

PERSONAL & VALUES

Living DPS Shared Core Values
Improving Personal Performance
Managing Change

VISION & STRATEGY

Demonstrating Vision
Engaging in Effective Planning
Making Strategic Decisions
Promoting Innovation

OPERATIONAL & ORGANIZATIONAL

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
Driving Process Improvements

PEOPLE & CULTURE

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

COMMUNITY & EQUITY

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

THERE IS MORE ON LINE

<https://sites.google.com/a/dpsk12.net/dps-lift/home>

QUESTIONS?

Email us at lift@dpsk12.org

Framework Updated November 2015

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LIFT HANDBOOK

LIFT is the leadership competency framework for
Central Office School Support roles



With the implementation of The Denver Plan,
DPS established a strong commitment to finding,
growing, and retaining great leaders across DPS.



Discover a World of Opportunity™

LEADER OF SELF

Living Shared Core Values
Improving Personal Performance
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PERSONAL & VALUES

- Demonstrates DPS Shared Core Values and holds colleagues accountable for doing the same
- Identifies and pursues challenging opportunities to grow own skills and abilities
- Responds appropriately to feedback and coaching
- Exhibits awareness of personal influence on others and acts as a positive force on the team
- Adapts to change appropriately; asks questions to ensure understanding

Demonstrating Vision
Engaging in Effective Planning
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VISION & STRATEGY

- Demonstrates awareness of how own work impacts the organization
- Sets strong and measurable individual goals aligned to team and department priorities
- Makes transactional decisions; seeks clarity and direction to ensure decisions have desired impact
- Shows creativity in applying knowledge; offers innovative ideas to improve the work

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
Driving Process Improvements

OPERATIONAL & ORGANIZATIONAL

- Delivers expected results; demonstrates accountability to plans and milestones
- Regularly reports on progress against priorities
- Solves problems effectively and escalates appropriately
- Acts with the customer in mind; demonstrates strong and balanced customer service skills in problem-solving and communications
- Applies content knowledge and skills to achieve results with impact
- Uses resources including time, tools, and budget efficiently to deliver results
- Identifies process inefficiencies and proposes solutions; supports improvement efforts

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

PEOPLE & CULTURE

- Designs and builds a learning organization
- Creates an environment that fosters innovation, creativity, intelligent risk-taking, knowledge sharing, and learning from mistakes
- Creates a healthy, trusting, and high-performing leadership team
- Establishes the organizational imperative to improve bench strength through strategic talent and succession planning
- Sets the organizational tone and support for positivity, transparency, and recognition

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Establishes organizational vision and provides resources for diversity and inclusion
- Achieves recognition for DPS as a leader in diversity and inclusion
- Is trusted and respected by the Board, community, and DPS
- Builds and leads extensive nationwide network of industry peers
- Is an inspiring and positive spokesperson of DPS
- Establishes a vision for success of all students

CAREER STALLERS

- ⇒ Does not recognize or proactively address the changing landscape (new technology, economic, political, or governmental trends); overly focuses on the short-term (1 – 2 years), instead of long-term results
- ⇒ Does not influence the Board of Education; unable to build strong, collaborative executive team focused on district versus individual goals
- ⇒ Does not ensure a culture of "truth telling" among team; allows a few, trusted colleagues or reports to disproportionately influence views and decisions
- ⇒ Lacks courage; does not make the tough business decisions or people calls
- ⇒ Fails to create strong enterprise-wide culture based on Core Values and set a high bar for leadership accountability; loses touch with real issues across DPS



LEADER OF THE DISTRICT

Living Shared Core Values
Improving Personal Performance
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PERSONAL & VALUES

- Establishes, models, and sets the tone for DPS Shared Core Values and culture
- Increases leadership, district, and personal effectiveness through strong self-awareness and self-development
- Known as a thought leader nationwide
- Asks questions of and listens to a broad spectrum of people; displays curiosity
- Leads long-term organizational evolution

Demonstrating Vision
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VISION & STRATEGY

- Creates and communicates a compelling long-term vision of the future that inspires and motivates DPS employees at all levels and the community
- Develops clear and actionable long-term road map; effectively navigates changes in internal and external environment without negatively impacting long-term goals
- Makes clear and resolute decisions that drive strategic priorities; makes trade-offs and uses sound judgment that enhances organizational standing and credibility across the industry
- Achieves industry leading performance
- Drives and shapes community, Board, and legislative policies to benefit educational reform

