

Belton ISD School Leader Level Profile (Principal)

Category | Build Culture

School Leader Level Profile

**Ready Leader Criteria Competency*

Competency	Description <i>All Levels</i>	School Leader Level <i>Skills</i>	School Leader Level <i>Look-fors</i>
Communicate for impact*	Actively listens and strategically articulates thoughts and ideas effectively using multiple modes of communication.	<input type="checkbox"/> Communicates clearly with individuals and groups	<input type="checkbox"/> Utilizes active listening techniques like advocacy & inquiry questions for understanding. <input type="checkbox"/> Provides clear and concise instructions, feedback, or information, avoiding jargon or ambiguity. <input type="checkbox"/> Uses visual aids or presentations as needed for clarity on complex topics.
		<input type="checkbox"/> Communicates through layers of the organization and through various channels/modalities	<input type="checkbox"/> Adapts communication style and content based on audience understanding and roles and needs. <input type="checkbox"/> Engages in regular communication across teams and/or stakeholders, fostering collaboration. <input type="checkbox"/> Uses multiple channels like emails, meetings, and digital platforms to communicate information effectively.
		<input type="checkbox"/> Employs an adaptive mindset and strategies to listen and gather input	<input type="checkbox"/> Actively gathers feedback from individuals, teams, and community via surveys, focus groups, or one-on-one meetings. <input type="checkbox"/> Shows empathy and openness in conversations, fostering a safe environment for sharing thoughts and ideas. <input type="checkbox"/> Establishes feedback loops for continuous improvement based on input and suggestions.
Cultivate relationships	Develops a culture of value, support and growth amongst stakeholders.	<input type="checkbox"/> Engages with teachers, staff, students, and parents to foster open communication and build rapport.	<input type="checkbox"/> Initiates regular check-ins with members of the school community to understand their needs, gather feedback, and strengthen collaborative partnerships. <input type="checkbox"/> Participates in school events, activities, and meetings to interact with students, staff, and families, building rapport and understanding.
		<input type="checkbox"/> Recognizes and celebrates the contributions and achievements of individuals and teams	<input type="checkbox"/> Acknowledges and recognize individuals and teams for their accomplishments, efforts, and positive impact on the school community.
		<input type="checkbox"/> Connects and cultivates relationships with members within and outside the school community to promote collaboration and establish partnerships.	<input type="checkbox"/> Facilitates collaborative initiatives and projects that involve cross-functional teams, promoting teamwork, trust, and collaboration. <input type="checkbox"/> Develops partnerships with local businesses, organizations, and community groups to enhance school offerings in alignment with the needs of students and staff.
Model empathy	Demonstrates sensitivity, concern and respect towards others' feelings and experiences.	<input type="checkbox"/> Draws upon experience and emotional intelligence required to meet the stress/needs of and adapt to a variety of scenarios and stakeholders.	<input type="checkbox"/> Seeks out to understand the concerns and perspectives of others fostering empathy and inclusivity. <input type="checkbox"/> Engages in self-care practices and stress-management techniques to maintain mental and emotional well-being, setting a positive example for others. <input type="checkbox"/> Responds with resolve and compassion to unforeseen challenges, changes in policies, or shifts in the school environment.

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Promote Growth	Embraces opportunities for learning in pursuit of better results for each and every.	<input type="checkbox"/> Provides constructive coaching and feedback to foster development	<input type="checkbox"/> Creates a system to coach staff for self-assessment, performance, goals, and development in order to build capacity. <input type="checkbox"/> Holds one-on-one meetings to understand team members' strengths, challenges, and career aspirations. <input type="checkbox"/> Offers personalized feedback and development tailored to each team member.
		<input type="checkbox"/> Promotes a culture of continuous learning and professional growth	<input type="checkbox"/> Encourages peer learning by organizing sessions where staff can exchange best practices and learn from each other. <input type="checkbox"/> Participates in ongoing learning alongside staff and follows up with opportunities for discussions to share insights, connections and possible actions.
		<input type="checkbox"/> Aligns professional development offerings tailored to varied staff needs and school priorities.	<input type="checkbox"/> Adapts professional development offerings based on feedback, emerging needs, and changing school priorities. <input type="checkbox"/> Prioritizes investments in areas that have the greatest potential for improving student outcomes and school performance. <input type="checkbox"/> Collaborates with district leaders, other staff, and external partners to leverage additional resources and expertise.
Focus on what matters most	Strategically prioritizes work that positively impacts student success.	<input type="checkbox"/> Connects individual goals, initiatives, or teams with the broader vision of the school	<input type="checkbox"/> Clarifies how each staff member's work fits into the broader organizational strategy, highlighting its role in advancing the school's vision. <input type="checkbox"/> Convenes regular meetings with staff and site based committee to align goals with the school's mission and strategic plan.
		<input type="checkbox"/> Consistently anticipates the impact of individual decisions on the school and prioritizes the whole school over smaller units	<input type="checkbox"/> Utilizes protocols to assess impact of major decisions weighing student outcomes, staff workload, and resource allocation prior to implementation. <input type="checkbox"/> Prioritizes and takes actions on decisions benefiting the entire school community, even if they demand more effort or resources. <input type="checkbox"/> Consistently utilizes effective time management and resource allocation skills, balancing competing demands and priorities to meet the diverse needs of students, staff, and the school community.
Create Synergy	Promotes the mindset that we can achieve more collectively than we can individually.	<input type="checkbox"/> Builds strong relationships with individual staff members and brings out the best in others	<input type="checkbox"/> Creates the conditions in which staff are empowered to lead and have opportunities to take risks and grow <input type="checkbox"/> Promotes trust within the staff by being honest, transparent, and reliable. <input type="checkbox"/> Recognizes and celebrates staff achievements
		<input type="checkbox"/> Develops a strong team culture and supports other adults to work together to achieve results	<input type="checkbox"/> Plans team-building events to improve teamwork, communication, and trust. <input type="checkbox"/> Defines clear roles and expectations for staff members. <input type="checkbox"/> Promotes ownership and purpose through inclusive decision-making and fostering autonomy with accountability. <input type="checkbox"/> Regularly assesses team dynamics and performance, seeking input from staff to optimize teamwork and results.

