



# Leadership Strategy 2020-2022

Building a culture of leading, learning and growing together.





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# Message from the Director-General

Our students, people, and communities deserve the very best. A strong culture of leading, learning and growing together has never been more important.

Our people deliver the services and support that give students and children an excellent education and a great start in life, so it is vital that we continuously support and enable leadership across our department. We believe there are leadership dimensions to all roles, and we are committed to providing every member of the workforce with opportunities to grow their leadership capability.

This strategy supports the department's strategic priority of capable and confident people delivering responsive services. It articulates our commitment to improving the quality, quantity and diversity of leaders at all levels and in all contexts.

A diverse range of stakeholders informed the Leadership Strategy. We listened to people at all levels across the organisation, and the organisations who represent our students and employees. We wanted to understand the shared and unique challenges and opportunities faced by leaders across school, and non-school contexts. We also scanned and assessed best practices and research to ensure the Leadership Strategy reflects evidence and contemporary and innovative thinking.

It is critical to align leaders around a common purpose and shared ways of working to ensure we are all moving in the same direction. In addition, the environment must enable leaders to fulfil their responsibilities and improve student outcomes.

As student numbers continue to grow and a range of social and demographic factors impact our workforce, sustainability will be important to our system. This strategy articulates our commitment to identifying and developing current and future leaders, planning for and building strong leader supply pools, and supporting our people to find and transition into their preferred alternative career paths within the department.

To ensure that our people have every opportunity to further develop their leadership knowledge and skills, this strategy also includes a focus on personalised and contextualised leadership development pathways.

I am confident that this strategy will achieve its objective of ensuring we have the right leaders in the right roles at the right time, with opportunities to develop the right skills to significantly impact school performance, student outcomes, wellbeing, staff retention and other measures of success.

## **TONY COOK**

Director-General  
Department of Education

## How did we get here?

In April 2019, the department committed to the development of a strategy to strengthen leadership confidence and capability. The statewide consultation process undertaken during 2019 highlighted a number of aligned themes, which were captured in three focus areas with associated key initiatives.

Upon release of a draft strategy in January 2020, further feedback was sought from a broad range of stakeholders across the department. This resulted in the Leadership Strategy and action plan.



## What we heard

Our consultation in 2019 and feedback sessions in 2020 identified that there are opportunities to:

- create a shared understanding of what highly effective, everyday leadership looks like in our department
- increase consistency of leadership behaviours, roles, decision making and leadership processes
- enhance enabling conditions and diminish barriers associated with career planning, transition and supply
- strengthen how we support our people as they develop and grow during transition into people leadership roles
- prioritise the building of emotional intelligence to support effective relationships and influence across roles and contexts
- sustain the prominence, prioritising and strengthening of leadership capability development within our department culture
- Strengthen leadership capability development by:
  - simplifying access to important information to support success
  - creating a suite of development options based on priority needs
  - strengthening access to mentors and coaches given the value found in these relationships
  - tailoring development opportunities to reflect contextual factors and influences.

# Leadership Strategy vision

Together we can fulfil our purpose of every student and child succeeding through the strength of our leadership capability and capacity.

## Who is this strategy for?

The Leadership Strategy is for every individual in our Department. Each of us can make a significant contribution to the lives of students by taking responsibility for the impact we have on others in our role and across our work.

## Why do we need a Leadership Strategy?

To create a culture where leadership is empowered and nurtured to improve the quality, quantity and diversity of leaders in all roles and for all contexts.

A strong culture of leading and learning together has positive impact on the quality of our system, the success of our students and wellbeing of our people.

## Related strategies and frameworks

- Principal Health and Wellbeing Strategy 2020-2022
- “We All Belong” workforce diversity and inclusion framework

## What do we mean by leadership?

Across our department, we all demonstrate leadership when we work hard to deliver outcomes and opportunities that benefit students and their families.

