

Table 2.2 SENCO leadership survey

Strategic leadership competence		Skill level *(Indicate 1, 2 or 3)
Leadership – works with others to create the right environment for high performance		
Influencing – influences others to make things happen		
Decision-making – makes well-reasoned and thought-through decisions		
Interpersonal skills – uses a range of skills and approaches to interact effectively with others		
People development – encourages others to develop to their full potential		
Leading change – adopts a proactive approach to change		
Results focus – delivers results which achieve objectives		
Strategic thinker – develops a long-term plan to enable strategies to be met		
Manages resources – uses resources effectively to ensure objectives and goals are met		
Forward planner – defines priorities and plans all resources to achieve strategic objectives		
Operational leadership competence		Skill level *(Indicate 1, 2 or 3)
Leadership – creates a working environment where other colleagues are highly motivated and developed		
Influencing – has the ability to affect other colleagues’ attitudes, beliefs and behaviours without using force or formal authority		
People management – works with other colleagues to get the best from them		
People development – encourages other colleagues’ development by investing own time and effort		
Self-management – shows awareness of the skills and processes necessary for effective self-management		
Interpersonal skills – uses a range of skills and approaches to interact effectively with others		
Change agent – demonstrates an open mind and copes well with uncertainty and ambiguity		
Decision-making – gathers data in order to evaluate the situation and make effective decisions		
Financial management – shows an understanding of resource management and best value principles		

*(Scoring key: 1 = emergent; 2 = developing; 3 = skilled)

SENCOs are likely to feature attributes of both strategic and operational leadership