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
Driving Process Improvements

OPERATIONAL & ORGANIZATIONAL

- Drives development of organizational targets and ensures the district delivers on results and Board expectations with desired impact
- Sets the organizational tone for customer service excellence
- Applies expert leadership and influence skills, broad industry knowledge, and expert business acumen
- Establishes organizational priorities, budget, and metrics consistent with the strategy
- Appropriately allocates and redirects resources to deliver results
- Continually raises the bar on organizational performance

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

PEOPLE & CULTURE

- Promotes growth of others by sharing knowledge and expertise
- Actively participates as a team member; shares accountability for team success
- Demonstrates empathy and builds trust
- Brings positivity and optimism to interactions with others
- Manages conflict in a way that honors our values and perspectives of others
- Recognizes the contribution of teammates and others

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Actively listens to diverse points of view; demonstrates respect for all individuals
- Develops positive relationships among coworkers and customers
- Positively represents DPS at all times
- Contributes to meaningful conversations around equity and barriers to success for all students

CAREER STALLERS

- ⇒ Easily frustrated and/or distracted by changing priorities; fails to take meaningful action in the face of ambiguity
- ⇒ Does not accept accountability for negative influence, failure, or lack of results; acts defensively rather than proactively to address issues of concern
- ⇒ Fails to build collaborative relationships with others
- ⇒ Does not proactively escalate issues and risks with manager
- ⇒ Focuses on individual results at the expense of the team; does not step in to support the team when task is outside of immediate job responsibilities
- ⇒ Is not action oriented; lack of responsiveness
- ⇒ Does not demonstrate a customer service mindset



LEADER OF OTHERS

Living Shared Core Values
Improving Personal Performance
Managing Change

PERSONAL & VALUES

- Demonstrates DPS Shared Core Values and holds colleagues accountable for doing the same
- Raises personal standards of performance through continuous focus on building skills and expertise
- Responds to feedback and coaching and encourages others to do the same
- Exhibits awareness of personal influence on others and acts as a positive force on the team
- Adapts to change appropriately; communicates proactively

Demonstrating Vision
Engaging in Effective Planning
Making Strategic Decisions
Promoting Innovation

VISION & STRATEGY

- Demonstrates a clear understanding of the vision for the project; communicates organizational impact
- Sets strong and measurable individual goals aligned to project priorities with measurable definition of success
- Aligns decisions with project goals; considers impact across functional areas
- Encourages collaboration for innovation; advances solutions that improve project results

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
Driving Process Improvements

OPERATIONAL & ORGANIZATIONAL

- Delivers results through influence and accountability
- Effectively manages the work to achieve desired outcomes and measurable results
- Identifies and escalates potential barriers to success
- Demonstrates strong customer service focus in plans and communications
- Applies strong knowledge and expertise of program area to achieve results with impact
- Uses resources including time, tools, and budget effectively to deliver results
- Identifies inefficiencies and proposes solutions; captures and reflects on lessons learned to ensure success in future work

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

PEOPLE & CULTURE

- Develops strategies and structures to support continuous learning
- Personally engages in the development of leadership talent across the district
- Holds self and peers accountable for creating a high performing organization with a shared compelling purpose
- Drives strategic talent and succession planning
- Models healthy trusting relationships and teams
- Drives a culture of positivity, transparency, and recognition across the organization; models expectations
- Resolves complex conflicts equitably

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Drives organizational strategies and outcomes in support of diversity and inclusion
- Builds collaborative relationships with stakeholders and families in the community
- Builds and leads extensive nationwide network of professional peers
- Positively represents and is an effective spokesperson for DPS
- Develops strategic plans and targets for equity and inclusion
- Allocates resources to eliminate barriers to success for all students

CAREER STALLERS

- ⇒ Uses time and energy inappropriately; overly focuses on the short-term instead of long-term results
- ⇒ Does not get the full picture; allows a few, trusted colleagues to disproportionately influence views and decisions
- ⇒ Does not invest adequate time in proactively developing strong relationships with influence both internally and externally
- ⇒ Fails to accurately assess and manage talent; does not invest adequate time and focus on effective talent management
- ⇒ Reluctant to make the tough decisions or people calls; does not contribute to or ensure a culture of "truth telling"



