

# CAPACITY DEVELOPMENT

# COMMITMENT TO GROWTH

**Consistently reflects on one’s practice and passionately pursues opportunities to learn while growing self and others**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>Reflects on own practice to identify and prioritize growth areas.</li> <li>Pursues own professional learning in alignment with growth areas.</li> <li>Actively researches and implements best practices to achieve success in individual work.</li> <li>Encourages and coaches those who need additional support</li> <li>Is a sought-after source of ideas, advice, and coaching by department members.</li> </ul>	<ul style="list-style-type: none"> <li>Provides opportunities for other team members to lead--formally and informally--in various settings</li> <li>Actively identifies and coaches leaders on the team and invests in their growth and development</li> <li>Provides high-quality feedback so individuals and teams can improve</li> <li>Ensures high-quality professional learning opportunities are available for all team members</li> <li>Acknowledges team members’ talent and encourages their professional growth.</li> </ul>	<ul style="list-style-type: none"> <li>Delegates critical responsibilities to rising leaders to build their capacity; supports them as they learn through targeted coaching</li> <li>Consistently supports and facilitates high-quality, collaborative professional learning opportunities for all department members</li> <li>Contributes to a culture of self-reflection and goal-setting; all team members have identified growth areas, including goals for how they plan to grow and improve this year</li> <li>Provides high-quality feedback so individuals and teams can improve</li> <li>Invests in building team talent, understanding others’ personal goals and enabling their professional growth; acts as a sounding board and support for team</li> </ul>	<ul style="list-style-type: none"> <li>Creates and sustains a system that prioritizes distributive leadership at all levels</li> <li>Actively identifies future leaders at every level--cognizant of groups that have been underrepresented in MISD-- and invests in their growth</li> <li>Encourages and reinforces a culture of self-reflection and goal-setting with team members</li> <li>Acts as a coach and sounding board for leaders within the organization and builds their capacity to develop and retain staff</li> <li>Serves as a role model in delivering direct and actionable positive and constructive feedback and development</li> <li>Creates structures that allow leaders to invest in building team talent, understanding personal goals and enabling professional growth; acts as support for staff</li> </ul>

## Makes decisions driven by values and informed by data

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>• Demonstrates personal alignment to Mesquite ISD's core values and vision; holds self accountable</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates personal alignment to Mesquite ISD's core values and vision; holds self and team accountable</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates personal alignment to Mesquite ISD's core values and vision; holds self and department accountable</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates personal alignment to Mesquite ISD's core values and vision; holds self and organization accountable</li> </ul>
<ul style="list-style-type: none"> <li>• Continuously monitors effectiveness to inform decisions and adjusts strategies based on available data</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously monitors across the team and adjusts strategies based on available data</li> </ul>	<ul style="list-style-type: none"> <li>• Holds self and team leaders accountable using feedback aligned to individual and team goals</li> </ul>	<ul style="list-style-type: none"> <li>• Holds self and organization accountable using feedback aligned to district goals</li> </ul>
<ul style="list-style-type: none"> <li>• Engages in inclusive decision-making; actively participates in opportunities and processes to develop department goals</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engages team members in making ethical decisions when developing policies to promote the district's shared vision</li> </ul>	<ul style="list-style-type: none"> <li>• Uses high-quality data to continuously monitor progress; makes decisions and adjusts strategies to achieve goals and metrics of growth success for the team</li> </ul>	<ul style="list-style-type: none"> <li>• Uses high-quality data to continuously monitor progress; makes decisions and adjusts strategies to achieve goals and metrics of growth and success for the organization</li> </ul>
<ul style="list-style-type: none"> <li>• When making decisions, ensures alignment with core values, considers any relevant data, and takes responsibility for outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitates collaborative analysis of high-quality data and ensures that team members are equipped to interpret it and take action</li> </ul>	<ul style="list-style-type: none"> <li>• Creates and maintains strong, collaborative, high-quality data analysis routines; ensures that staff members are equipped to interpret data and take action</li> </ul>	<ul style="list-style-type: none"> <li>• Actively includes and empowers staff members to make key decisions that promote the district's shared vision</li> </ul>
<ul style="list-style-type: none"> <li>• Acts decisively; recognizes when a decision is required and either takes prompt action or elevates it as issues emerge</li> </ul>		<ul style="list-style-type: none"> <li>• Actively includes team in making key decisions about systems and processes to promote the district's shared vision</li> </ul>	<ul style="list-style-type: none"> <li>• In challenging decision-making circumstances, continues to navigate decisions based on Mesquite ISD's core values</li> </ul>

