

Kirtman's Seven Competencies for School Leadership		Self-Rating (1 to 5, 1 = needs improvement, 5 = very strong)
1.	Challenges the Status Quo a. Delegates compliance tasks and does not let rules and regulations impede results b. Challenges traditional practices that block improvements c. Is willing to take risks d. Looks for innovations that get results	1. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____
2.	Builds Trust Through Clear Communication and Expectations a. Is direct about performance expectations b. Follows through on all commitments c. Clarifies understandings in written and verbal communication d. Deals with conflict	2. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____
3.	Creates a Commonly Owned Plan for Success a. Creates written plans and ensures buy in b. Monitors implementation of plans, adjusts based on new data, and communicates changes c. Ensures goals are measured d. Creates short- and long-term plans	3. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____
4.	Focuses on Team Over Self a. Hires the best people for the team b. Commits to the development of a high-performing 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	4. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____ e. ____ f. ____
5.	High Sense of Urgency for Change and Sustainable Results in Student Achievement a. Is able to decisively move initiatives ahead quickly b. Uses instructional data to support needed change c. Builds systemic strategies to ensure sustainability of change d. Sets a clear direction for the organization e. Is able to deal with and manage change effectively	5. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____ e. ____
6.	Commits to Continuous Improvement for Self and Organization a. Has a high sense of curiosity for new ways to get results b. Changes current practices for self and others willingly c. Listens to all team members to change practices to obtain results d. Takes responsibility for own actions – no excuses e. Uses strong self-management and self-reflection skills	6. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____ e. ____
7.	Builds External Networks and Partnerships a. Sees his/her role as a leader outside of the work environment and community walls b. Understands his/her role as a being part of a variety of external networks for change c. Has a strong ability to engage people inside and outside the school in two-way partnerships d. Uses technology to expand and manage a network of resource people	7. Overall (take the average of below) _____ a. ____ b. ____ c. ____ d. ____