

Lindsay Leader

Integrity: the embodiment of honesty, fairness, trustworthiness, honor and consistent adherence to high-level moral principles

- Thinks and acts according to high-level moral principles
- Values are not changed by popular opinion
- Is honest with self and others about issues
- Acknowledges mistakes and tries to correct them
- Consistently treats others with respect (i.e., Golden Rule)
- Willing to take a stand based on principles and beliefs of the organization
- Honors his/her commitments
- Works toward “win-win”
- Honors and respects the core values of the organization
- Doing the right thing even when no one is looking
- Passionate, brave, fair and consistent

Integrity: Passive Leader

- Doesn't take a stand for a known wrong
- Lacks courage
- Settles for mediocrity out of fear of retribution or negative consequences
- Knows right from wrong, but fails to act

Integrity: Undermining Leader

- Says one thing but does another
- Uses their power inappropriately
- Changes for personal gain or safety
- Does not adhere to sound moral principles
- Lies or tells partial truths
- Places more priority on being politically correct than what's best for LUSD/students
- Unethical
- Inconsistent
- Shows favoritism
- Talks out of “both sides of their mouth”
- Dodges accountability
- Selfish, self-serving
- Bully

Lindsay Leader

Commitment – people’s willingness to devote their full energies and talents to the successful completion of undertakings

- Driven to complete tasks to a high level
- Does what it takes to get the job done right
- Does what is right and what is needed, not what is convenient
- Goal driven
- Keeps the main thing the main thing
- Actions are consistent with the Strategic Design components
- Knows the organization inside and out
- Fully invested in all stakeholders
- Loyal
- Consistently follows through to ensure success
- Has the grit to hang in there

Commitment – Passive Leader

- Does just enough to “get the job done”
- Easily swayed by others
- Does not put in extra time and effort/does the minimum
- Does not always actively participate
- Complains privately - not completely honest and transparent

Commitment – Undermining Leader

- Does not devote full energy to required tasks
- Incomplete or low quality work
- Leaves people hanging
- Makes excuses for low quality work
- Occupies the seat, but doesn’t walk the walk

Lindsay Leader

Excellence: *A desire for, and pursuit of, the highest quality in any undertaking, process, product or result*

- Strives to become an expert in his/her field
- Demonstrates fortitude, grit and persistence
- Strives for the highest standards; desires to exceed the goal and doesn't settle for less
- Challenges and pushes themselves
- Gives 100%
- Self-reflective
- Utilizes the expertise of others to help the organization
- Relentless in the pursuit of positive outcomes
- Seeks essential resources and information to ensure success and quality
- Thinks outside the box

Excellence: Passive Leader

- Tolerates mediocrity
- Disengaged in work to develop high quality results
- Accepts excuses for poor results
- Is an expert in their field, but doesn't put it to use

Excellence: Undermining Leader

- Takes the easy way out
- Is a know-it-all
- Does just enough to get by
- Doing things the way they've been done, keeps the status quo
- Encourages mediocrity
- Not self-reflecting/evaluating
- Is more about appearances than quality
- Throws up hurdles to innovation
- Just get it done mentality
- Incompetence – doesn't have a clue
- Not goal driven, just puts in the time (counting service years)

Lindsay Leader

Risk-Taking: *taking initiative, breaking the mold and speaking out in sincere attempts to support core values*

- Bold, influential, respected, purposeful
- Open and honest communication
- Doing what is right, in the right way
- Has a visionary perspective
- Deeply thoughtful and reflective
- Is passionate and compassionate
- Being able to think outside the box
- Independent thinker
- Open to new ideas
- Not afraid to fail
- Innovative and creative
- Encourages and supports others in risk-taking

Risk-taking: Passive Leader

- Knows what to do but doesn't do it
- Watches others do the wrong thing but turns a blind eye
- Agrees with Strategic Design but is not invested
- Cannot visualize the next step
- Knows what risks should be taken but takes no action
- Ducks opportunities to speak out
- Starts to take risks but gives up easily

Risk-taking Undermining Leader

- Sticks with status quo no matter what
- Being a naysayer to innovative thinking and actions
- Fears failure
- Narrow-minded
- Thinks primarily about how any consequences will affect them – very self-centered
- Encourages others to take the easy way

Lindsay Leader

Teamwork: working collaboratively and cooperatively toward achieving a common recognized end

- Synergistic
- Focus on the good of the organization
- Clear understanding of the common recognized end
- Promotes a positive climate
- Addresses conflicting opinions in a professional manner
- Seeks feedback and acts on feedback
- Considers viewpoint of all stakeholders
- Doesn't carry a personal agenda
- Makes time to collaborate
- Empowers others and maximizes the capacity of team members
- Values all parties involved
- Consensus-builder
- Open minded
- Good communicator
- Accepts current reality, envisions ideal future and invests time, energy and intellect to make the ideal future a reality
- Can manage conflict
- Engages with others
- Knows when to concede
- Not self-serving
- Acknowledges contribution/quality of others – gives credit where credit is due

