



Central Office  
**LEADER OF OTHERS**

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



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**GROW** Leaders  
**INSPIRE** Innovation  
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**DEVELOP** Relationships

## We **GROW** Leaders

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

- Holds self accountable to meeting individual and team goals
- Uses district and department goals to drive the focus and work of the team
- Supports self and team members' professional learning by identifying potential areas of growth and learning opportunities
- Consistently takes pride in own work and believes that own actions and responsibility are critical lever for district success and student achievement
- Encourages team 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
- Continuously reflects on own actions and behaviors, accurately identifies areas of strength and growth, and works to improve
- Develops procedures that ensure team members have time/space to reflect and identify needed areas of improvement and strengths
- Demonstrates a commitment to continuous learning and improvement through engagement in professional learning based on their needs
- Routinely demonstrates a growth mindset with staff and themselves
- Creates a safe and supportive environment to ensure failures are embraced and used as opportunities for mindset growth amongst students and staff

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

- Provides opportunities for team members to expand their reach and lead in different ways
- Actively identifies high potential 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 leadership pipeline
- Provides coaching and feedback to develop the leadership capacity of staff members

## We **INSPIRE** Innovation

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

- Supports and encourages team members to persevere in challenging situations; create culture of learning from failures and obstacles
- Encourages team to 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

- Unlocks creative, innovative thinking from the team
- Encourages team to try new ways of doing things, productively challenging the status quo
- Is comfortable with change and ambiguity and models an openness to change
- Actively supports and remains accessible to team members during times of change or stress

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

- Systematically and fairly recognizes the accomplishments of students, staff and colleagues
- Inspires colleagues and staff to accomplish their goals and provides individualized guidance and support in doing so
- Consistently celebrates and rewards team members who demonstrate exceptional effort and outcomes through specific praise and special touches



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## We **STRIVE** for Excellence

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

- Consistently works in collaboration with school leadership team to create ambitious goals for student achievement
- Examines, collects, monitors and acts on multiple forms of relevant data to track growth towards goals
- Synthesizes large quantities of data into actionable, clear summaries for team; coaches team to anticipate likely outcomes and potential next steps
- Takes ownership of student results and creates a plan for improvement on campuses and within team
- Proactively and continuously improves performance by evaluating progress towards goals and identifying areas of improvement
- Acts decisively; recognizes when a decision is required and either takes prompt action or elevates it as issues emerge

### **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
- Resolves conflicts within the team in a constructive manner
- Is highly-responsive, visible and accessible to 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
- Consistently models and acts in accordance with Garland ISD's core values in a way that promotes the mission and vision of the district; decisions are rooted in "We are all Garland ISD"
- Consistently monitors teams goals and objectives to eliminate silos between campuses and teams across the district

## We **DEVELOP** Relationships

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

- Creates an inclusive environment for all backgrounds and advocates for their needs
- Actively seeks various perspectives from stakeholders of all backgrounds and entities
- Nurtures a thriving culture of collaboration within the team and when working with other leaders
- Celebrates diversity and advocates for all staff and communities, and ensures team does the same
- Reduces and eliminates bias; actively ensures that neither conscious nor unconscious biases negatively impact stakeholders

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

- Actively listens to others and responds with an acknowledgement and respect of their perspective; encourages this skill in team members
- Is consistently accessible and responsive to all stakeholders through different forms of verbal and written communication
- Ensures that messaging is timed appropriately for teams and stakeholders to take action
- Adapts communication style to meet needs of families and staff



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## We **DEVELOP** Relationships *continued*

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

- Aware and informed about the equitably personal circumstances and needs of colleagues while maintaining professional standards
- Acknowledges significant events in the lives of colleagues with care, respect and compassion
- Models empathy for teachers, students and colleagues and seeks to ensure that they achieve the high expectations set by Garland ISD
- Coaches team members on empathy and growth in understanding of other's perspectives (colleagues, community and families)