

Policy Type: Executive Expectations

Leadership Competencies

The Board of Education recognizes the link between exceptional leadership and excellent district, staff and student performance; between a positive and motivated work environment and high staff retention. Because of this, the Board of Education supports, encourages and calls for the Superintendent to practice the executive skills that contribute to an organization of excellence. These competencies include, but are not limited to:

- 1) Exhibit leadership competencies in area of: Personal Proficiencies
 - a) Listens actively vs. selectively; asks open-ended, positive questions for understanding
 - b) Acts with integrity, truthfulness and transparency
 - c) Communicates in a positive manner: inspires greatness and growth
 - d) Exhibits positive energy, vigor
 - e) Displays othermindedness, empathy
 - f) Assesses and recognizes own strengths and weaknesses; pursues self-development
 - g) Self-confident

- 2) Exhibit competencies in areas of: Leading Others - Nurturing Climate
 - a) Creates a positive environment that encourages people to find satisfaction and meaning through their contributions
 - b) Champions high levels of trust and respect throughout the District, affirming that all relationships should be based on trust and mutual respect
 - c) Positively influence others to action
 - d) Clear about challenges, and cultivates faith, hope and collaboration
 - e) Builds a participative culture by encouraging creative, new and different ideas from staff
 - f) Ability and eagerness to empower, motivate and engage staff at the District, building and departmental levels
 - g) Requires leaders throughout the District to also lead using motivating, empowering, trusting, and positive means
 - h) Rewards achievements and expresses gratitude
 - i) Develops and supports others

- 3) Exhibit competencies in areas of: Leading Others - District Leadership
 - a) Has a talent to execute and get things done
 - b) Engages in strategic and forward thinking: Formulates objectives and priorities; implements plans consistent with the District End(s).
 - c) Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change
 - d) Is courageous when it comes to making tough calls for the better of the District, staff and students.
 - e) Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals

The greatest of organizations have leaders in all levels that develop, grow and display these qualities.

Develop a culture worthy of commitment, not a culture of compliance

~ Mark Parrish, CEO, Igloo

Adopted: June 14, 2017

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