

The Six Core Values or Themes (AFCIPS)

Additional information to support session

Awareness

Leaders know what's going on.



Awareness

They know what is going on inside themselves. They know and understand what is going on inside other people. They know what's going on behind the glances and statements of other people and they know what's going on in their environment – whether that is the natural environment, a market environment, a political, school or community environment.

Focus

Leaders know what is most important.



Focus

At any given time, in any given set of circumstances, leaders can tell you what is most important. Leaders start meetings by saying: "Folks, what is most important for us to remember right now is..." And they convince people of it. The symbol of the drawing pin is important (draw). A drawing pin works by converting the pressure from all over your thumb – down to a single point capable of puncturing the material it is being punched into. In a similar way, leaders take in information from wherever they can get it. They are then well accustomed to focusing that information down to what it means – and what needs to be done in the face of it.

Creativity

Leaders know what it is they seek to create.



Creativity

Creativity is sometimes a word with a “soft” reputation: “He’s very creative/She’s an idea person/He will come up with something but don’t ask him to implement it”. The kind of creativity I’m talking about is indeed rooted in vision – the ability to see things first in our mind’s eye. But then it is about creating it. Manifestation. And nothing could be harder edged than the ability to make things happen and bring visions and ideas to life.

Integrity

Leaders keep their word.



Integrity

Integrity. Another word that people throw around with rarely taking some time to think about what it actually means. (Suggestions from group). If there are three words that you take away from this week, I hope that they might be what we call ‘The Integrity Challenge’.

Keep your word. Keep your word about big things and keep your word about little things. You will have noticed that we start workshops and meals strictly to schedule. We don’t do this as a ‘power trip’ or an uptight desire to foster discipline... we do it to remind ourselves of the importance of keeping our word. The power of keeping your word goes beyond being conscientious. Keeping your word makes you worthy of trust. There is no greater power that a leader can possess than the trust of those around him. Every time a leader’s word is kept – the amount of trust others can place in them is greater. A physician would call your skin integument – a system where each

and every cell 'keeps its word' to the cells next to it... and by doing so keeps us from being a puddle of guts in the corner. If there is one word that translates immediately into action in the creation of culture – it is the word that requires each and every person in an organisation to keep his or her word. Integrity.

Perseverance

Leaders get back up.



Perseverance

No matter how many times a leader gets knocked down – **they get back up**. They have an almost pathological ability to stand back up when many would ask for the towel to be thrown in. It is, so often, in the face of adversity, complication, resistance, and tragedy that leaders show themselves. Never overlook the opportunity that you as a leader have when things go wrong. The ability to grasp self, to instinctively then grasp the team and to continue to make it possible for the team to grasp the tasks at hand, in any conditions is the ability that defines responsible leadership. What leaders do not do is bang their head against a wall – or put effort into initiatives that are long past their 'consume-by date'. But they don't quit something for no good reason.

Service

Leaders set a purpose for the community they lead.



Service

Leaders do what they do, not only for themselves. They dedicate their words, actions and accomplishments to the greater good. When Columba 1400 was opened, the Moderator of the Church of Scotland composed a prayer of dedication. It makes plain – the tangible, applicable example of Jesus as a

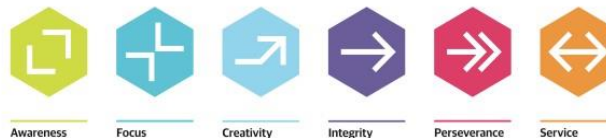
leader who served others, relentlessly. It was a powerful message about the kinds of leaders and the kind of leadership responsibility this place must commit to finding, developing, and positioning.

All six principles are positive, but unattainable. One cannot come home at night and say: "Honey, I've achieved Creativity.... I am going to start working on Integrity tomorrow!" The challenge is for one to display more of these principles today than they did yesterday.

What has been extraordinary is the range of participants who have been able to use this simple code. From vendors of the Big Issue, to fast-tracked executives, to officers of the Armed Forces to street-savvy young leaders from communities at risk across the UK – all have gone away asking themselves if the things they say and do reflect these principles – principles that the communities around us inherently and instinctively trust.

The Columban Values

Represented in Symbol



Summary of values-based leadership

Columba 1400 operates a logical, methodical approach to provide head teachers with an increased ability to create, centre, move and protect the cultures of their schools and local authority.

As tutors our warmth of welcome, warmth of hospitality and sense of a shared journey are behavioural traits which demonstrate our stance.



Awareness

AWARENESS

Increasing awareness of self and as a leader of change. **Who are you?**



Focus

FOCUS

Focusing on their leadership responsibility to shape the internal culture and external identity of their school.

What do you want to achieve?



Creativity

CREATIVITY

Creating a unique vision and leadership presence for their school with the refinement and encouragement of committed peers. **Overcoming barriers**



Integrity

INTEGRITY

Reaffirming their core vocation as an educator and the role model to future generations.

Be true to yourself



Perseverance

PERSERVERANCE

Identifying sources of complication, obstruction and resistance and developing strategies for success.

Continue in the face of adversity



Service

SERVICE

Inspiring their commitment to a spirit of education that is never content unless making an effective and measurable difference.

What do you want to do with your leadership?

Our aim is always to create a psychological safe space which gives participants permission to be themselves. We will always meet people where they are not where we want them to be, which creates the conditions for growth.

Beliefs

Individual

Values

Attitudes

Collective

Behaviours

Performance

Actualisation

Outcomes



Awareness



Focus



Creativity



Integrity



Perseverance



Service