a culture of accountability and high performance throughout the organisation, and empowering team members to pursue their potential.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Setting a standard of excellence that raises the organisation's performance, driving continuous improvement and innovation at multiple levels, cultivating a culture where excellence is not just a goal but a way of life, and inspiring others to achieve their full potential.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Exemplifying visionary leadership by pushing the boundaries of what is possible, fostering a culture of innovation and excellence that inspires others to reach new heights, and leaving a lasting legacy of achievement and impact on the organisation and beyond.



CHARACTER

Build community

1.5 - TO MAKE SURE EVERYONE FEELS THEY BELONG

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Emphasizing the importance of fostering connections and relationships, encouraging new leaders to build trust and camaraderie within their immediate team or department, and promoting a sense of belonging and inclusion.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Cultivating a culture of collaboration and belonging, where leaders actively work to create a supportive and inclusive environment, encourage teamwork and open communication, and foster strong relationships among team members.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leading by example, demonstrating a genuine commitment to building community and fostering meaningful connections across the organisation, promoting a sense of unity and shared purpose, and empowering team members to contribute to a positive and collaborative work culture.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Championing communitybuilding initiatives and fostering a sense of belonging that extends beyond organisational boundaries, creating opportunities for cross-functional collaboration and relationship-building, and nurturing a culture of support, trust, and mutual respect.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Serving as a catalyst for community-building efforts both within and outside the organisation, leveraging influence and resources to promote social cohesion and collective well-being, and leaving a lasting legacy of unity, connection, and collaboration.



CHARACTER

Act with integrity

1.6 - BE HONEST, ETHICAL AND PROFESSIONAL, AND PREPARED TO SPEAK UP FOR WHAT IS RIGHT

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Is open and honest, able to admit mistakes. Follows the code of conduct, policies and guidelines. Can speak up and report inappropriate behaviour and misconduct.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Consistently upholds confidentiality standards while being transparent and truthful in communication and actions; actively addresses ethical dilemmas, provides guidance to others on adhering to codes of conduct and policies, and promptly reports any misconduct or conflicts of interest.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Acts honestly, ethically, upholding confidentiality, and setting a tone of integrity and professionalism with team and school community; supports others to uphold professional standards and to report inappropriate behaviour; consults appropriately and responds to misconduct, breaches in the code of conduct, unethical behaviour and perceived conflicts of interest.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Models and reinforces ethical behaviour, representing the organisation's values and professional standards inside and outside the organisation; monitors ethical practices, standards and systems, proactively addressing ethical and people issues before they escalate.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Champions and acts as an advocate for the highest standards of ethical and professional behaviour in the organisation and externally; defines, communicates and evaluates ethical practices, standards and systems, reinforcing their use and empowering staff to challenge and report inappropriate behavior; Acts promptly and transparently in response to complex ethical and people issues.



Manage Self





MANAGE SELF

Strengthening and developing your faith

2.1 - TAKING RESPONSIBILITY FOR YOUR OWN SPIRITUAL DEVELOPMENT

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

A foundational understanding of Christian beliefs through basic teachings, foundational practices, and lower-level engagement with scripture and community.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Deepening biblical and theological understanding through reading, small groups, participating in regular worship, and actively applying biblical principles to daily life.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Demonstrating a mature faith through consistent spiritual disciplines, serving others with compassion, and engaging in intentional discipleship and mentorship relationships.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Pursuing a deeper understanding of scripture and theology, actively seeking opportunities for spiritual growth and transformation, and effectively leading and impacting your community for Christ.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Experiencing profound intimacy with God through contemplative practices, demonstrating exceptional wisdom and discernment in spiritual matters, and embodying Christ-like love and humility in all aspects of life.



