

IB Learner Profile for School Leaders

Since it was published and made applicable to all IB programmes, the IB learner profile has been used and made applicable to many situations. This abridged table of learner profile attributes, responsibilities and indicators for school leaders is taken from *The Diploma Programme: from principles to practice* (2009).

Attributes	Responsibilities	Indicators
Inquirers	Pedagogical leadership Demonstrate lifelong learning	Passionate about research into effective schooling, teaching and learning, management of change Constantly evaluating with a view to improving practice
Knowledgeable	Understand IB principles and practices Understand cultural and local contexts	Understands local context as well as being globally aware and concerned
Thinkers	Enhance the collective intelligence of the organization	Backs up decisions with clear, reasoned evidence of how conclusions were reached Thinks creatively
Communicators	Transparency Collaboration	All agendas are open Decision-making is collaborative Communicates in several languages
Principled	Accept responsibility for their actions and do not blame others	Decisions are based on ethical grounds Leadership is based on integrity, honesty, fairness and compassion
Open-minded	Value the perspectives of others that might be different from their own	Encourages an open, critical debate of issues Reacts positively to criticism from others
Caring	Sensitive to school climate Compassionate behaviour Support staff development	Good of the school comes before self-interest Models ethical behaviour Supportive of staff as well as students
Risk-takers	Visionary leadership Prepared to delegate leadership to others Courageous	Open to new and different ideas to improve the quality of the programme and the learning environment
Balanced	Development of the whole child emphasized Support Diploma Programme core	Looks for evidence of growth and development in all areas of school life
Reflective	Constructively self-critical Striving to improve	Encourages and facilitates evaluative feedback from the whole school community (students, teachers, as well as board)