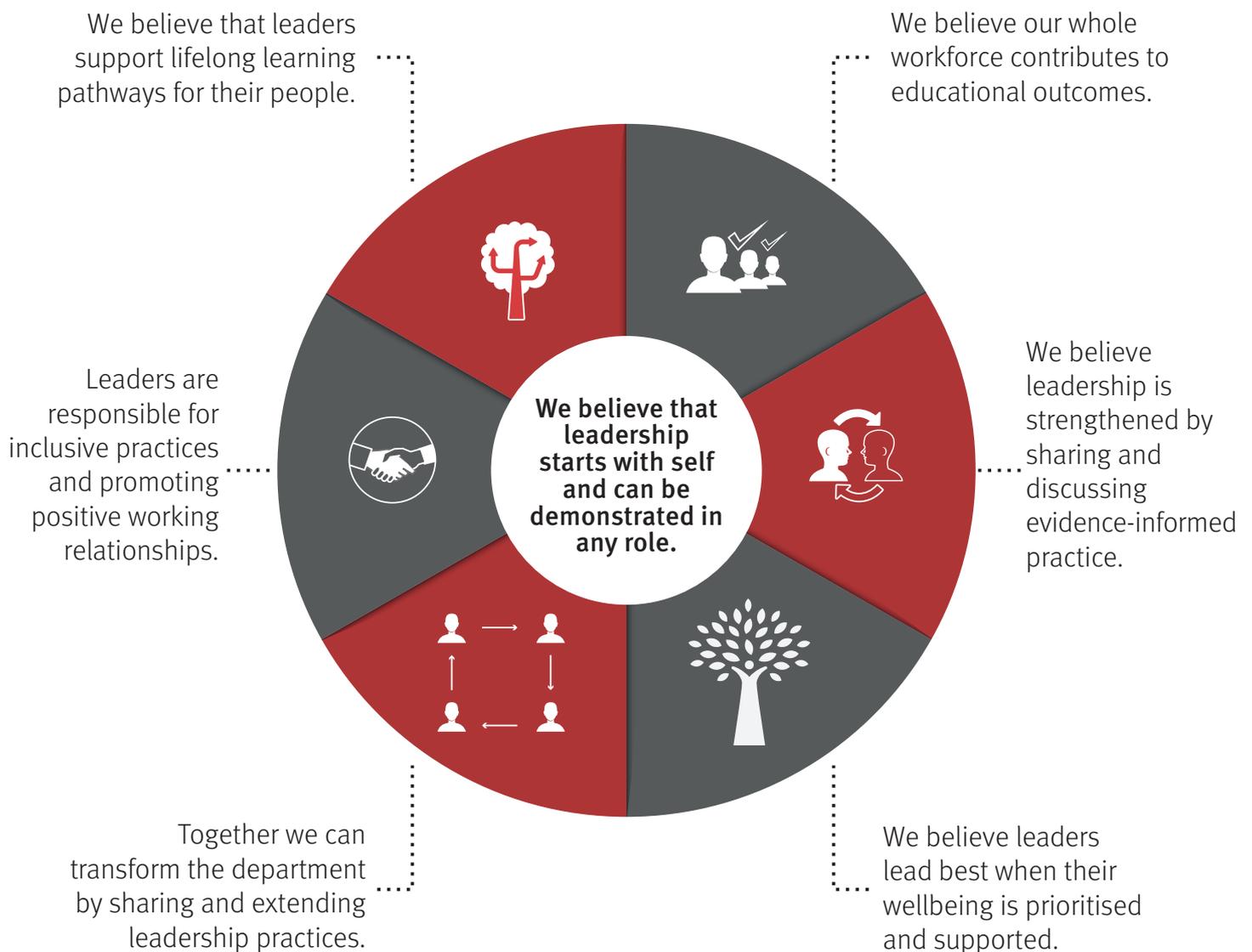
Effective leadership qualities are required for every position across the department:

- Individual contributors, such as teachers, contribute by taking accountability for delivering results. Effective individual contributors work collaboratively and inclusively with others.
- People at all levels have a key role to play in supporting, developing, motivating, empowering and collaborating with others to deliver results. Effective leaders demonstrate emotional intelligence and build inclusive practices to create a culture of trust.