MANAGE SELF

Demonstrate Resilience, Adaptability & Personal Wellbeing

2.2 - EXPRESS OWN VIEWS, PERSEVERE THROUGH CHALLENGES, AND BE FLEXIBLE AND WILLING TO CHANGE

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Adaptability to changing work environments, is open to new ways of doing things, asks questions.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Adapts quickly to changed priorities, welcomes new ideas and ways of working, stays calm in difficult situations, perseveres through challenges, offers own opinion.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Is flexible and shows initiative in responding to change, accepts changed priorities and decisions, gives frank and honest feedback, Listens when challenged, stays calm under pressure and difficult situations

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Is flexible and readily adjusts own approach, tactics, or priorities in response to changes in the organisation environment

Gives honest advice, even in the face of strong contrary views. Welcomes challenges and persists in raising and working through difficult issues, showing composure and decisiveness.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Comfortable with constant change, adeptly adjusting as needed, while offering rationale for decisions and remaining open to valid input; fosters an environment of open debate, raises critical issues, makes tough decisions, persists through challenges, and serves as a stabilizing presence in emotionally charged situations.



MANAGE SELF

Demonstrate accountability

2.3 - TAKE RESPONSIBILITY FOR OWN ACTIONS, COMMIT TO SAFETY, AND ACT IN LINE WITH LEGISLATION AND POLICY

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Takes responsibility for own actions and completes tasks within agreed timeframes; refers appropriate decisions to manager and acts accordingly; takes care of self and others' safety and wellbeing by following safe work practices and speaking up about risks in the workplace.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Understands delegations and acts within authority level.

Is vigilant about the use of safe work practices by self and others.

Is alert to risks in the workplace and raises them to the appropriate level.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Takes an active role in managing issues in the team.

Coaches team members to take responsibility and follow through.

Is committed to safe work practices and manages work health and safety risks. Identifies and manages other risks in the workplace. Operates within a risk management framework.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Is prepared to make difficult decisions involving weighing of risks. Addresses situations before they become crises and identifies measures to avoid recurrence.

Takes responsibility for outcomes, including mistakes and failures.

Coaches team members to take responsibility for addressing and resolving challenging situations. Oversees implementation of safe work practices and the risk management framework.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Is prepared to act and take ownership for difficult decisions. Creates a climate in which people feel supported to take responsibility for outcomes. Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks.



MANAGE SELF

Possess High EQ

2.4 - SHOW DRIVE AND MOTIVATION, AN AWARENESS OF STRENGTHS AND WEAKNESSES, AND A COMMITMENT TO LEARNING. IS REFLECTIVE OF THEIR OWN IMPACT ON OTHERS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Leaders demonstrate a basic understanding of emotional intelligence, showing emerging self-awareness and empathy in their interactions, fostering a supportive environment within their team through active listening and constructive communication.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Leaders consistently exhibit emotional intelligence in their personal and professional conduct, managing their own emotions effectively and demonstrating empathy towards others, creating a positive and inclusive atmosphere within their team, encouraging open communication and collaboration.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leaders adeptly navigate interpersonal dynamics, demonstrating a high level of self-regulation and empathy, fostering strong relationships built on trust and mutual respect within their team, and effectively resolving issues through empathetic communication and understanding.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Leaders display an advanced emotional intelligence, able to respond effectively to complex interpersonal conflict, leveraging their understanding of emotions to influence and inspire others, creating a culture of psychological safety where team members feel valued and empowered to contribute their best work, leading by example with authenticity and compassion.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Leaders exemplify mastery of emotional intelligence in every aspect of their leadership, demonstrating exemplary empathy, self-awareness, and social skills, fostering a culture of emotional resilience and innovation throughout the organisation, and inspiring teams to achieve their highest potential through a deep understanding of human emotions and motivations.