LEADER OF THE ORGANIZATION

Living Shared Core Values
Improving Personal Performance
Managing Change

PERSONAL & VALUES

- Creates an organizational culture around DPS Shared Core Values; models expectations and holds the organization accountable for doing the same
- Known as a thought leader internally and externally; listens and learns from individuals at all levels
- Quickly integrates new learning
- Models strong self-awareness, curiosity, and personal reflection; establishes an organizational culture of same
- Champions change initiatives across the organization; ensures appropriate resource allocation to ensure successful change

Demonstrating Vision
Engaging in Effective Planning
Making Strategic Decisions
Promoting Innovation

VISION & STRATEGY

- Develops and communicates a compelling and aligned long-term vision for the future that motivates the organization and instills passion for the vision and mission
- Establishes, in collaboration with peers, a clear, actionable, and ambitious long-term strategic roadmap
- Demonstrates expertise in contingency planning and tactical realignment
- Develops strategic initiatives that improve DPS's ability to deliver results; makes effective, timely, and agile decisions
- Establishes a progressive strategy that leads the local, state, and national trends for education innovation; anticipates changes and trends impacting the industry

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
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OPERATIONAL & ORGANIZATIONAL

- Establishes organizational priorities, budget, and metrics; holds leaders accountable to manage and monitor organizational performance to deliver results with impact
- Provides resources and removes systemic barriers to customer service excellence throughout the organization
- Applies expert leadership skills, broad industry knowledge, and expert business acumen; primarily focuses across the organization
- Models sound business practices and fiscal accountability and holds leaders accountable for same
- Collaborates with peers to allocate and redirect resources and talent across the organization to deliver results
- Creates a culture that challenges the status quo; provides organizational supports for continuous improvement

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

PEOPLE & CULTURE

- Improves team performance through open feedback, training, and shared learning
- Builds shared accountability for project goals; capitalizes on the skills of the team to achieve results
- Demonstrates empathy and builds trust
- Brings positivity and optimism to interactions with others
- Manages conflict in a way that honors our values and perspectives of others
- Consistently and creatively recognizes others for their contribution to the project

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Solicits diverse points of view; demonstrates respect and inclusion
- Builds strong collaborative relationships across DPS
- Effectively engages stakeholders to build support for key change initiatives
- Positively represents DPS in the broader community
- Leads meaningful conversations around equity and barriers to success for all students

CAREER STALLERS

- ⇒ Easily frustrated and/or distracted by changing priorities; fails to seek path forward in the face of ambiguity
- ⇒ Fails to effectively delegate work and doesn't escalate issues of accountability
- ⇒ Does not accept accountability for negative influence, failure, or lack of results; acts defensively rather than proactively to address issues of concern
- ⇒ Fails to build collaborative relationships
- ⇒ Does not proactively escalate issues and risks with manager that impact the work and personal goals
- ⇒ Focuses on individual results at the expense of the team; does not step in to support the team when task is outside of immediate job responsibilities
- ⇒ Does not demonstrate a customer service mindset



LEADER OF PROGRAMS

Living Shared Core Values
Improving Personal Performance
Managing Change

PERSONAL & VALUES

- Intentionally models DPS Shared Core Values and holds colleagues accountable for doing the same
- Raises personal standards of performance through focus on developing expertise and leading with influence
- Requests formal and informal feedback, and encourages others to do the same
- Exhibits self-awareness, responds appropriately to feedback, and understands personal influence on others
- Identifies and effectively leads change initiatives for their program across the organization
- Communicates proactively; manages change resistance

Demonstrating Vision
Engaging in Effective Planning
Making Strategic Decisions
Promoting Innovation

VISION & STRATEGY

- Develops and communicates a compelling vision that motivates and engages others with the purpose of the program
- Creates a clear and actionable mid-term road map for the program incorporating emerging best practices
- Aligns decisions with program goals; considers impact across DPS
- Openly solicits and implements innovative solutions to improve program impact
- Searches both internally and outside the organization for innovative ways to improve program impact

Delivering Results with Impact
Providing Strong Customer Service
Demonstrating Strong Skills & Expertise
Utilizing Resources Effectively
Driving Process Improvements

OPERATIONAL & ORGANIZATIONAL

- Effectively manages the program to ensure results demonstrate return on investment
- Delivers results through influence and accountability
- Identifies and escalates potential barriers to success
- Demonstrates strong customer service focus in program support and communications
- Applies strong knowledge and expertise of program area to achieve results with impact
- Uses resources including time, tools, and budget effectively to deliver results
- Uses data to drive improvements and decisions; ensures improvements achieve targets
- Captures and reflects on lessons learned to ensure successes and opportunities are applied to future work

