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# Leadership at Wellington College

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# Aims

- Why leadership development is important
- Wellington's aim
- How you can develop leadership
  - Character development
  - Key skills
  - Delivery of training
  - Leadership experience
  - Learning from experience



# Why is leadership development important?

- Pupils perform best when given trust and responsibilities
- Preparation for the challenges beyond school



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# Wellington College's Aim

***“To deliver a world class holistic leadership programme that is focused on developing character and service leadership”***



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# Inspired by:

- Greenleaf – “The Servant Leader”
- Wheatley – “Finding Our Way: Leadership for an Uncertain Time”
- Jaworski – “Synchronicity”
- Gardner – “The Five Minds of the Future”
- Walker – “The Undefended Leader”
- Senge – “The Fifth Discipline”
- Jim Collins - "Good to Great"
- Covey – “7 Habits of Highly Effective People” and “The Leader in Me”
- Goleman – “Working with Emotional Intelligence”
- Hunter “ The World’s Most Powerful Leadership Principle”
- The British Army: “Serve to Lead”
- Wellington’s Wellbeing and Philosophy Programmes
- Boobbyer: “Service Leadership” Chapel Address (09.06.09)
- Puttnum: “Are We Raising the Right Kind of Leader?” ISC Conference

# What is character?

- Character comes from a Greek verb ‘to engrave’
- Character is what we are beneath our masks (personalities)
- Character is our moral and ethical strength to behave according to sound values and principles.
- Character is our moral maturity, our willingness to do the right thing especially when it costs us something.



# What is Character?

- Character is the sum of our habits both our virtues and vices.
- Knowing what is right is the easy part it is doing what is right that difficult and which is a measure of ones character.
- Management is doing it right, leadership is doing the right thing, hence Leadership is merely character in action.



# Why should we focus on developing character?

Walker: Leadership is who we are.

Hunter: "Character is about doing the right things.  
Leadership is about doing the right things."

Leadership is influencing people to contribute their hearts, minds, spirits, creativity and excellence and to give their all for the team.

You do not have to have a position of authority to influence people to be more enthusiastic and more committed to being the best they can be.



# Why should we focus on developing character?

“The world between stimulus and response is the world of character. Character is the will to respond to stimuli according to values and principles, rather than to appetites, urges, whims or impulses. We are not animals.” Hunter

Theodore Roosevelt: "To educate a person in mind and not in morals is to educate a menace to society."

“Personality is what opens the door; character is what keeps it open” Sir Alan Sugar, The Apprentice.



# Developing character

- Every day we battle between what we want to do and what we know we ought to do.
- You develop character by winning these battles over and over again until they become habit.



# How we develop character

- Decide on values – personal and collective
- Measure behaviour against values
- Reflection - journals
- Develop emotional resilience - wellbeing
- Take pupils out of their comfort zones, using the Eight Aptitudes



# Celebrate Character

- Talent is celebrated everywhere and yet talent is often innate and hence not that worthy of our admiration.
- Character is crafted by winning thousands of internal moral battles. Hence character should be championed above all else.



# Why develop service leadership

- We have a responsibility to society
  - Lord Puttnum – Are we raising the right kind of leaders?
- We can make a difference through service
- Important for spiritual and moral growth
- Corruption in business and politics
- It is a well tested and extremely effective style of leadership
  - In Fortune's list "The 100 Best Companies to Work for," four of the top five on the list specifically practise Servant Leadership



# How we develop service leadership

- Ask pupils to take responsibility for themselves, others and tasks
- Reflect on their experiences
- Complete community projects (locally and internationally)
- Work with people who are less privileged
- Study successful leaders who have served (Ghandi, Luther King, Mandela etc. and modern examples)