MANAGE SELF

Decision Making & Critical Thinking Skills

2.5 - THINK, ANALYZE AND CONSIDER THE BROADER CONTEXT TO DEVELOP PRACTICAL SOLUTIONS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Leaders demonstrate basic decision-making and problemsolving skills by analyzing situations logically, seeking guidance when necessary, and making sound decisions that benefit their small team, fostering a culture of learning from mistakes and embracing feedback to improve processes.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Leaders consistently exhibit effective decision-making and problem-solving skills, utilizing data and input from team members to make informed decisions, demonstrating adaptability in addressing challenges, and encouraging their team to participate in problem-solving efforts, fostering a culture of collaboration and innovation.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leaders adeptly navigate complex decision-making scenarios, employing critical thinking and creativity to solve problems efficiently, balancing short-term goals with long-term objectives, and empowering their team to take ownership of solutions, fostering a culture of accountability and continuous improvement.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Leaders display an advanced ability to make strategic decisions and solve complex problems, leveraging their analytical skills and intuition to anticipate challenges and opportunities, inspiring confidence and trust in their leadership, and guiding their team through ambiguity with clarity and decisiveness, fostering a culture of agility and resilience.

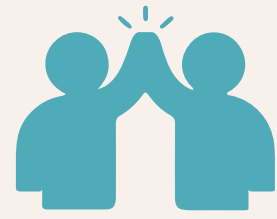
HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Leaders exemplify exceptional decision-making and problemsolving skills, demonstrating visionary leadership by anticipating future trends and proactively addressing challenges, fostering a culture of innovation and excellence where creativity and risk-taking are encouraged, and inspiring their organisation to achieve extraordinary results through strategic thinking and bold decision-making.



Manage & Lead Others



MANAGE &
LEAD OTHERS

Build Culture

3.1 - ESTABLISH AND PROMOTE THE SHARED VALUES, ATTITUDES, BEHAVIORS, AND STANDARDS THAT DEFINE SPCE'S DISTINCTIVE

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Understands the importance of organisational culture.

Is observant of existing cultural norms and behaviours within their team or organisation.

Actively seeks to understand how culture influences behavior and decisions.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Effectively communicates organisational values and goals to others.

Participates in discussions and initiatives aimed at aligning individual and team behaviors with the desired culture.

Actively seeks feedback to ensure alignment between stated values and actual behaviors.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Actively engages in fostering a collaborative culture within their teams and across departments. Recognises the importance of building relationships and trust to strengthen the organisational culture.

They demonstrate the ability to influence others positively towards cultural goals through their actions and leadership.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Is a catalysts for cultural change across teams and across the organisation, where possible. Proactively identifies areas where the culture may need to evolve to meet changing business needs or address underlying issues.

Leads initiatives to drive cultural transformation, by involving key stakeholders and promoting a shared vision for the desired culture.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Recognised as a champion of SPCE's organisational culture. Serves as role model for desired behaviors and values, inspiring others to uphold and promote the culture.

Plays a key role in embedding the culture throughout the organisation, including in recruitment, performance management, and decisionmaking processes.



MANAGE &
LEAD OTHERS

Manage Change

3.2 - INITIATE, SUPPORT AND CHAMPION CHANGE, ASSIST OTHERS TO ACCEPT AND ENGAGE WITH CHANGE

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Supports change through words and actions. Identifies and improves work processes and practices.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Promotes change initiatives and helps the team understand the purpose and benefits. Provides guidance to the team and ensures work procedures support changes.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Promotes change initiatives, explaining the purpose and benefits and the implications for the team. Provides clear guidance, coaching and supporting the team through change.

ADVANCED

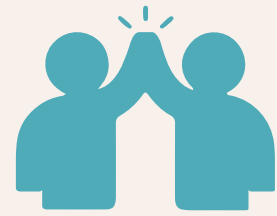
High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Translates change initiatives into practical strategies. Implements structured processes to manage structural, system, process and cultural barriers to change.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Communicates a compelling case for change and articulates the vision, objectives and benefits for different audiences. Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment.