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

PEOPLE & CULTURE

- Holds leaders accountable for developing their teams; effectively shares knowledge across peer group
- Improves leadership of direct reports through focus on magnifying impact and influence
- Builds high performing, integrated, and highly engaged management team
- Implements best practices for talent management
- Establishes a culture of trust and engagement across the function
- Steps up to and views conflicts as opportunities to find common ground and collaboration
- Shares best practices regarding motivation and recognition
- Establishes a positive culture of proactive communication, open dialogue, and transparency

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Establishes policies and practices for inclusive behaviors and engaging diverse view points across the function
- Builds collaborative relationships with internal and external stakeholders
- Leverages side-ways leadership across peer group
- Positively represents DPS in the broader community
- Establishes culture that ensures decisions promote equity for all students

CAREER STALLERS

- ⇒ Decision-making and focus are too local, short-term, and tactical; fails to anticipate longer term changes, impact, and risks to the function
- ⇒ Focuses on original area of expertise; fails to develop broader knowledge to drive innovation and growth for the entire function
- ⇒ Does not hold managers accountable for leading and developing others; loses key, high-performing individuals
- ⇒ Does not keep abreast of industry changes to ensure innovation and best practices; loses edge
- ⇒ Fails to influence organizational leaders to action on functional initiatives
- ⇒ Fails to build collaborative relationship with manager and does not manage up well



LEADER OF FUNCTIONS

PERSONAL & VALUES

- Intentionally models DPS Shared Core Values and actively holds their function and colleagues accountable for doing the same
- Known as a thought leader across the organization; is up-to-date on trends
- Quickly integrates learning
- Models strong self-awareness, curiosity, and personal reflection; establishes a culture of the same for the function
- Leads change initiatives cross functionally; researches and incorporates best change management practices
- Demonstrates stamina, initiative, and persistence

VISION & STRATEGY

- Develops and communicates a compelling and aligned mid-term vision that motivates and engages the function
- Creates a clear and actionable mid-term road map for the function
- Strategic plan incorporates challenging goals, emerging best practices, and anticipates trends
- Makes complex decisions aligned with organizational goals; demonstrates high level of consideration for internal and external environment and trends
- Willingly stands by difficult decisions
- Anticipates changes and trends impacting the district and function; creates breakthrough, adaptive strategies
- Sets the tone for a culture of intelligent risk taking and learning from mistakes across the organization

OPERATIONAL & ORGANIZATIONAL

- Ensures overall results deliver the desired organizational impact
- Demonstrates agility in influencing through multiple organizational layers to increase the speed of execution
- Drives the integration of service excellence culture within and across functions to ensure a seamless customer experience
- Applies strong leadership, broad functional knowledge, and strong business acumen to make complex decisions; primarily focuses across functions
- Identifies opportunities to allocate and redirect resources across functions to deliver results
- Models sound business practices and fiscal accountability and holds leaders accountable for same
- Implements best practices of continuous improvement
- Appropriately assesses risks and removes barriers to change; evaluates options and makes timely decisions

PEOPLE & CULTURE

- Improves team performance through open feedback and shared learning
- Builds a shared accountability for program goals; capitalizes on the skills of the team to achieve results
- Demonstrates empathy and builds trust
- Demonstrates visibility, optimism, and accessibility
- Ensures conflict is productive
- Engages in meaningful team recognition
- Communicates effectively and frequently

COMMUNITY & EQUITY

- Solicits diverse points of view; demonstrates respect and inclusion
- Builds strong collaborative relationships across DPS that build shared ownership of goals
- Effectively engages stakeholders towards a common goal
- Positively represents DPS in the broader community
- Leads meaningful conversations around equity and barriers to success for all students

CAREER STALLERS

- ⇒ Fails to build buy-in and commitment from stakeholders; underestimates change management and communications needs
- ⇒ Fails to effectively delegate work and doesn't give credit to the team
- ⇒ Struggles to effectively influence accountability through indirect authority
- ⇒ Fails to properly escalate risks and issues and eliminate obstacles to program impact and success
- ⇒ Distances self from unpopular or difficult decisions; fears failure and discourages calculated risk-taking
- ⇒ Fails to build collaborative relationship with manager; does not manage up well