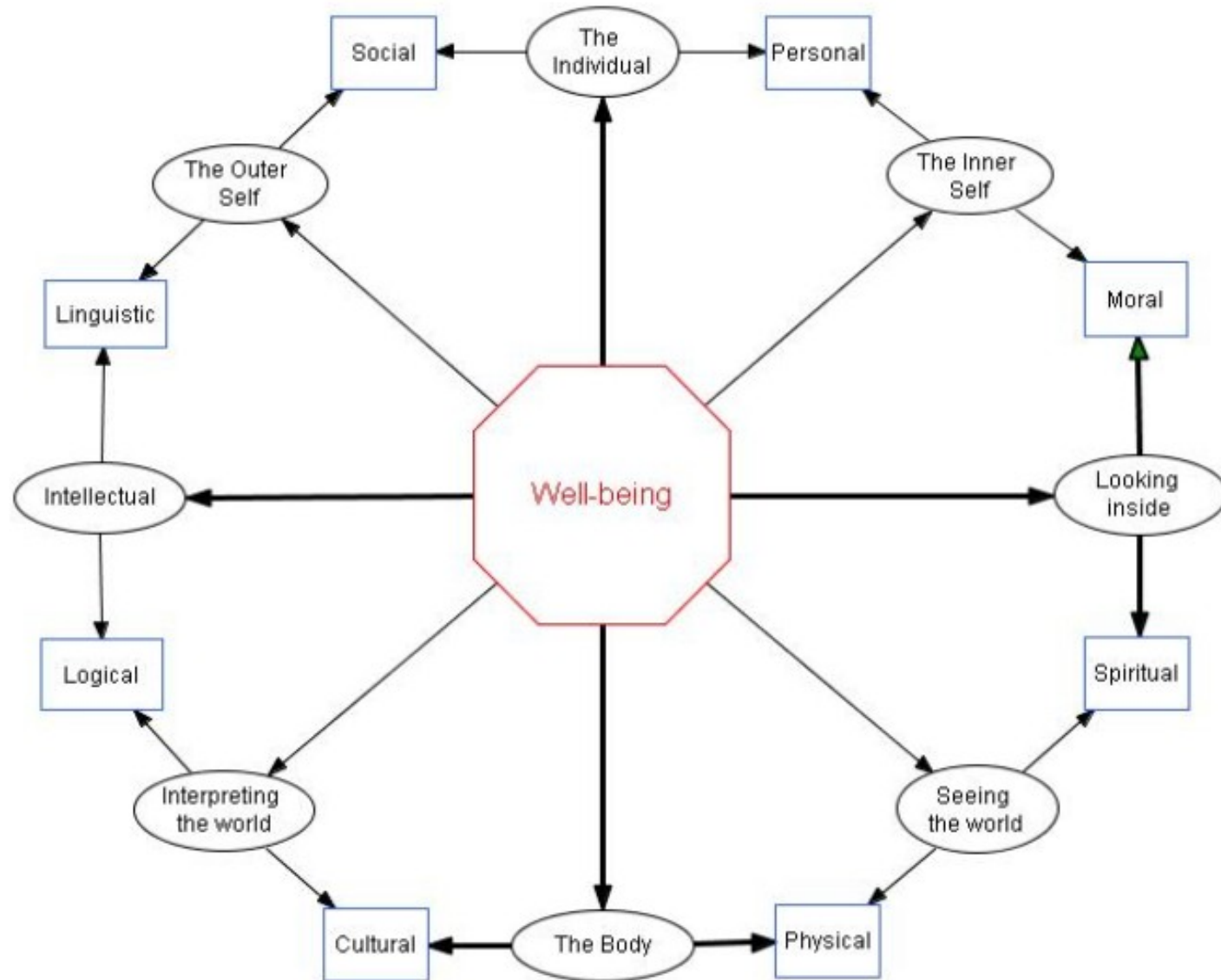


# Training Leadership Skills



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# Skills – The Eight Aptitudes - R. Auger, 2007



# Skill Development

- Linguistic
  - Emphasis on listening
- Social and Personal
  - Assertiveness
  - Managing conflict
  - Persuasion, influence and inspiration
- Moral and Spiritual
  - “Serve to lead”, Royal Military Academy Sandhurst
  - Charitable activities
  - Power and corruption



# Skill Development

- Physical
  - Wellbeing
- Cultural
  - Values and attitudes
- Logical
  - Planning and Decision making
  - Time management



# Training for all

- 3<sup>rd</sup> form – 8 week compulsory programme
- 4<sup>th</sup> form – CCF
- 5<sup>th</sup> form – CCF/community service
- LVI – 2 day package
- UVI - 2 day package
- Staff – CPD sessions
- Training for the wider community – conferences and summer courses



# Optional Training

- CCF
- Duke of Edinburgh Award Scheme
- Hype
- Peer mentor training
- Outdoor activity courses
- External leadership courses held at Wellington e.g. Youth of Today Summer Residential



# Optional Training

- Conferences
- Summer leadership course
- Seminars/training sessions (4<sup>th</sup>-UVI)
- The Social Apprentice
- Additional service projects
  
- Qualifications: Junior, Intermediate and Senior Diplomas.



# Leadership Experience

- Prefects
- Peer mentoring
- Departmental committees
- In Houses
- Extra-curricular activities
- Service/charity work



# Learning from experience

- Wellington Leadership diploma (Junior, Intermediate and Senior)
  - Structured using the Eight Aptitudes
  - Record experiences
  - Reflect on what has been learnt
  - Used for prefect selection, UCAS and CVs



# Partnerships we are developing

- Exeter University
- Simon Walker, Oxford University
- The Young Foundation
- The Youth of Today
- Future Foundations
- Range of schools, including St John's College, Johannesburg, Oakham, Bristol Grammar School, etc.
- Royal Military Academy Sandhurst
- Charities: Heroes, Change-makers, St Clement and St James Community Development Project etc.
- Prep and primary schools (leadership days)
- Institute of Education, London and Ninestiles School, Birmingham, MBA



# Summary

***“To deliver a world class holistic leadership programme that is focused on developing character and service leadership”***

Through training, leadership experience and partnerships



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