MANAGE &
LEAD OTHERS

Operate Collaboratively

3.3 - BE A RESPECTFUL, INCLUSIVE AND RELIABLE TEAM MEMBER, COLLABORATE WITH OTHERS, AND VALUE DIVERSITY

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Shares knowledge and information with team members and other staff. Offers to help colleagues and takes on additional tasks when workloads are high.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Shares information and learning within and across teams. Works well with other teams on shared problems and initiatives. Encourages input from people with different experiences, perspectives and beliefs.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Creates an atmosphere of trust and mutual respect within the team. Builds cooperation and overcomes barriers to sharing across teams/ units. Relates well to people at all levels and develops respectful working relationships across the organisation.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Facilitates collaboration across the organisation and recognises outcomes resulting from effective collaboration between teams. Facilitates opportunities to develop joint solutions with stakeholders across all entities. Models inclusiveness and respect for diversity in people, experiences and backgrounds.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Celebrates successful outcomes of collaboration across the organisation, and across related entities/organisations. Establishes systems, structures and practices to facilitate sharing and learning across the organisation. Develops respectful relationships with stakeholders who hold different, even directly conflicting, views.



MANAGE &
LEAD OTHERS

Develop Staff

3.4 - ENGAGE AND MOTIVATE STAFF, DEVELOP CAPABILITY AND POTENTIAL IN OTHERS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Clearly explains work required to team, including expected behaviour and output. Gives regular feedback about positive behaviour and areas for improvement. Provides appropriate support to enable development.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Discusses and sets clear performance goals and standards.

Gives regular feedback with the aim of improving performance and helping others learn and develop.

Recognises development needs of individuals and identifies suitable learning opportunities.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Seeks to understand the individual strengths, weaknesses, goals and concerns of team members. Defines and communicates roles and responsibilities and sets clear performance standards and goals.

Coaches team members to help improve performance and development .

Regularly discusses performance with team members and provides accurate, constructive feedback.

Identifies suitable learning opportunities.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Knows the individual strengths, weaknesses, goals and concerns of members of the team. Fosters high performance through effective conversations and feedback and by providing stretch opportunities.

Identifies and develops talent across the organisation. Coaches and mentors staff to foster professional development and continuous learning.

Implements performance development frameworks to align capability with the organisation's current and future priorities.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Creates a climate in which people across the organisation want to do their best.

Ensures the organisation engages in effective performance management, development planning and talent identification.

Drives Executive capability development and ensures effective succession management practices.

Creates a climate in which senior staff value regular feedback, continuous learning and new experiences.



MANAGE &
LEAD OTHERS

Inspire & motivate (articulate the vision)

3.5 - COMMUNICATE ORGANISATIONAL GOALS, PRIORITIES AND VISION AND RECOGNISE ACHIEVEMENTS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Leaders demonstrate basic ability to inspire and motivate by sufficiently communicating the organisational vision, aligning team members with common goals, and setting a positive example through their own enthusiasm and dedication, fostering a sense of purpose and unity within their small team.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Leaders inspire and motivate their team by effectively articulating the organisations vision and strategy, connecting individual roles to the broader organisational activities, and providing encouragement and recognition for achievements, fostering a culture of engagement and commitment within the team.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leaders effectively inspire and motivate others by communicating the vision and strategy compellingly, developing and articulating team objectives, connecting and communicating activities, fostering a sense of ownership and accountability among team members, and empowering them to contribute their best work towards shared goals.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Leaders display an advanced ability to inspire and motivate through visionary leadership, articulating both objectives and standards, inspiring others to action, fostering a culture of creativity and initiative where individuals are motivated to achieve high levels of performance, driving organisational change and development.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Leaders exemplify exceptional ability to inspire and motivate at every level of the organisation, communicating a compelling vision that ignites passion and commitment, fostering a culture of continuous improvement and excellence where individuals are inspired to reach their potential and achieve increasing results, driving transformative change and impact.



