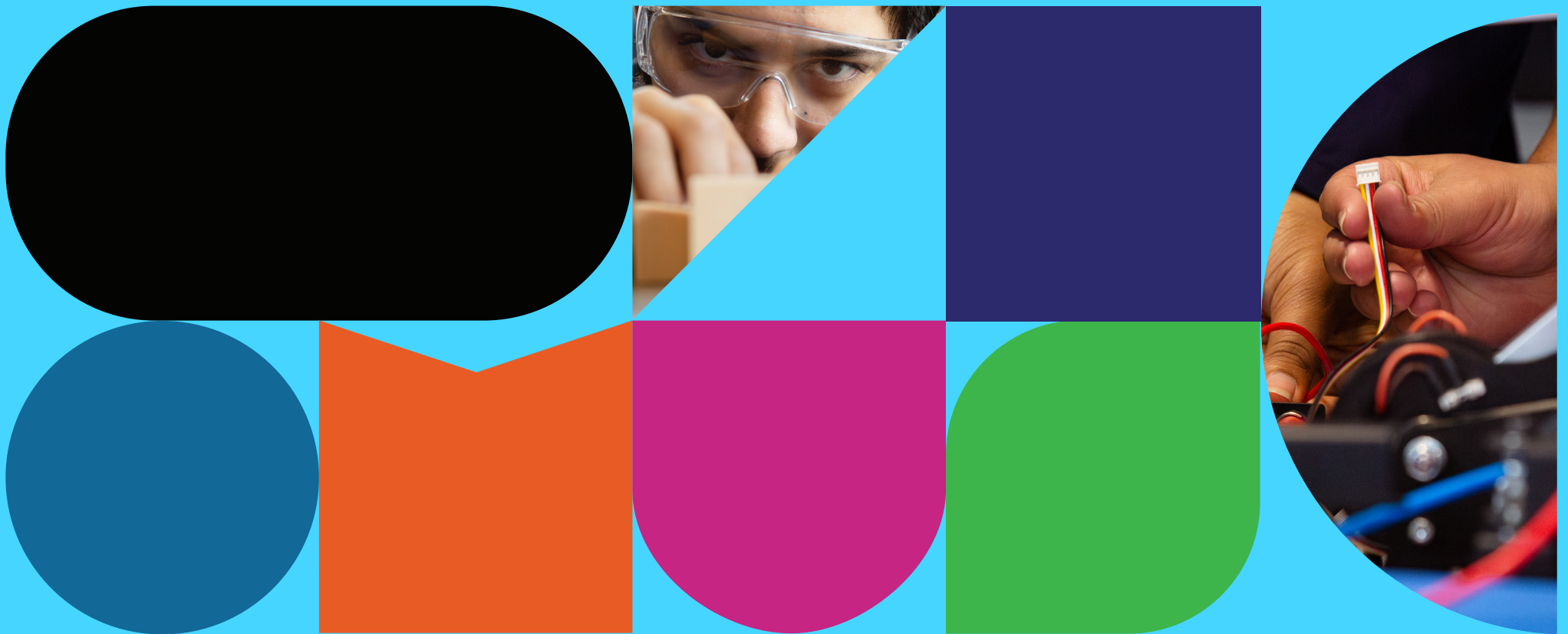


# Leadership Behavioural Framework

NEWHAM  
COLLEGE  
LONDON



# NEWHAM COLLEGE LONDON

**The way we lead today  
will define the success  
of tomorrow.**



# **Our Four Organisational Commitments**

## **Our Students**

**We are committed to supporting every student to achieve their full potential. We will provide high-quality, inclusive and aspirational education and training that prepares every student for their chosen careers, ambitions, and the challenges of the future.**

## **Our Staff**

**We are committed to attracting, retaining and developing a workforce that reflects our values and ambition. We will invest in CPD, empower staff autonomy, and develop leadership at every level, to ensure our staff are professional, skilled and aspirational for all our students.**

## **Our Culture**

**We are committed to fostering a culture of inclusivity in all interactions with our students, staff and stakeholders. Our shared behaviours and professionalism will reflect our values, ensuring a safe, inclusive, respectful, and welcoming environment.**

## **Our Environment**

**We are committed to creating the very best learning environment that supports every student's unique journey. To support this, we aim to provide industry-standard equipment and resources, dedicated student areas, and modern teaching and learning spaces.**

# The leadership behaviours that will shape our future



**This senior leadership behaviour framework has been developed in response to the insights and aspirations shared by colleagues and senior leaders. It sets out the shift needed to move from our current position to the future we want to create.**

By embedding the following five key behaviours, we will build a leadership culture that is consistent, high-performing, and focused on both our students and our people:



- 1 Clarity, Alignment & Accountability**
- 2 Inclusivity & Inclusion**
- 3 Inspiring & Empowering Teams**
- 4 Integrity, Trust & Support Courage**
- 5 Courage, Honesty & Agility**

These behaviours provide a clear, shared standard for how we lead—driving performance while building a culture rooted in engagement, trust, and belonging.

Leading in this way will strengthen morale, improve collaboration, and increase accountability—positioning the College for long-term success, adaptability, and innovation.

This is an opportunity to shape a leadership culture that actively supports our people, reflects our values, and delivers on our shared ambition for the future.

# Leadership Behaviour Framework

**Clarity, Alignment & Accountability**



**Inclusivity & Inclusion**



**Inspiring & Empowering Teams**



**Integrity, Trust & Support**



**Courage, Honesty & Agility**



# Clarity, Alignment & Accountability **1**

Ensuring everyone understands the vision, direction, and priorities and holding ourselves and others accountable.

