



360 Degree Leadership Competencies and Questions





360 Degree Leadership Assessment Responses

Below is a list of the questions that appear in the Educational Impact 360 Degree School Leadership Assessment. The questions are connected with 47 leadership competencies that were developed using the ISLLC standards and a variety of state standards for school administrators.

Responses to all Competency questions are:

- In depth knowledge/ very capable
- Considerable knowledge / capable
- Basis knowledge / somewhat capable
- Little knowledge / not very capable
- No evidence of knowledge / incapable

Each Competency question also requires that the respondent answer the following question:

How important is this competency for the success in this person's position?

- Mission Critical
- Very Important
- Somewhat useful / nice to have
- Less Important
- Not Important

Competencies / Questions

1. Mentoring

Demonstrates ability to act as a mentor to teachers and other administrators

2. Technology Integration

Has a good understanding of how to use technology and encourages teachers to integrate the use of technology into their classroom lessons and assignments

3. Managing Defiant Students

Demonstrates the ability to deal effectively with disruptive students; is not afraid to deal with disruptive students head on; willing to take a tough stance with a disruptive student if necessary

4. School Law

Has a good working knowledge of basic school law as it relates to the day to day operation of the school building; considers legal implications when making decisions

5. Diversity

Demonstrates the ability to deal effectively with students and teachers of all races and ethnic origin; supports equal and fair treatment of all regardless of nationality, culture; age or sex

6. Activity Funds

Demonstrates the ability to coordinate school activities and understands the accounting necessary to manage each activity fund

7. Human Resources

Demonstrates the ability to coordinate human resources within the school building; hires the best people available from both inside and outside the school; is not afraid of selecting strong people

8. School Safety

Understands the importance of school safety and actively addresses anything that threatens the safety of the teachers and students within the school building

9. Community

Demonstrates the ability to actively engage the local community to enhance student learning; is not afraid to involve the community in decision making when necessary

10. Interpersonal Relationships / Politics

Demonstrates an ability to effectively deal with school faculty members and other school administrators when managing conflict; can maneuver through complex political situations effectively and quietly; anticipates where the land mines are and plans his/her approach accordingly

11. Documentation

Demonstrates knowledge of the documentation that is required for specific student or faculty issues; is able to write clearly and succinctly for a variety of purposes; can get messages across that have the desired effect

12. Scheduling

Can effectively coordinate the school schedule to facilitate teaching and learning; has the ability to analyze the success and failure of the existing school schedule and is open to change if appropriate

13. Communication

Demonstrates the ability to effectively communicate with staff members; relates well to all kinds of people both inside and outside of the school; uses diplomacy and tact.

14. Special Education

Understands the unique requirements of special needs students; effectively plans for their inclusion in all educational programs

15. School Finance

Demonstrates an understanding of school finance, the school budget and school accounting processes

16. Government Legislation

Demonstrates knowledge of government regulations and legislation that have an effect on teaching, learning and school programs

17. Enthusiasm

Enjoys working hard; is action oriented and full of energy for the day to day job of being a school administrator; is anxious to seize the opportunity

18. Ties to Higher Education

Actively works with higher education to encourage students to continue their learning; actively encourages faculty members to talk with students about higher education possibilities

19. Community Relations

Whenever feasible encourages school programs that include the local business community

20. Conflict Resolution

Is effective in resolving student and faculty conflicts and disagreements; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation; acts fairly and doesn't give preferential treatment when reaching a resolution

21. Judgment

Uses good judgment; shows courage when necessary; can accurately project what people will do across a variety of situations; does not allow personal bias to effect judgment

22. Patience / Listening

Is tolerant with people and processes; listens and tries to understand before acting; hears people out and takes the time to get all of the data before making a judgment

23. Team Building

Blends faculty members and staff into teams when needed; fosters open dialogue and lets people be responsible for their own tasks and assignments; creates a feeling of belonging to the team; encourages interdisciplinary cooperation whenever possible

24. Presentation Skills

Is effective in a variety of presentation settings; one on one, large or small group, with peers, with bosses; is effective both inside the school and in the community, presenting difficult and controversial topics; commands attention and can change tactics midstream when something is not working