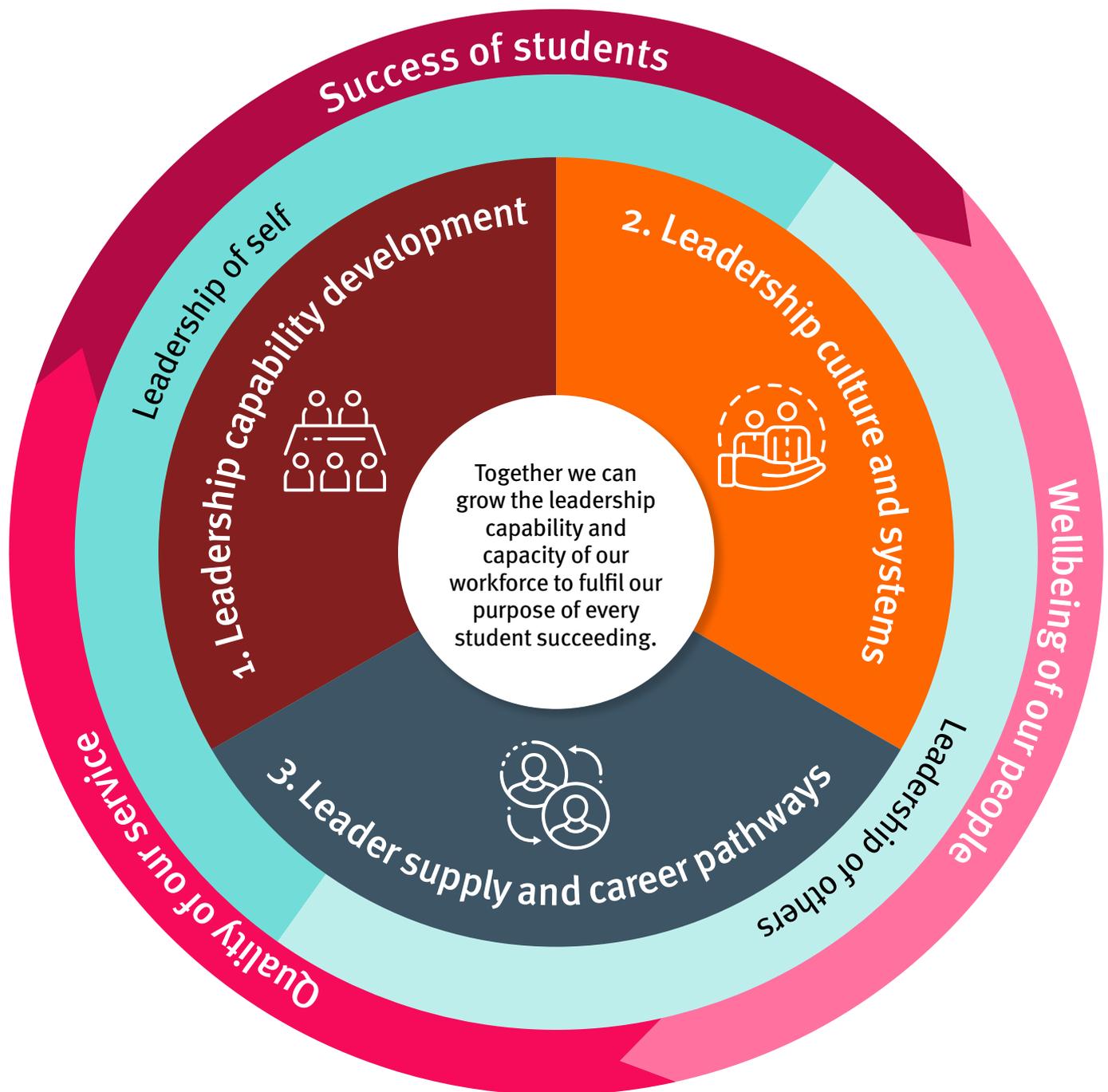
Leadership is amplified when delivering results in collaboration with others. It is about working intentionally in teams, networks and communities aligned to our shared moral purpose of every student succeeding.

Leadership is about successfully delivering educational outcomes in collaboration with others. It starts with leadership of self.