MANAGE &
LEAD OTHERS

Strong pastoral care, wellbeing & safety focus

3.6 - TAKE RESPONSIBILITY FOR OWN ACTIONS, COMMIT TO PROTECTING THE SAFETY AND WELLBEING OF YOUR STAFF, AND ACT IN LINE WITH LEGISLATION AND POLICY

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Leaders demonstrate a basic understanding of pastoral care, emphasising the well-being and safety of team members by providing a supportive and empathetic environment, actively listening to concerns, and promoting a culture of openness and trust within their small team.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Leaders prioritize pastoral care, actively engaging with team members to understand their needs and concerns, providing support and resources to promote well-being and safety, and fostering a culture of inclusivity and respect, ensuring that every individual feels valued and supported.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Leaders adeptly provide pastoral care, demonstrating empathy and compassion in their interactions, proactively addressing issues related to well-being and safety, implementing policies and initiatives to support mental and physical health, and fostering a culture of belonging and care within the team, where every member feels valued and supported.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Leaders display an advanced ability to provide pastoral care, creating a culture of well-being and safety that permeates every aspect of the organisation, promoting psychological safety and resilience, and prioritizing the holistic well-being of team members, fostering a culture of trust, resilience, and empowerment.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Leaders exemplify exceptional pastoral care, integrating well-being and safety into the organisation's core values, strategic initiatives, policies and systems, fostering a culture of care and support that extends beyond the workplace, empowering individuals to thrive personally and professionally, and ensuring that every member feels valued, respected, and safe.



MANAGE &
LEAD OTHERS

Communicate effectively

3.7 - COMMUNICATE CLEARLY AND RESPECTFULLY, LISTEN, AND ENCOURAGE INPUT FROM OTHERS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Demonstrates basic team communication skills by ensuring clarity in conveying information and actively listening to team members, fostering an environment of dialogue and understanding.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

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ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Effectively communicates through communication techniques to create understanding and engagement, while actively seeking feedback and promoting a culture of open and transparent communication within the team.

ADVANCED

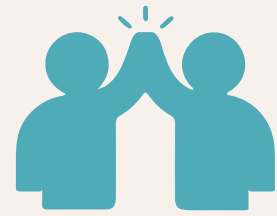
High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Displays advanced communication abilities across multiple mediums, audiences and context, and fostering a culture of constructive dialogue and connection across multiple levels of the organisation and wider school community.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Exemplifies exceptional communication skills, mastering the art of influence and negotiation to mobilize teams and stakeholders towards shared goals, fostering a culture of trust and connection through transparent and strategic communication strategies.



MANAGE &
LEAD OTHERS

Influence, Negotiate, Advocate & Engage

3.8 - PERSUADE AND GAIN COMMITMENT FROM OTHERS, AND RESOLVE ISSUES AND CONFLICTS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Listens to understand other's interests and needs. Uses facts, and sound reasoning to make a case.

Is tactful when disagreeing or proposing a different approach or outcome.

Works towards mutually satisfactory outcomes.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Asks questions to understand others' interests, needs and concerns.

Puts forward a valid argument using facts, knowledge and experience.

Asks questions to understand others' interests, needs and concerns.

Works with others to generate options that address the main needs and concerns of all parties.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Approaches negotiations in the spirit of maintaining and strengthening relationships. Negotiates from an informed and credible position.

Influences others with a fair and considered approach and sound arguments.

Encourages others to share and debate ideas.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

Builds and maintains professional relationships inside and outside the organisation. Makes a strong personal impression and influences others with a fair and considered approach.

Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise.

Identifies key stakeholders and tests their level of support in advance of negotiations.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Credibly promotes the organisation's position in the community.

Builds and maintains a wide network of professional relationships outside the organisation.

Obtains the commitment of key stakeholders to major projects and ensures ongoing communication.

Uses understanding of decisionmaking processes and networks to determine the organisation's bargaining strategy.



