

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

Makes decisions driven by values and informed by data

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

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

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

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

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

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

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