

Cross-Cutting Skills Assessment

<p>GLISI has identified the following skills which cut across all leadership roles.</p> <p>Please rate your performance as a leader in each of these skills as of today.</p>	<p>Developing</p> <p><i>I'm learning what I know I need</i></p>	<p>Proficient</p> <p><i>I'm applying what I know</i></p>	<p>Master</p> <p><i>I'm a role model and expert</i></p>	<p>Teaching Leader</p> <p><i>I can teach others to know and apply this</i></p>
<p>Communicating (verbal): Clearly and accurately explaining and articulating the mission/vision, ideas, procedures, policies, procedures, and laws through the use of effective communication skills (speaks clearly, varies voice volume, pitch, and pace, displays energy and enthusiasm, eye contact, body language) to address key issues.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Decision Making: Using the scientific method to recognize and define a problem, facilitating effective teams to access and collect relevant information, reviewing and evaluating alternative actions, selecting the best choice and following through with the implementation of decisions.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Delegating: Trusting subordinates to take responsibility that is meaningful, important and interesting, providing them with sufficient authority and resources to accomplish assignments and treating workers failures as learning opportunities. Evaluating yourself on your willingness and ability to delegate while identifying barriers and creating comfort levels for your colleagues.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Developing Staff: Recognizing the talent, expertise and diversity of all staff to develop confidence in their decision making, encouraging the staff to try something new by supporting professional growth among staff, encouraging excellence in staff and serving as a positive role model.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Displaying Political Savvy: Demonstrating the knowledge to get things done in the system through the use of good networking skills, working in a manner mindful of system politics and policies, challenging the system's "sacred cows" without hurting yourself or others, and redefining losses into opportunities for success.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<p>Facilitating: Helping the group define its overall goals and specific objectives by using effective group dynamic skills (questioning, clarifying, paraphrasing, summarizing, consensus) and problem solving skills (assess needs, set expectations, identify skills and timelines, analyze data) to help team members create plans that meet desired results.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Implementing/Measuring: Executing and overseeing the action plan which includes preparation and alignment of expectations and resources, assessing results against outcomes, removing barriers, identifying strategies for continuous progress, and communicating results to stakeholders.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Interviewing: Designing an interviewing guide that includes questions to elicit information/data. Using appropriate questioning skills (right questions, information about strengths and weaknesses, open-ended, conducted by interviewing teams).</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Making Continuous Improvements: Scanning the environment continually to determine what can be done better, creating an environment where risk taking is accepted and rewarded, establishing a process where lessons learned can be shared, tracking the progress of key projects and innovative ideas that can be shared.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Managing Change: Knowing when it is time to shift paradigms, establish structures and roles to support change, and let go of old ways even in the face of resistance. Listening to ideas, opinions, and concerns of others when implementing change while effectively communicating in ways that help people understand the scale and scope of change.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<p>Managing Conflict: Using effective leadership to respond to conflict with skill and sensitivity that results in presenting your position in adverse circumstances and in seeking to understand those with whom you disagree to win acceptance, shaping opinions, earning respect, and identifying areas of common concern.</p>	□	▣	◀	▶
<p>Managing Stress: Demonstrating an environment where time and space are provided for effective execution of the workload, frustrations are managed by leaving the task for a period of time and then revisited to generate the new flow of ideas and actions. Adaptability and flexibility are key behaviors in the workplace and emotions are managed to relieve stress.</p>	□	▣	◀	▶
<p>Managing Time: Using time effectively for tasks that are to be completed including establishing priorities, preparing project timelines, monitoring and managing resources, allocating time for teams to work, reviewing updates and thinking about next steps.</p>	□	▣	◀	▶
<p>Modeling Desired Behavior: Demonstrating behaviors you wish others to adopt by displaying rigor and discipline in your thought processes, thinking through problems in a logical and well-organized fashion, demonstrating maturity in the face of setbacks, and considering the diversity of others to create a positive work environment.</p>	□	▣	◀	▶
<p>Motivating and Inspiring: Creating an environment that encourages others to do their best and encourages high standards of performance by presenting a logical and compelling case that communicates a clear vision. Encouraging others to do their best and ensuring that your own position addresses other people's needs and priorities.</p>	□	▣	◀	▶

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<p>Organizing: Establishing a system to communicate standards of excellence, delegating tasks and responsibilities, and aligning people and resources to present information where all audiences can understand key points and issues.</p>	□	▣	◀	▶
<p>Planning: Developing plans and processes by translating strategy into specific goals and objectives to support the school's vision, identifying team capacities, establishing clear, realistic timelines, identifying specific action steps and accountabilities to consult with skilled planners and to identify, test and confirm assumptions in strategic plans.</p>	□	▣	◀	▶
<p>Presenting: Preparing a clear, concise, well-organized delivery of information that uses effecting oral communication skills (speaks clearly, varies voice volume, pitch, and pace, displays energy and enthusiasm, eye contact, body language) engages the audience and emphasizes key points.</p>	□	▣	◀	▶
<p>Prioritizing: Researching information and focusing on issues that are most critical to the success of the project, taking into account the feasibility and the relationship to the goal; blocking time to evaluate, categorizing issues and reprioritizing if necessary. Identifying the steps to be taken and the issues to be addressed and what order.</p>	□	▣	◀	▶
<p>Problem Solving: Creating solutions by employing analysis skills to synthesize and apply relevant information/data, break down and clarify the problem, defining the desired outcome(s), investigating options, and selecting the solution that will have the greatest positive impact in the present and for the future.</p>	□	▣	◀	▶
<p>Project Managing: Tracking progress by setting clear goals and developing staff and outcomes; identifying resources and budget, establishing specific responsibilities for collecting/tracking, presenting critical variables related to the project (communicate evaluation standards, timelines, expectations, right staff), and scheduling meetings for follow up / review.</p>	□	▣	◀	▶

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<p>Questioning: Formulating open-ended questions that increase awareness of situations, requesting clear, concise information that achieves desired results, providing opportunity to analyze data that results in finding root causes and creating a non-judgmental, open and creative environment.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Reflective Thinking: Establishing a block of time during each week or within the timeframe of a period in a project to ask the 5 W's to access data, analyzing the current situation, keeping notes, tracking progress and evaluating best practice.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Researching: Accessing information from various sources, analyzing and testing effective solutions that result in excellent performances based on scientific study, developing a network of experts outside of the field, reviewing literature, using experiential data and best practices, and conducting external and internal environmental scans.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Strategic Planning: Developing strategies to achieve and sustain student performance by prioritizing critical goals and success factors, translating broad strategies into clear objectives, allocating resources, anticipating risks, identifying constraints and understanding issues that impact student performance.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Team Building: Selecting and developing staff based on individual and group skills that identifies and leverages personality types to compliment their areas of strengths, manages conflict and creates team roles and expectations resulting in group capacity to facilitate a win-win situation within the group.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>