# VISIONARY LEADERSHIP

# PASSION FOR RESULTS

## Embraces/develops a shared vision and effectively communicates the path forward

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>• Sets ambitious goals for own work in alignment with department and district vision and in collaboration with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures team goals align to department and districtwide vision</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures department goals align to districtwide vision</li> </ul>	<ul style="list-style-type: none"> <li>• Builds a sense of shared purpose across the district and maintains a focus on exciting and compelling future outcomes</li> </ul>
<ul style="list-style-type: none"> <li>• Inspires stakeholders around ambitious vision and compelling future outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires and involves peers and team in setting ambitious goals</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires and involves team in developing an ambitious vision</li> </ul>	<ul style="list-style-type: none"> <li>• Is forward thinking and embraces change, ambiguity, and uncertainty; anticipates challenges and provides support to others throughout the change process</li> </ul>
<ul style="list-style-type: none"> <li>• Shows evidence of embracing the district's vision and strategic priorities through actions</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts communication to needs of audiences to build a sense of shared purpose and continuous growth</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicates how the work of individuals and the team contributes to achieving the vision</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively engages all stakeholders in large-scale, complex change processes</li> </ul>
	<ul style="list-style-type: none"> <li>• Influences team and others to achieve goals</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures communication of relevant messages to a range of internal and external audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Models communication style attuned to stakeholder dynamics and adapts to meet needs of organization leaders, key stakeholders, and constituent groups</li> </ul>
		<ul style="list-style-type: none"> <li>• Is forward thinking and embraces change, ambiguity, and uncertainty; supports and encourages others through difficult change; effectively leads change efforts</li> </ul>	

# ACHIEVEMENT ORIENTED

# PASSION FOR RESULTS

**Sets goals, seeks evidence of impact, and holds self and others accountable to achievement.**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>• Demonstrates confidence in ability to perform a task or achieve a goal</li> <li>• Develops goal oriented short and long term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates confidence in their team's ability to perform a task or achieve a goal</li> <li>• Collaborates with team members to develop goal oriented short and long term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates confidence in staff's ability to perform a task or achieve a goal</li> <li>• Ensure cohesion across team short and long term goals</li> </ul>	<ul style="list-style-type: none"> <li>• Creates and maintains a districtwide culture where others can successfully perform a task or achieve a goal</li> </ul>
<ul style="list-style-type: none"> <li>• Continuously measures impact of support through self reflection of systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Uses individual and team goals to drive the focus and work</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the development of ambitious and measurable goals aligned to district shared vision and strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains a district wide focus on goals</li> </ul>
<ul style="list-style-type: none"> <li>• Is comfortable with change and ambiguity; perseveres through uncertainty and seeks solutions that lead to growth</li> </ul>	<ul style="list-style-type: none"> <li>• Holds self and team accountable to best practices that lead to the achievement of set goals</li> </ul>	<ul style="list-style-type: none"> <li>• Models personal accountability and contributes to a culture where staff evaluate their practice and seek evidence of impact</li> </ul>	<ul style="list-style-type: none"> <li>• Builds consensus around ambitious and measurable district-wide goals aligned to the district shared vision</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrates role specific knowledge, as evident by consistent implementation of best practices and job performance</li> </ul>	<ul style="list-style-type: none"> <li>• Supports others through change and ambiguity; demonstrates initiative in the face of uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively and continuously improves performance across all areas of responsibility by focusing on needed areas of improvement and enhancing of strengths</li> </ul>	<ul style="list-style-type: none"> <li>• Models personal accountability and creates and maintains a culture where staff evaluate their practice and seek evidence of impact</li> </ul>
	<ul style="list-style-type: none"> <li>• Proactively and continuously improves performance across the team by focusing on needed areas of improvement and enhancing of strengths</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures successful performance and growth through frequent observation, coaching, and development of others</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively and continuously improves district-wide performance by focusing on needed areas of improvement and enhancing of strengths</li> </ul>
	<ul style="list-style-type: none"> <li>• Coaches, develops and supports team members to demonstrate best practices</li> </ul>		<ul style="list-style-type: none"> <li>• Frequently observes and effectively coaches, develops, and holds others accountable in order to improve their practice</li> </ul>