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LEADER OF TEAMS

PEOPLE & CULTURE

Living Shared Core Values
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PERSONAL & VALUES

- Intentionally models DPS Shared Core Values and holds their team and colleagues accountable for doing the same
- Raises personal standards of performance through focus on professional expertise, management, and leadership skills
- Openly requests and responds appropriately to formal and informal feedback, holds team accountable to do the same
- Exhibits self-awareness and demonstrates transparency about personal growth opportunities
- Demonstrates a personal commitment to change and supports changes even when not in agreement
- Leads team in making transitions
- Communicates proactively; manages resistance effectively

Promoting Continuous Learning
Delivering High Performing Teams
Building a Culture of Positivity

- Prioritizes improving managerial and leadership skills of direct reports; focuses on coaching and intentionally providing growth and training opportunities
- Builds high performing teams committed to common purpose, mutual goal achievement, and mutual accountability
- Intentionally selects for complementary skill; develops and retains top talent
- Empowers and enables leaders to work at their level; effectively manages performance
- Builds a culture of trust across teams
- Models visibility, optimism, and accessibility
- Effectively manages conflict across teams
- Personally recognizes individuals and teams across the organization
- Communicates effectively, proactively, and transparently targeted to multiple stakeholders

Demonstrating Vision
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VISION & STRATEGY

- Communicates compelling vision that motivates and engages employees; builds a common mindset and owns the message
- Sets clear and coherent annual team goals aligned to team strategic plan with measurable definition of success
- Aligns decisions with team goals and data; considers impact across functions
- Encourages new ideas and innovative thinking; effectively incorporates new ideas into team work

Demonstrating Inclusion
Building Relationships
Driving Equity for Students

COMMUNITY & EQUITY

- Actions demonstrate commitment to diversity and inclusion; holds team leaders accountable for same
- Builds collaborative relationships with cross functional internal stakeholders
- Creates the space across teams to connect to schools and students
- Positively represents DPS in the broader community
- Establishes data-driven policies and practices that ensure equity for all students

Delivering Results with Impact
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OPERATIONAL & ORGANIZATIONAL

- Delivers results through direct management of the team; effectively designs and manages work and resources
- Identifies and appropriately measures meaningful outcomes
- Identifies, implements, and ensures team delivers against expectations for customer service excellence
- Applies management skills and deep knowledge in content and process to achieve results with impact; primarily focuses on the team's direct area of accountability
- Aligns people and resources to achieve results; primary focus on immediate fiscal/school year results
- Uses data and knowledge of process improvement practices to identify opportunities and drive improvements

CAREER STALLERS

- ⇒ Exhibits uncertainty and delays decisions when information is incomplete; fears failure and discourages calculated risk-taking
- ⇒ Fails to seek out differing opinions or to understand other points of view; fails to build diversity of perspectives within the team
- ⇒ Struggles to identify key change management risks and challenges and adjust accordingly
- ⇒ Does not focus adequately on supporting and holding direct reports accountable for leading and developing others
- ⇒ Does not invest adequate time in proactively developing strong cross-functional relationships across the organization
- ⇒ Provides "lip service" for DPS Vision and Shared Core Values; lacks practices within team to reinforce their importance
- ⇒ Fails to build collaborative relationship with manager; does not manage up well



LEADER OF LEADERS

PERSONAL & VALUES

- Intentionally models DPS Shared Core Values and holds their teams and colleagues accountable for doing the same
- Raises personal standards of performance through continuous focus on impact and influence
- Integrates learning to increase leadership skills and personal effectiveness
- Models self-awareness and curiosity; seeks feedback for growth and establishes a culture of the same across the teams
- Sponsors change across teams; builds business case for change
- Anticipates and effectively manages change resistance

VISION & STRATEGY

- Develops and communicates a compelling and organizationally aligned mid-term vision that motivates and engages teams
- Creates a clear and actionable mid-term map for the teams incorporating emerging best practices and professional trends
- Sets challenging goals and implements processes to ensure operational accountability
- Aligns data-driven decisions with functional goals and data; considers impact across DPS
- Makes timely decision based on changes and in the face of ambiguity
- Implements practices that reward breakthrough thinking across teams
- Engages in adaptive thinking and intelligent risk taking; exercises good judgment about which creative ideas to pursue

