**5.6 Self-awareness & Self-management Skills**

*The Principal demonstrates an awareness of his/her strengths and weaknesses. He/she demonstrates an ability to manage emotions effectively and to respond appropriately to one’s own emotions and to the emotions of others. The Principal receives and gives feedback; he/she models and promotes a culture of self-reflection.*

**Outline ONE SPECIFIC EXAMPLE of how and where you have displayed this competency.**

I worked as Deputy Principal in one school (420 students) but last year I was appointed as Deputy Principal in a school of 1100 students. I was used to working as a single Deputy and I now found myself in a role with two other Deputy Principals.

During the first number of months, I found adapting to the role of being a third Deputy Principal immensely challenging. Due to the large number of staff I found it more difficult than I had envisaged to build relationships and gain trust. This was compounded by the fact that the staff have an excellent relationship with the other deputies and I struggled to establish myself in the vision that I had for the role. I lamented the fact I had to let go of the many responsibilities to which I had become accustomed and questioned my ability to forge the necessary professional relationships in order to deliver the best education for our students.

Over time however, my individual responsibilities emerged, and I began to feel a greater sense of belonging through building important relationships with staff and the other members of senior management team. On reflection, I realised that I had been afforded the time to adjust and adapt to my new position and that strong professional relationships are often slow to foster. As a large and growing school, I began to understand that distributive leadership was the key to us sustaining our ability to perform effectively as a senior management team. Over time we identified both our individual and collective strengths, established a clear demarcation of certain roles in supporting the Principal whilst enhancing our collaboration in other areas. While I found the initial transition as a third Deputy Principal quite challenging, the benefits of a strong team dynamic are now more apparent and has strengthened us as a cohesive senior management team with a shared vision.