# LEADING FOR EQUITABLE OUTCOMES

# PASSION FOR RESULTS

**Ensures actions are highly nimble and responsive to the varying needs of others and the organization.**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>● Holds and consistently displays high expectations and a growth mindset for department and themselves</li> </ul>	<ul style="list-style-type: none"> <li>● Strives to lead team in achieving results beyond what is expected</li> </ul>	<ul style="list-style-type: none"> <li>● Regularly evaluates outcomes with an equity lens; takes action to close any identified gaps</li> </ul>	<ul style="list-style-type: none"> <li>● Models and demonstrates for others how to evaluate with an equity lens and make appropriate adjustments</li> </ul>
<ul style="list-style-type: none"> <li>● Takes initiative to solve problems and to achieve results beyond what is expected</li> </ul>	<ul style="list-style-type: none"> <li>● Critically reflects on self behaviors and takes a culturally responsive and inclusive approach with team and others</li> </ul>	<ul style="list-style-type: none"> <li>● Critically reflects on self behaviors and takes a culturally responsive and inclusive approach in leading teams</li> </ul>	<ul style="list-style-type: none"> <li>● Models critical reflection of own behaviors and takes a culturally responsive and inclusive approach districtwide</li> </ul>
<ul style="list-style-type: none"> <li>● Critically reflects on self behaviors and takes a culturally responsive and inclusive approach in working with department</li> </ul>	<ul style="list-style-type: none"> <li>● Devotes additional effort to promoting the professional growth and well-being of the team</li> </ul>	<ul style="list-style-type: none"> <li>● Devotes additional effort to promoting the academic growth and well-being of the department</li> </ul>	<ul style="list-style-type: none"> <li>● Actively ensure that bias – whether conscious or unconscious – does not negatively impact students, staff, stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>● Builds trust with colleagues across varying points of view</li> </ul>		<ul style="list-style-type: none"> <li>● Speaks openly and publicly in celebration of diversity and holds a high regard for all members of the Mesquite community</li> </ul>	<ul style="list-style-type: none"> <li>● Devotes additional effort to promoting the academic and professional growth and well-being of all stakeholders--particularly those who require additional support</li> </ul>
<ul style="list-style-type: none"> <li>● Devotes additional effort to promoting their own professional growth and well-being</li> </ul>			<ul style="list-style-type: none"> <li>● Ensures the presence of structures for equity-based conversations within the school</li> </ul>

# EFFECTIVE COMMUNICATION

# HEART FOR OTHERS

**Applies the skills of listening, reflecting, empathizing, and synthesizing to influence and impact others and the community**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>Is highly-responsive and accessible to stakeholders</li> <li>Actively listens to others, identifies perspectives, and respects all viewpoints; fosters and encourages this skill in others</li> <li>Consistently seeks to constructively engage and find a resolution when there is a disagreement, confrontation, or complaint</li> <li>Adapts communication style to meet needs of different audiences</li> </ul>	<ul style="list-style-type: none"> <li>Is highly-responsive and accessible to stakeholders</li> <li>Models open dialogue across varying points of view</li> <li>Actively listens to others, identifies perspectives, and respects all viewpoints; fosters and encourages this skill in team members</li> <li>Consistently supports team members and seeks to constructively resolve confrontations, disagreements, or complaints</li> <li>Provides clarity to team through timely communication-ensures team members are always clear about their responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Is highly-responsive and accessible; contributes to a culture of accessibility and responsiveness to all stakeholders</li> <li>Models candid conversations</li> <li>Actively listens to others, identifies perspectives, and respects all viewpoints; fosters and encourages this skill in team members and stakeholders</li> <li>Consistently seeks to constructively resolve confrontations, disagreements, or complaints</li> <li>Encourages open communication throughout the department, including encouraging staff to communicate their feedback and ideas to the department leadership team</li> </ul>	<ul style="list-style-type: none"> <li>Is highly-responsive; creates and maintains a district-wide culture of accessibility to all stakeholders</li> <li>Models open dialogue across varying points of view</li> <li>Anticipates and resolves confrontations, disagreements, or complaints in a constructive manner</li> <li>Models communication style attuned to stakeholder dynamics and utilizes a variety of channels to meet needs of organization leaders, key stakeholders, and constituent groups</li> <li>Creates systems to ensure efficient and timely communication of information throughout the department/district, both internal communication for staff and external communication for families and community members</li> </ul>