## Key Actions

- Articulate a vision that is both clear and purpose-driven
- Take responsibility—reflect, adapt, and move forward.
- Set clear priorities and expectations to align teams and enable ownership.
- Help people see how their roles connect to the bigger picture and support student success.
- Own our commitments and expect the same from other.



**1**

# What is the Right Approach?



- Share strategic goals consistently so staff understand how their work drives our success.
- Own our mistakes, learn from them, and act to improve.
- Ensure teams have a shared understanding of priorities to avoid duplication and misalignment.
- Align individual and team goals with College strategy and priorities.
- Follow through on commitments and clarify roles, responsibilities, and timelines to avoid confusion.

# What is the Wrong Approach?



- Messaging is unclear, inconsistent, or infrequent— causing confusion and misalignment.
- Mistakes are dismissed or deflected, rather than owned and addressed.
- Departments operate in silos with competing priorities and limited collaboration.
- Departments operate in silos with competing priorities and limited collaboration.
- Strategic goals stay at the top and are not clearly communicated to teams.
- Accountability is unclear—issues are deflected, and unmet commitments go unaddressed.

# Inclusivity & Inclusion **2**

Acknowledging and celebrating differences to create a true sense of belonging.

## Key Actions



- Lead by example, upholding the College's values to inspire high standards across our community.
- Challenge inconsistencies and favouritism to uphold fairness.
- Encourage a range of voices to create an inclusive environment.
- Ensure all voices are heard, valued, and reflected in how we work.
- Empower others by showing trust and encouraging ownership.

**2**

# What is the Right Approach?



- Bring our values to life in our daily interactions and decision making.
- Actively work to ensure all staff are valued and treated equitably.
- Seek out and consider diverse opinions, whilst considering the impact on the whole College before making decisions.
- Encourage open discussions, actively listen to different perspectives, and ensure everyone feels respected and included.
- Delegate meaningful tasks, provide guidance when needed, and trust your team to make decisions and take ownership.

# What is the Wrong Approach?



- A disconnect between what we say and what we do, leading to distrust.
- Unfair treatment is ignored or overlooked, allowing some individuals preferential treatment while others feel excluded or undervalued.
- Some groups or individuals feel excluded from decision-making or are negatively impacted by them.
- Senior voices dominate conversations, ignore differing views, or allow the same voices to be heard while others feel overlooked.
- Teams or staff members' growth and confidence are limited by micromanagement, interference or lack of delegation.

# Inspiring & Empowering Teams 3

Fostering a culture of support, motivation, and professional growth

## Key Actions

- Coach, develop, and invest in growth to raise aspirations and standards for staff and students
- Give timely, open, and constructive feedback to support growth.
- Celebrate success, acknowledge effort, and value contribution.
- Encourage innovation and welcome fresh perspectives
- Lead with belief, energy, and optimism in our teams' potential.



3

# What is the Right Approach?



- Take time to coach, mentor and support your teams, providing constructive feedback and development opportunities.
- Your expectations are clearly defined, consistently reinforced, and regularly reviewed.
- Take time to acknowledge achievements, express appreciation, and celebrate team and individual successes.
- Create a safe space for experimentation, encourage new ideas, and support change to drive improvement.
- Inspire confidence, motivate our teams, and foster a positive, solution-focused culture.

3

# What is the Wrong Approach?



- Focus only on tasks and outcomes provides limited learning opportunities or development.
- Staff and teams are uncertain about what is expected of them, leading to inconsistency.
- Achievements or hard work are taken for granted, and recognition is inconsistent or only focused on results.
- Resistance to change, dismissal of creative solutions and discouragement of risk-taking.
- Focus on problems rather than possibilities and underestimate the abilities of our teams.

# Integrity, Trust & Support **4**

Creating trust, psychological safety and collaboration.

## Key Actions



- Make timely, fair, and transparent decisions.
- Create psychological safety so people feel confident speaking up.
- Promote cross-team collaboration to break down silos and enhance learning for students and staff.
- Lead with empathy, kindness, and compassion—especially through change.
- Listen to understand, not just to respond.

**4**

# What is the Right Approach?



- We explain the 'why' behind decisions and involve teams in discussion.
- We create safe spaces where people feel comfortable to speak openly.
- We encourage cross-team problem solving and align effort across the organisation.
- We listen to the challenges teams face and provide space for support, clarity, and conversation
- Staff feel heard, understood, and see their input reflected in decisions.

4

# What is the Wrong Approach?



- Decisions are top-down, with little clarity on the reasons for change.
- Staff hold back honest views due to fear of negative consequences.
- Teams pursue conflicting goals, competing for resources instead of working collectively.
- Operational decisions are made without considering emotional or cultural impact on teams.
- Assumptions are made and differing views are dismissed.

# Courage, Honesty & Agility **5**

Making the right decisions, adapting to change, and navigating challenges with resilience

## Key Actions

- Make brave, well-informed decisions—even when they're difficult
- Approach difficult conversations with honesty and respect.
- Adapt quickly to change with resilience and a forward-thinking mindset.
- Promote continuous improvement by learning from failure.
- Balance risk with ambition—driving innovation, raising standards, and improving student outcomes..

**5**



# What is the Right Approach?



- We make informed, timely decisions with clarity and explain the rationale behind them
- We handle sensitive issues with empathy, honesty, and professionalism.
- We assess impact, communicate clearly, and support teams through change.
- We embrace innovation, encourage new thinking, and take smart risks.
- We make strategic decisions that drive progress while managing risk.

# What is the Wrong Approach?



- Decisions are reactive, rushed, and made without stakeholder input, effective planning, proper information or consideration of risks.
- Difficult conversations are avoided, leaving issues unresolved.
- Change is met with resistance, leaving teams feeling uncertain and unsupported.
- Fear of failure limits ambition and stifles innovation.
- An overly cautious mindset prioritises short-term wins over long-term progress.