



Leadership for Change Competencies

1. Challenges the status quo
2. Builds trust through clear communication and expectations
3. Creates a commonly owned plan for success
4. Focuses on team over self
5. Has a high sense of urgency for change and sustainable results in improving student achievement
6. Has a commitment to continuous improvement for self and organization
7. Builds external networks and partnerships

—Kirtman & Fullan, 2015

1.	Challenges the Status Quo
	<ul style="list-style-type: none"> a. Delegates compliance tasks to other staff b. Challenges common practices and tradition if they are blocking improvements c. Is willing to take risks d. Looks for innovations to get results e. Does not let rules and regulations block results and slow down action
2.	Builds Trust Through Clear Communication and Expectations
	<ul style="list-style-type: none"> a. Is direct and honest about performance expectations b. Follows through with actions on all commitments c. Makes sure there is a clear understanding based on written and verbal communication d. Is comfortable dealing with conflict
3.	Creates a Commonly Owned Plan for Success
	<ul style="list-style-type: none"> a. Creates written plans with input of stakeholders b. Ensures that people buy into the plan c. Monitors implementation of the plan d. Adjusts the plan based on new data and communicates changes clearly e. Develops clear measurement for each goal in the plan f. Creates short- and long-term plans
4.	Focuses on Team Over Self
	<ul style="list-style-type: none"> a. Hires the best people for the team b. Commits to the ongoing development of a high-performance leadership team c. Builds a team environment d. Seeks critical feedback e. Empowers staff to make decisions and get results f. Supports the professional development of all staff



5.	Has a High Sense of Urgency for Change and Sustainable Results in Improving Student Achievement
	<ul style="list-style-type: none">a. Is able to move initiatives ahead quicklyb. Can be very decisivec. Uses instructional data to support needed changed. Builds systemic strategies to ensure sustainability of changee. Sets a clear direction for the organizationf. Is able to deal with and manage change effectively
6.	Has a Commitment to Continue Improvement for Self and Organization
	<ul style="list-style-type: none">a. Has a high sense of curiosity for new ways to get resultsb. Changes current practices for himself or herself and others willinglyc. Listens to all team members to change practices to obtain resultsd. Takes responsibility for his or her own actions—no excusese. Uses strong self-management and self-reflection skills
7.	Builds External Networks and Partnerships
	<ul style="list-style-type: none">a. Sees his or her role as a leader in a broad manner that extends outside the work environment and community wallsb. Understands his or her role as being a part of a variety of external networks for change and improvementc. Has a strong ability to engage people inside and outside the school setting in two-way partnershipsd. Uses technology to expand and manage a network of resource people