

Table 1: Last week's Ethical Leadership Dilemma feedback

You receive a reference request from a local school for a classroom teacher on your staff. This member of staff has applied for a leadership position in this other school and they have been offered the position pending references.

However, you have been involved in an unpleasant capability process with the given employee that has spanned over the past 18 months. You are nearing the end of this process and you are about to issue a letter giving this employee their notice.

If this colleague gets another job this would end what has been a very time consuming and draining process that is not likely to get any easier.

Using the Ethical Leadership Framework what do you do?

Virtue		Model Response guided and linked to ethical leadership framework.
1	Trust	<p>As leaders we are trustworthy and reliable. We hold trust on behalf of children and should be beyond reproach. We are honest about our motivation.</p> <p><i>"We all have a duty of care to all students and staff. We should work hard to motivate and support staff. We should ensure that we don't rush into processes to get a quick fix for our league tables. However on occasions when the capability policy is triggered this process should be guided by the policy and be done graciously throughout."</i></p>
2	Wisdom	<p>We use experience, knowledge and insight. We demonstrate moderation and self-awareness. We act calmly and rationally. We serve our schools and colleges with propriety and good sense.</p> <p><i>"Capability issues should always be guided by the policy throughout. This process inevitably causes anxiety and stress for the staff member involved and they should be encouraged to seek the support of their union or an advisor throughout."</i></p>
3	Kindness	<p>Leaders demonstrate respect, generosity of spirit, understanding and good temper. Where unavoidable conflict occurs, difficult messages are given humanely.</p> <p><i>"All efforts should be made to support any staff member who is struggling to improve, in line with the performance management procedures."</i></p> <p><i>"Regardless of how draining or consuming the process may be for us as leaders we should always ensure that we do not allow our stress about this process to inform how we act during this process."</i></p> <p><i>"We should address any difficult situation with kindness keeping the best interests of the children we serve as the motivation behind any action we take"</i></p>
4	Justice	<p>Leaders should be fair and work for the good of all children. We should work fairly for the good of children from all backgrounds. We should seek to enable all young people to lead useful, happy and fulfilling lives.</p>
5	Service	<p>Leaders should be conscientious and dutiful. We should demonstrate humility and self-control, supporting the structures and rules which safeguard quality. Our actions should protect high-quality education.</p> <p><i>"When writing references we should be factual with our information and refer to the job description the candidate has applied for to prepare any reference."</i></p>
6	Courage	<p>Leaders should work courageously in the best interests of children and young people.</p> <p><i>"In this situation if in your professional judgement it would be difficult to write any reference that would be anything other than lukewarm, I would speak to the employee with their representative present about what you feel comfortable and what you don't feel comfortable about putting in a reference with potential employers. Then let the candidate decide whether they want to still include you as a referee. "</i></p>
7	Optimism	<p>Leaders should be positive and encouraging. Despite difficulties and pressures we are developing excellent education provision to change the world for the better."</p> <p><i>"As leaders if we keep the focus on developing excellent provision for our children, developing our staff to be able to deliver that education, ensuring we are balanced in the decision we make then we should be confident we are doing the right thing by the children. "</i></p>