OPERATIONAL & ORGANIZATIONAL

- Manages productivity and resources across teams to achieve results
- Holds leaders accountable to delivering results and desired impact; sets challenging targets
- Establishes strong customer service culture and delivers excellent service across all teams through standards and systems
- Applies leadership, broad content knowledge, and business acumen to make decisions; primarily focuses across teams within the function
- Ensures collaboration and resource maximization across teams
- Identifies and implements scalable, sustainable, and data-driven continuous improvement plans that meet targets and expected impact

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PEOPLE & CULTURE

- Improves team performance through coaching, feedback, training, and stretch opportunities focused on skill building
- Builds high performing team that demonstrates common purpose, achievement of goals, and mutual accountability
- Empowers and enables direct reports to work at their level; involves individuals in decisions that impact their work
- Engages in effective performance management practices
- Demonstrates empathy and builds trust into team culture
- Demonstrates visibility, optimism, and accessibility to team members
- Ensures conflict is productive
- Engages in meaningful team recognition
- Communicates effectively, frequently, and with transparency

Promoting Continuous Learning
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COMMUNITY & EQUITY

- Regularly solicits diverse points of view; models commitment to diversity and holds team accountable for inclusion
- Builds strong collaborative relationships across DPS
- Effectively engages stakeholders towards a common goal
- Creates connections for the team to schools and students
- Positively represents DPS in the broader community
- Ensures decisions promote equity for all students

CAREER STALLERS

- ⇒ Fixes the mistakes of direct reports rather than coaching and developing; views questions from direct reports as interruptions
- ⇒ Spends too much time with people and in areas where they are most comfortable; maintains status quo rather than seeking improvements
- ⇒ Keeps too much information to self and does not communicate information effectively with others; fails to give visibility to the work of the team or others
- ⇒ Struggles to create measureable indicators of success for performance within team
- ⇒ Distances self from unpopular or difficult decisions; fears failure and discourages calculated risk-taking
- ⇒ Fails to build collaborative relationship with manager; does not manage up well



		Individual Contributors			Managers of People				
LEVEL		LEADER OF SELF	LEADER OF OTHERS	LEADER OF PROGRAMS	LEADER OF TEAMS	LEADER OF LEADERS	LEADER OF FUNCTIONS	LEADER OF THE ORG	LEADER OF THE DISTRICT
CONTRIBUTION		Doing the Work	Leading Projects	Leading Programs	Enabling the Work	Executing Results	Bringing Best Practices	Determining Org Outcomes	Perpetuating the Org
		Achieving results by doing the work in collaboration with others	Achieving results by leading the work through project teams	Achieving results by leading strategic initiatives through program teams	Achieving results by leading the work through direct reporting teams	Achieving operational excellence by leading teams and coaching managers	Achieving functional excellence through best practices and developing others	Achieving organizational excellence through leading change, building culture, and growing leadership	Achieving the recognition for the organization through innovation, leadership, culture, and excellence
EXAMPLE TITLES			Lead Project Manager	Program Manager Director (individual)	Supervisor Manager Sr. Manager	Directors (with a team)	Executive Director Instructional Superintendent	Chief Senior Leader	District Superintendent
TRANSITION CHANGES	MORE OF:	Focusing on doing great work and prioritizing the current workload	Influencing others to achieve the outcomes Delegating and holding others accountable Summative communication	Influencing stakeholders Focusing on how the program will achieve its intended impact Focusing on cross organizational collaboration	Enabling the team to act Coaching team members for growth Making time for leading people	Coaching managers not individuals Removing barriers to cross organizational collaboration Prioritizing the work for the highest impact	More driving best practices More prioritizing organizational goals Interpreting organizational goals Ensuring the organization understands the contribution of the function Sets the climate for change	Sets the culture for innovation Proactively understands and integrates industry to enable value Focus creating overall organizational capacity and capability to deliver outcomes External focus	Strategic analysis of trends in political landscape, community demographics, and industry innovation Leading Change External leadership Long term value creation
	LESS OF:		Executing all work personally	Spending all time on tactical execution	Stepping in to do the work of the team	Driving individual accomplishments	Focusing on the day to day work Less firefighting	In touch with the interworking of the function Internal focus	Time spent on short term (1-2 yr.) results
PLANNING HORIZON	Strategic Goals and Plan	Short Term 1+ Years		Mid Term 2-5 Years			Long Term 5-10 +Years		
	Work Plan to Fulfill Strategic Plan	Quarterly		Annual		Biennial		Biennial and Beyond	