25. Professionalism

Exhibits professionalism in dealing with all school stakeholders

26. Standards Based Instruction

Demonstrates knowledge of the academic content standards and how to use them to maximize student achievement

27. Data Driven Decision Making

Demonstrates knowledge of how to use student data (test results, observations, student work, etc) to drive the decision making process; is able to measure student performance and evaluate the results based on the data; is committed to the continuous improvement of the school and the empowerment of the faculty and staff through the collection of data

28. Motivational Strategies

Effectively encourages and motivates others to accomplish school goals and objectives; creates a climate where each person feels that their work is important; can access each person's "hot button" to get the best out of them

29. Integrity and Ethics

Acts with integrity, fairness and in an ethical manner; is widely trusted; is seen as a truthful individual; keeps confidences; does not misrepresent him/herself for personal gain; adheres to an appropriate and effective set of core values and beliefs during both good and bad times and acts in line with those values

30. Decision Making

Effectively analyzes problems to reach timely and appropriate decisions; does not become defensive or irritated when times are tough; is open to suggestions when appropriate

31. Differentiated Instruction

Works effectively with teachers to encourage the use of differentiated instruction to meet the needs of diverse student groups; can assist in the design of instruction that meets the needs of students with varying learning skills

32. School Culture and Climate

Demonstrates the ability to maintain a positive school culture and learning environment that is conducive to instructional improvement

33. Organizing

Integrates all school components into an effective operation that maximizes student learning; regularly reviews student achievement and is not afraid to make organizational changes if required; deals with organizational problems directly and in a

timely manner; is able to organize the school to get the most out of limited resources. Knows how to get things done through both formal channels and informal networks

34. Setting Goals and Objectives

Effectively establishes goals and objectives with the faculty and staff that advance the school purpose; provides challenging and stretching tasks for the faculty; provides frequent opportunities for discussion and tracks execution of objectives throughout the year

35. Problem Solving

Demonstrates effectiveness in working with teachers and staff to solve problems; uses logic and probes all fruitful sources for answers; looks beyond the obvious and doesn't stop at the first answer.

36. Social Development

Encourages student social development and understands the role of the school in influencing student character and personal responsibility; is interested in the non school lives of students and encourages them to be positive members of the community

37. Staff Evaluations

Capable of judging quality teaching and provides constructive feedback during teacher evaluations; can accurately assess an individual's strengths and weaknesses.

38. Literacy Development

Demonstrates knowledge of the essential foundations and principals guiding literacy development; is good at setting and establishing a clear school wide literacy plan that is well planned

39. Curriculum

Demonstrates the ability to select and effectively coordinate the implementation of school curricula;

40. Brain Based Instruction

Demonstrates knowledge of brain based research and how to apply it to maximize student achievement

41. Time Management

Effectively balances time between administrative tasks and instructional matters; spends his/her time and the time of others on what is important; zeros in on the critical issues and puts the trivial aside; eliminates roadblocks and creates focus

42. Resource Allocation

Effectively manages school resources to maintain and improve educational programs; working within the system is able to marshal resources to get things done; uses resources effectively and efficiently

43. Staff Professional Development

Encourages and facilitates the delivery of professional development to the faculty and staff; considers a variety of delivery systems to maximize learning options and retention rates; is committed to the continuous improvement of him/herself and every teacher in the school; creates a climate for life long learning

44. Collaboration

Uses collaborative problem solving and decision making; can quickly find common ground for the good of all; creates synergy and consensus by including a variety of stakeholders; can represent his/her own interest yet be fair to others involved in the process.

45. Vision and Mission

Possesses a clear and positive view of the past, present and future of the school; sees ahead clearly; has broad knowledge and perspective; can articulately paint credible pictures and visions of possibilities and likelihoods

46. Strategic Planning

Effectively facilitates the strategic planning process for school improvement; can design practices, policies and procedures which maximize student achievement; can discuss multiple aspects of issues and project them into the future

47. Delegation

Demonstrates the ability to delegate responsibilities and tasks when appropriate in order to maximize time spend on high priority items; empowers others by pushing tasks and decisions down and allowing subordinates to share ownership and visibility; trusts people to perform