# COLLABORATIVE RELATIONSHIPS

# HEART FOR OTHERS

**Develops partnerships and meaningful relationships with people from diverse experiences.**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>Highly collaborative; respected by and respectful to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Promotes collaboration and fosters mutual respect among all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Engages with other leaders across the district to enable effective collaboration across departments</li> </ul>	<ul style="list-style-type: none"> <li>Creates an environment where collaboration is valued and ideas are shared to improve student achievement-build structures that allow for collaboration</li> </ul>
<ul style="list-style-type: none"> <li>Builds and maintains strong relationships with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Helps team members to build strong relationships with each other, resulting in stronger team morale and sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>Helps team members build strong relationships with each other, resulting in stronger team morale and sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>Creates a district-wide culture in which all stakeholders are treated with respect and consideration regardless of position, background, or identity and builds trust</li> </ul>
<ul style="list-style-type: none"> <li>Celebrates diversity and advocates for others</li> </ul>	<ul style="list-style-type: none"> <li>Celebrates and upholds the importance of diversity; creates teams where diversity in all aspects is valued</li> </ul>	<ul style="list-style-type: none"> <li>Cultivates trust and compels others to follow by consistently leading with authenticity and integrity</li> </ul>	<ul style="list-style-type: none"> <li>Is a connector of people to enable strong relationships throughout the district and across departments</li> </ul>
<ul style="list-style-type: none"> <li>Creates an environment in which others are known by name, strength, and need; and families are welcomed, respected, and valued as partners</li> </ul>	<ul style="list-style-type: none"> <li>Encourages and supports the team to create an environment in which others are known by name, strength, and need; and families are welcomed, respected, and valued as partners</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to an environment in which others are known by name, strength, and need; and families are welcomed, respected, and valued as partners</li> </ul>	<ul style="list-style-type: none"> <li>Creates and maintains a district environment in which all stakeholders are known by name, strength, and need; families are welcomed, respected, and valued as partners</li> </ul>
<ul style="list-style-type: none"> <li>Contributes to a culture of collaboration; when working with others, is always prepared, engaged, and actively listening and contributing; is a sought-after team member</li> </ul>	<ul style="list-style-type: none"> <li>Nurtures a thriving culture of collaboration within the team; when working with other leaders, is always prepared, engaged, and actively listening and contributing; is a sought-after team member</li> </ul>	<ul style="list-style-type: none"> <li>Supports, guides, and develops structures that nurture a thriving culture of collaboration among and between team members and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Creates and maintains a thriving culture of collaboration amongst and between district and community</li> </ul>

# RECOGNITION OF OTHERS

# HEART FOR OTHERS

**Celebrates and recognizes the impact and value of people.**

Leading Self	Leading Others	Leading Leaders	Leading the Organization
<ul style="list-style-type: none"> <li>● Habitually expects positive results from their efforts and encourages others</li> </ul>	<ul style="list-style-type: none"> <li>● Habitually expects positive results from teammates and self and encourages others</li> </ul>	<ul style="list-style-type: none"> <li>● Habitually expects positive results from efforts of the department and encourages others</li> </ul>	<ul style="list-style-type: none"> <li>● Habitually expects positive results from efforts school wide and encourages others</li> </ul>
<ul style="list-style-type: none"> <li>● Fairly and publicly recognizes and celebrates the accomplishments of colleagues</li> </ul>	<ul style="list-style-type: none"> <li>● Fairly and publicly recognizes and celebrates the accomplishments of the team and individual members</li> </ul>	<ul style="list-style-type: none"> <li>● Fairly and publicly recognizes and celebrates the accomplishments of the teams and department</li> </ul>	<ul style="list-style-type: none"> <li>● Creates a districtwide culture in which the accomplishments of students, teams, schools and departments are fairly and publicly recognized</li> </ul>
<ul style="list-style-type: none"> <li>● Consistently recognizes and rewards colleagues who are distinguished by exceptional commitment and performance</li> </ul>	<ul style="list-style-type: none"> <li>● Consistently recognizes and rewards team members who are distinguished by exceptional commitment and performance</li> </ul>	<ul style="list-style-type: none"> <li>● Creates systems for celebration and recognition</li> </ul>	<ul style="list-style-type: none"> <li>● Models, creates and maintains a districtwide culture of positivity, reflection, and application of learning to achieve district wide goals</li> </ul>
<ul style="list-style-type: none"> <li>● Specific in providing praise and recognition</li> </ul>	<ul style="list-style-type: none"> <li>● Specific in providing praise and recognition</li> </ul>	<ul style="list-style-type: none"> <li>● Consistently recognizes and rewards individuals who are distinguished by exceptional commitment and performance</li> </ul>	<ul style="list-style-type: none"> <li>● Creates a psychologically safe environment for all stakeholders to learn and grow from success and failures</li> </ul>
	<ul style="list-style-type: none"> <li>● Contributes to creating systems for celebration and recognition</li> </ul>	<ul style="list-style-type: none"> <li>● Specific in providing praise and recognition</li> </ul>	<ul style="list-style-type: none"> <li>● Specific in providing praise and recognition</li> </ul>