Technical Capabilities





TECHNICAL
CAPABILITIES

Plan strategically

4.1 - BEING ABLE TO DEFINE SPCE'S STRATEGY OR DIRECTION, AND MAKING DECISIONS AROUND THE ALLOCATION OF ITS RESOURCES TO ATTAIN STRATEGIC GOALS

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Understand the organisation's strategic plan. Review the plan and align actions and projects to the objectives of the strategic plan.

Ability to grasp the basic concepts of strategic planning. Understands the organisation's mission, vision, and goals.

Can identify key stakeholders and understand their interests.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Able to identify internal strengths and weaknesses as well as external opportunities and threats.

Engages with key stakeholders in a strategic way, with the goals and vision of the organisation central to all activities and decisions.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level are capable of formulating strategic options based on their SWOT analysis.

They can translate organisational goals into actionable strategies, relevant to their team/department/school/ center or campus

They understand different strategic approaches.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals are skilled in developing detailed implementation plans.

They can create timelines, allocate resources, and assign responsibilities.

They understand the importance of monitoring progress and adjusting plans as needed.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Individuals at this highest level are adept at leading strategic initiatives and adapting plans in dynamic environments.

They demonstrate strong leadership skills, inspiring others to align with strategic goals.

They can navigate uncertainty and complexity, making informed decisions to keep the organisation on course towards its vision.



TECHNICAL
CAPABILITIES

Strong Governance Capabilities

4.2 - BE A RESPONSIBLE AND ACTIVE MEMBER OF THE ORGANISATION, FULFILLING RESPONSIBILITIES IN LINE WITH LEGISLATION, REGULATIONS AND POLICIES

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Comprehends the fundamental concepts of governance in a school context.

They understand the roles and responsibilities of various stakeholders, such as board members, ELT, CLT, teachers, parents, and students.

They are familiar with relevant laws, regulations, and policies governing education.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

At this level, individuals are capable of ensuring compliance with legal and regulatory requirements.

They understand the importance of transparency and accountability in school governance.

They can oversee the implementation of policies and procedures to safeguard the school's interests and promote ethical conduct.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level actively engage in strategic planning processes, within a governance framework, to set the direction for the school.

They can analyze data and assess the school's performance to inform more robust decisionmaking.

They participate evaluating and reviewing decisions to ensure compliance at all levels.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals are skilled in identifying and managing risks that may impact the school's operations and reputation.

They proactively address challenges and opportunities, seeking innovative solutions when necessary.

They collaborate with stakeholders to mitigate risks and ensure the long-term sustainability of the school.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Individuals at this highest level provide visionary leadership and advocacy for the school community.

They inspire trust and confidence among stakeholders through their integrity and commitment to the school's mission and values.

They champion initiatives that promote equity, diversity, and inclusion, fostering a positive learning environment for all students.

They role model exemplary compliance to all legal and regulatory requirements.



TECHNICAL
CAPABILITIES

Manage resources effectively

4.3 - BE A RESPONSIBLE CUSTODIAN OF SCHOOL FUNDS AND APPLY PROCESSES IN LINE WITH LEGISLATION AND POLICY. USE, ALLOCATE AND MAINTAIN WORK TOOLS APPROPRIATELY AND MANAGE SCHOOL ASSETS RESPONSIBLY

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Understand the organisation's strategic plan. Review the plan and align actions and projects to the objectives of the strategic plan.

Ability to grasp the basic concepts of strategic planning. Understands the organisation's mission, vision, and goals.

Can identify key stakeholders and understand their interests.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Able to identify internal strengths and weaknesses as well as external opportunities and threats.

Engages with key stakeholders in a strategic way, with the goals and vision of the organisation central to all activities and decisions.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level are capable of formulating strategic options based on their SWOT analysis.

They can translate organisational goals into actionable strategies, relevant to their team/department/school/ center or campus

They understand different strategic approaches.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals are skilled in developing detailed implementation plans.

They can create timelines, allocate resources, and assign responsibilities.

They understand the importance of monitoring progress and adjusting plans as needed.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Individuals at this highest level are adept at leading strategic initiatives and adapting plans in dynamic environments.

