



# LEADER OF LEADERS

We **GROW** Leaders • We **INSPIRE** Innovation • We **STRIVE** for Excellence • We **DEVELOP** Relationships



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## We **GROW** Leaders

### **Foster Ownership** Takes responsibility for growth in self and others

- Models holding self-accountable and contributes to a campus culture where staff evaluate their practice and contribution towards campus goals
- Supports the development of measurable campus-wide goals that are aligned to campus needs and the district's vision
- Supports self and team members' professional learning by identifying potential areas of growth and learning opportunities
- Consistently exhibits pride in own work and has a belief that own work is a critical lever for student and district success
- Encourages team, leaders and self to operate with a sense of urgency, responsibility and purpose because of the significance of that impact and empower others

### **Pursue Continuous Growth** Seeks out and incorporates feedback into one's practice; models being a learner and continuously seeks to grow & improve

- Actively seeks and effectively applies feedback from all stakeholders; builds a culture of regularly seeking and providing productive feedback
- Models continuous reflection on own actions and behaviors, accurately identifies areas of strength and growth, and works to improve
- Shares and applies new learning to improve staff and personal performance
- Models a commitment to continuous learning and improvement through engagement in professional learning based on their needs
- Supports facilitation of high-quality professional development that is relevant to the needs of the campus
- Models a growth mindset for students, staff, leaders and themselves
- Provides opportunities for coaching and development for a growth mindset within the team

### **Empower Others** Distributes leadership, giving people the opportunity to impact growth

- Intentionally provides opportunities to rising leaders to lead critical tasks and decisions; supports and gives feedback through the progression of the work
- Actively identifies future leaders and invests time and effort into supporting their growth and development
- Identifies and mentors high potential future leaders with the goal of contributing to a strong school leadership pipeline
- Provides effective coaching to team members to support their growth, including providing candid feedback about both strengths and areas for growth
- Conducts evaluation and continuous feedback cycles that are developmentally oriented and an effective tool to support the growth of staff throughout the campus

## We **INSPIRE** Innovation

### **Take Initiative** Anticipates and solves problems proactively, with resilience

- Models resilience through tenacity in difficult, high-pressure situations while keeping a professional composure
- Sustains a school-wide culture in which staff take initiative to act and solve problems to ensure outcomes are achieved

### **Seek Innovation and Change** Actively embraces new ideas and creative solutions; leads others through change

- Encourages the implementation of new initiatives that serve the campus' mission and goals
- Fosters a culture where staff members are able express opinions contrary to those of authority
- Creates a risk free environment for productively challenging the status quo in departments and on campus
- Builds a culture where change is met with optimism; models flexibility and adaptability to challenges and successes
- Actively supports and remains accessible to staff during times of change or stress
- Communicates changing dynamics to teams to develop a shared understanding



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## We **INSPIRE** Innovation *continued*

### **Celebrate Achievement** Recognizes and celebrates others for achievements; uses recognition to reinforce positive efforts

- Systematically and fairly recognizes and celebrates the accomplishments of students and staff
- Inspires students and teams to accomplish their goals and provides guidance and support in doing so
- Consistently celebrates and rewards individuals and teams who stand out with exceptional commitment and achievements through specific praise and special touches

## We **STRIVE** for Excellence

### **Focus on Student Success** Takes personal accountability for student outcomes and advancing student success

- Ensures cohesion across departmental/team goals
- Utilize district protocol to analyze various data sets
- Demonstrates ability and capacity to collect, monitor, analyze, and act on multiple forms of relevant data to track growth towards goals
- Analyzes and Identifies patterns across different data sets and uses insight to solve complex problems impacting multiple parts of the campus/department
- Proactively and continuously improves performance in school by evaluating progress towards goals and identifying areas of improvement
- Collaborates with teachers and staff to develop a continuous improvement plan
- Acts decisively; recognizes when a decision is required and either takes prompt action or elevates it as issues emerge
- Makes sound decisions when faced with differing stakeholder perspectives or ambiguous information, based on the campus's needs and objectives

### **Project Positive Presence** Exhibits poise, confidence, loyalty and integrity in all interactions

- Consistently exhibits professionalism, honesty, integrity, fairness, stewardship, trust, respect, and confidentiality and maintains this expectation for staff
- Models high standards of honesty, trust, respect, and confidentiality for team members
- Promotes a culture of cohesion and assuming the best in others; demonstrates a genuine interest in what may be learned from others
- Coaches team leaders on how to productively resolve conflict and directly intervenes as needed
- Models positivity and optimism for students, families and staff
- Highly-responsive, visible and accessible; contributes to a culture of accessibility and responsiveness to all stakeholders

### **Live the Vision** Understands that "We are all Garland ISD" – every individual's actions contribute to reaching the future by driving excellence, one student at a time

- Builds a shared vision of success for team, working in collaboration with team members so that the vision is understood and owned by all
- Ensures departmental/team goals align to school and district-wide vision and are cohesive with each other
- Personally models and actively ensures adherence to Garland ISD's core values and promotion of the mission and vision of the district; decisions are rooted in "We are all Garland ISD"
- Delivers compelling and inspiring messages to internal and external audiences that demonstrates a shared understanding and connection to campus and district vision



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## We **DEVELOP** Relationships

### **Embrace Diversity** Values and celebrates all cultures and communities; fosters an inclusive environment for all, honoring backgrounds and identities

- Facilitates an inclusive environment for students and staff of all backgrounds and advocates for their needs
- Forms groups/teams to include variant perspectives and backgrounds
- Nurtures a thriving culture of collaboration within the team and when working with other leaders
- Speaks openly and publicly in celebration of diversity and regard for all members of the Garland community
- Promotes equity and inclusion as top priorities for all teams in the school; seeks to eliminate bias decisions and interaction with all stakeholders
- Review policies and procedures that create and promote unintentional bias practices

### **Communicate Effectively** Communicates clearly, proactively, and transparently with all stakeholders

- Actively listens to others and responds with an acknowledgement and respect of their perspective; models and encourages this skill in teams
- Is consistently accessible and responsive to all stakeholders through different forms of verbal and written communication and enforces these expectations campus-wide
- Works collaboratively to streamline information and messaging to ensure teams have the necessary notice to take action
- Adapts communication style across the needs of all stakeholders and is influential and inspiring to others

### **Act with Compassion** Shows empathy and care for all stakeholders, upholding high expectations for self, students, and staff

- Aware and informed about the personal circumstances and needs of students and staff while maintaining professional standards
- Acknowledges significant events in the lives of students and colleagues with care, respect, and compassion
- Models empathy for leaders, teachers, students and colleagues and drives to ensure achievement of Garland ISD values, goals and vision
- Facilitates opportunities for team leaders to build empathy and understand the perspectives of others (students, families, colleagues, team members)