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Model continuous improvement	Engages in reflection, refinement, and implementation of systems and processes.	<ul style="list-style-type: none"> Leads towards improved outcomes for students Continuous learner who protects time to strategize, reflect, and review outcomes in service of the campus community 	<ul style="list-style-type: none"> Facilitates goal-focused team meetings with progress review, action planning, and task delegation related to student achievement, behavior, and engagement. Regularly monitors and assesses progress towards student outcome goals using qualitative and quantitative data and metrics to track performance and identify areas for improvement. Allocates dedicated time weekly for personal reflection and strategic thinking by reviewing data and outcomes, evaluating strategies, and planning future initiatives. Engages in ongoing professional development to stay updated on emerging practices, policies, and future expectations in education.
Inspire innovation	Demonstrates and ignites creativity, forward thinking, and a willingness to explore new ideas and approaches.	<ul style="list-style-type: none"> Challenges conventional thinking and encourages innovative solutions. 	<ul style="list-style-type: none"> Designs, implements and assesses effectiveness of an innovative strategy to support implementation of a specific area of need. Facilitates conversations with peers/small groups over topics designed to take different and new approaches to specific areas of need. Creates a culture encouraging staff to take calculated risks around innovative practices where mistakes are seen as learning opportunities.
Manage change	Adapts actions to support others while implementing change to achieve sustainable improvement.	<ul style="list-style-type: none"> Creates Demand Implement a Plan Impact on People Monitors and Evaluates 	<ul style="list-style-type: none"> Uses data to define and communicate a high leverage need. Develops a vision of a more desired reality brought about through change. Clearly communicates a detailed plan with improved outcomes. Leads a collective effort to design structures and routines to support the plan. Designs quality and ongoing professional learning to support implementation of the initiative. Recognizes and differentiates supports for individuals' needs through transition of a change. Communicates the purpose behind the change and articulates the desired outcome. Seeks input and empowers others to make personal connection to the change. Identifies lead and lag measures to assess effectiveness of the change. Creates systems for a cadence of accountability to monitor progress and make adjustments as needed..

School Leader Level

Values (Personal Identity) and Time Shifts

	Area of Focus	Key Insights
Values (Personal Identity)	Contributes to the entire organization	Principals share responsibility and actively contribute to the district's vision, goals, and improvement strategies.
	Creates a culture of trust, feedback and transparency	Principals create a culture of giving and receiving feedback for growth, understanding, and improvement of the whole while creating a positive public image that includes transparency.
	Communicates effectively with stakeholders valuing voice and collaboration	Principals create systems for two-way communication gathering diverse voices and input to inform decision making and to solve problems that require difficult conversations. Principals provide timely and concise information to stakeholders to ensure clarity & partnerships.
	Makes data-informed decisions	Principals use data (qualitative and quantitative) to evaluate needs and act strategically when making decisions for impact.
Time Allocation	Routinely allocates time to think reflectively, finalize, and act	Principals reflect on the overall well-being of systems, instructional practices, communication, and operations for prioritizing tasks and actions needed to improve outcomes.
	Engages in strategy & long-term thinking for campus and district	Principals prioritize time for reflection and implementation of strategies for short and long-term needs that impact the greater good of the campus and align with district initiatives and goals.
	Prioritizes & protects time for observation & feedback.	Principals prioritize and protect their time for visibility and instructional leadership that allows for formal & informal observations with feedback promoting growth & celebrations.