They demonstrate strong leadership skills, inspiring others to align with strategic goals.

They can navigate uncertainty and complexity, making informed decisions to keep the organisation on course towards its vision.



TECHNICAL
CAPABILITIES

Effective Industry Discipline Expertise

4.4 - BEING AN EFFECTIVE SME IN YOUR PROFESSIONAL FIELD.

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Individuals at this level possess basic understanding and knowledge of their professional discipline.

They have completed formal education or training in the field.

They are familiar with key concepts, terminology, and theories relevant to their discipline.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

Can apply knowledge to solve routine problems and tasks within their discipline.

Possess hands-on experience through internships, entry-level positions, or practical projects

They are able to perform standard procedures and follow established protocols with supervision.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level have honed their skills and expertise through continued learning and practice.

They can undertake more complex challenges and projects within their discipline.

They seek opportunities for professional development, such as advanced training programs, certifications, or specialised workshops.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals demonstrate creativity and innovation in their approach to problem-solving.

They contribute new ideas, methods, or techniques to advance their discipline.

They may engage in research, publish papers, or present at conferences to share their expertise with others in the field.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Individuals at this highest level serve as mentors and leaders within their professional community.

They actively mentor junior colleagues, sharing their knowledge and expertise to help others grow.

They collaborate with peers and experts from diverse backgrounds to address complex challenges and drive innovation in their discipline.



TECHNICAL
CAPABILITIES

Systems thinking

4.5 - AN APPROACH TO PROBLEM-SOLVING THAT VIEWS 'PROBLEMS' AS PART OF A WIDER, DYNAMIC SYSTEM. APPRECIATING TECHNOLOGY AS A TOOL THAT CAN BE USED TO INFLUENCE CHANGE AND ACHIEVE OUTCOMES

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Individuals at this level have a foundational understanding of systems thinking principles. They grasp the concept of systems as interconnected entities with interdependent parts.

They can identify simple systems and recognise feedback loops within them.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

At this level, individuals can analyze systems to identify patterns, trends, and relationships.

They understand how changes in one part of a system can affect other parts.

They can map out basic system structures and identify key variables and feedback loops.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level are proficient in analyzing the dynamic behavior of systems over time.

They can use causal loop diagrams and stock-and-flow models to represent and simulate system dynamics.

They understand concepts such as delays, amplifying loops, and balancing loops.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals can synthesize complex systems and understand their emergent properties.

They can model and simulate complex systems using advanced tools and techniques.

They can identify leverage points within systems where interventions can have significant impact.

HIGHLY ADVANCED

Exemplary level of understanding, effective application in complexities, challenges, and conflicts, can set organisation wide level vision and strategy in the area, and lead leaders in outworking that area in both their own roles and in the generation of projects, objectives, standards, processes, and systems, holding them accountable and inspiring continuous improvement.

Individuals at this highest level are systems thinkers who can lead change in complex environments.

They can navigate complexity, uncertainty, and ambiguity with ease.

They leverage systems thinking to develop holistic strategies and foster collaboration across schools and entities.



TECHNICAL
CAPABILITIES

Time management & prioritisation skills

4.6 - PLAN AND ORGANISE WORK IN LINE WITH ORGANISATIONAL GOALS, AND ADJUST TO CHANGING PRIORITIES

FOUNDATIONAL

Foundational understanding, practices minimally, implements basic requirements as directed, fosters within team.

Individuals at this level understand the importance of time management.

They can create simple to-do lists or use basic organisational tools such as calendars or Microsoft Tasks.

They prioritise tasks informally based on urgency or importance but may struggle with consistency.

MODERATE

Deepening understanding, practices regularly, implements consistently, promotes understanding and activity with team.

At this level, individuals can prioritise tasks effectively based on importance, deadlines, and other factors.

They use planning techniques such as Eisenhower's Urgent/Important Matrix or other recognised methods.