# Leadership principles



# Focus of the strategy



# Initiatives over the next four years

## 1. Leadership capability development

### 1.1 Build leadership confidence and capability across the system

- Provide opportunities for leaders to gain insight into their strengths and opportunities for development in their current and future roles.
- Provide comprehensive options to suit personalised development pathways and preferred delivery methods.
- Design and implement fit-for-purpose, just-in-time learning resources.
- Adopt evidence-informed processes to evaluate impact of development programs.

### 1.2 Provide coaching, mentoring and collegiate support programs

- Build the coaching capability of leaders to provide collegiate and employee support.
- Enable greater access to quality-assured coaches and mentors.
- Foster networking, peer support, partnership arrangements and work-shadowing programs.

## 2. Leadership culture and systems

### 2.1 Develop and refine systems and processes that enable leaders to achieve their individual objectives and influence system improvement

- Increase role clarity.
- Implement consistent ways of working.
- Refine communication channels and access to information.
- Implement peer and leader feedback processes.
- Support sharing of constructive feedback on observed leadership behaviours.
- Collaborate to simplify policies, processes and systems enabling effective leadership.

### 2.2 Align leadership culture and behaviours to support educational outcomes

- Promote system-wide principles of collaboration.
- Articulate a consistent leadership language that describes effective behaviours and practices at all levels.
- Increase our leaders' self-awareness of how behaviour impacts on culture.
- Utilise leadership feedback tools to reflect on performance and behaviour.

## 3. Leader supply and career pathways

### 3.1 Plan for leader supply requirements and build shared leader supply

- Forecast future leader supply requirements.
- Establish agreed processes to identify and share leaders within and across regions, schools and divisions.
- Integrate the systems that support workforce planning.
- Improve systems for succession planning.
- Establish systems for development and movement of high-potential leaders.

### 3.2 Connect people to possible career paths and prepare transitioning leaders for success

- Provide visibility of possible career pathways for current and aspiring leaders.
- Clarify knowledge, skills and requirements of roles, levels and leadership contexts.
- Build capability of leaders to engage in meaningful career conversations.
- Implement an inclusive work-shadowing, coaching and mentoring program to support people transitioning to a new leadership level or context.

# Leadership Strategy Action Plan 2020/21



## Leadership capability development

- 1** Launch a suite of leadership capability development options to suit personalised pathways and preferred delivery methods.
- 2** Implement a coaching, mentoring and work shadowing program.
- 3** Launch the Management Foundations on-line portal for all leaders to support capability uplift in the operational requirements of their roles.
- 4** Revise and strengthen induction resources and delivery for transitioning leaders.
- 5** Launch micro-credentialing and digital badging to provide greater recognition of continuous leadership learning and development.



## Leadership culture and systems

- 6** Implement the Leadership Framework articulating a common leadership language and defining what effective leaders at our department know and do.
- 7** Review leadership role capacity and capability needs to ensure sustainable role clarity and accountability.
- 8** Implement the Integrated Communications Strategy to determine the communication needs of our leaders and target the content, delivery and accessibility of departmental communications.



## Leader supply and career pathways

- 9** Plan and forecast leader supply requirements to ensure a sustainable supply of leaders for the future. Commence a succession planning approach to identify and mobilise leaders across the department.
- 10** Build and pilot a career framework to provide visibility of possible leader career paths.

Strategies/frameworks

Leadership Capability Development Framework

Leadership Capability Development Pathways

Department of Education  
Strategic Plan  
2020 - 2024

Leadership Strategy

Leadership Framework

Integrated Communications Strategy

Workforce Planning Strategy

Career Framework

## Want to know more?

- Stay up to date about the launch of actions by signing up to receive the Leadership Strategy newsletter. Email “Leadership Strategy newsletter sign up” to [LearningandPD.HUMANRES@qed.qld.gov.au](mailto:LearningandPD.HUMANRES@qed.qld.gov.au) .
- Contact us with any other general enquiries at [LearningandPD.HUMANRES@qed.qld.gov.au](mailto:LearningandPD.HUMANRES@qed.qld.gov.au) .
- To learn how the Leadership Strategy can benefit you personally, search “**Leadership Strategy**” on Oneportal.