They begin to allocate time blocks for specific tasks or activities in their schedule.

ADEPT

Good understanding, consistent application within diverse contexts, cultivates understanding and practice in others, contributes to the development of projects, objectives, systems

Individuals at this level are proficient in time blocking, allocating dedicated time slots for different tasks or projects.

They set specific, measurable, achievable, relevant, and timebound (SMART) goals to guide their priorities.

They can break down larger goals into smaller, actionable steps and schedule them accordingly.

They use more sophisticated tools for tracking and managing their tasks and projects.

ADVANCED

High level of understanding, effective application in diverse and complex contexts, can develop and set projects, objectives, standards, processes and systems in area, can lead and hold other leaders accountable in the area development of projects, objectives, systems

At this level, individuals are skilled in delegating tasks to others when appropriate. They know when to say no to tasks that do not align with their priorities or goals.

They effectively manage their energy levels and avoid overcommitting by setting realistic expectations.

They are known for their time management skills, and are open to sharing their ideas and recommendations to others.

HIGHLY ADVANCED

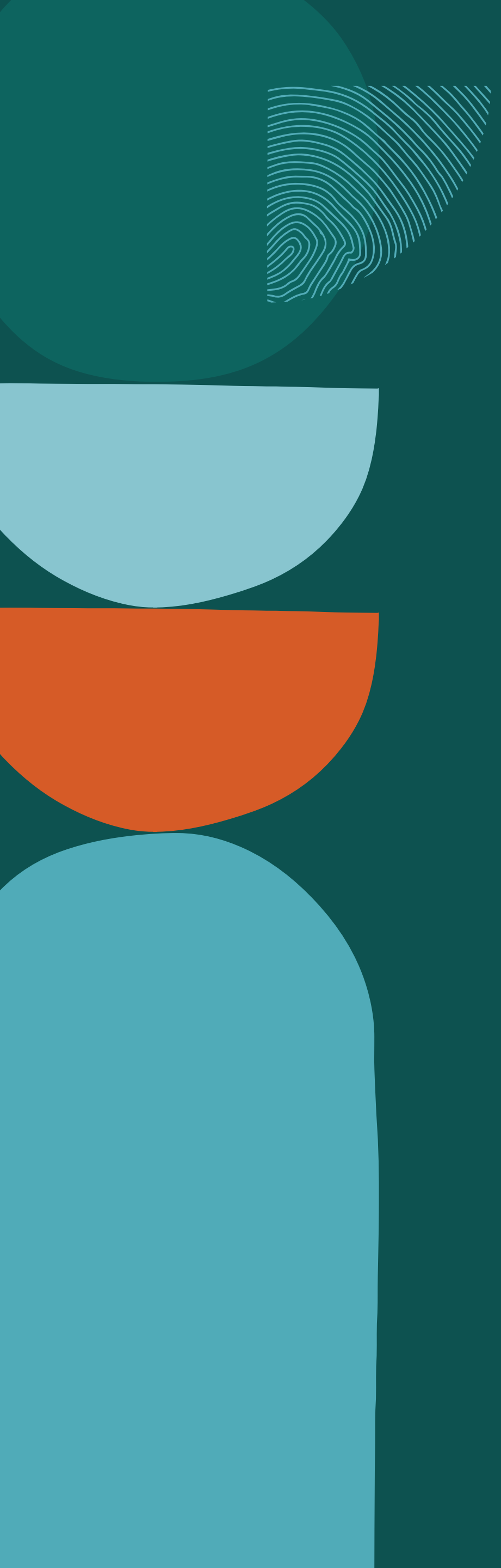
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Individuals at this highest level are strategic in their approach to time management.

They align their activities with their long-term vision and values, focusing on high-impact tasks that contribute to their goals.

They continuously evaluate and refine their systems and processes for greater efficiency and effectiveness.

They mentor others towards efficiency and effectiveness.



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