Teamwork: Passive Leader

- Follows along
- Agrees with everything the group says or does
- Stands in the back and doesn't contribute
- Doesn't care about the thoughts/contributions of the team
- Dead weight, overburdens other team members
- Argues just to exert power

Teamwork: Undermining Leader

- Has a personal/"Me first" agenda
- Makes decisions without including essential stakeholders
- Defensive
- Doesn't communicate well
- Not goal driven
- Allows/fosters negative climate
- Doesn't share leadership
- Has a need to be in control
- Doesn't follow-through on agreements
- Tries to divide the team
- Undermines decisions of the leader

Lindsay Leader

Accountability: *Taking responsibility for the content and process of decisions made, actions taken and the resulting outcomes*

- Can honestly share successes and failures
- Not afraid of results
- Open to feedback related to decisions, actions or outcomes
- No excuses for poor performance or results
- Embraces rules, systems and procedures for accountability
- Data driven
- Maintains a focus on goals, actions and results
- Owns the outcome – doesn't shift the blame
- Uses clear systems to monitor results

Accountability - Passive Leader

- Unresponsive to evidence of failure
- Avoids the facts with regard to outcomes
- Has low expectations
- Ignores the results, thinking eventually it will go away and/or get better

Accountability – Undermining Leader

- Not focused on goal oriented results
- Intentionally breaks the agreements or rules
- Secretive about decisions, actions and outcomes
- Rigid in “staying the course” in spite of evidence of failure
- Picks apart the rule so that they can buck the system, finds “loopholes”
- Never checks or reviews data, outcomes or evidence
- Makes “individuality” a reason to not follow rules
- Avoids/discredits feedback
- Passes the buck

Lindsay Leader:

Improvement – A commitment to continuously enhance the quality of the personal and organizational results, performances, and processes:

- Questions the status quo
- Focuses on the good of the organization
- Thinks through decisions before acting – Responsive not Reactive
- Gathers input from key stakeholders
- Sets goals with an action plan of intentionality
- Develops well thought-out plans
- Clearly communicates systems and plans to essential stakeholders
- Maintains intense focus on what really matters
- Delivers a consistent message
- Relentless about ensuring quality and results
- Seeks to identify and eliminate inefficiencies
- Makes adjustments
- Supports and inspires others to reach full potential
- Flexible when it is clear that outcomes of decisions made aren't positive, productive or working

Improvement: Passive Leader

- Manages duties/doesn't lead
- Not highly engaged in improvement process
- Lacks ownership of decisions made
- Non-committal in responses
- Keeps ideas, thoughts, suggestions to themselves
- Doesn't push for accountability or high results
- All decisions, goals and plans are negotiable
- Doesn't take action without prompting
- Willingness to live with something that is just wrong
- Accepts mediocrity
- Doesn't think outside the box
- Gathers input only from trusted sources

Improvement: Undermining Leader

- Non-believer of systems thinking
- Reactive in decision making
- Disorganized
- Changing all the time
- Lacks self-control
- Perpetuates inefficiency
- Loves status-quo
- Doesn't value or practice continuous improvement process

Lindsay Leader

Openness: A willingness and desire to receive consider and act ethically on information and possibilities of all kinds

- Encourages input, feedback and opinions from stakeholders
- Able to detach from personal biases in order to understand others' perspectives
- Uses information constructively and for the common good of LUSD
- Highly attentive listener
- An inviting demeanor that elicits sharing
- Accessible
- Capacity to explore multiple perspectives
- Demonstrates empathy and humility
- Non-judgmental
- Promotes and works within structures that enable openness
- Confident and secure with self
- Able to embrace diversity

Openness: Passive Leader

- Listens but does not act or follow through
- Avoids input from others
- Doesn't give feedback
- Neutral attitude
- Will just go along with whatever others decide

Openness: Undermining Leader

- Embrace strong biases that doesn't allow them to see another way
- Resists or fears feedback
- My way or the highway
- Misuses information
- Closed-minded to others' perspectives or viewpoints
- Unapproachable/defensive/hostile
- Works in isolation
- Not a good listener
- Responds unethically to agreed-upon decisions

Lindsay Leader

Alignment: the purposeful, direct matching of decisions, resources, and organizational structures with the organization's vision

- Consistent/steadfast in decision making
- Willing to check and adjust
- Actions driven by LUSD Strategic Design
- Owns the LUSD Strategic Design vision, embraces the Strategic Design in word and in deed
- Follows plans with fidelity
- Aware of one's own alignment with the Strategic Design.
- Aware of the effect one's actions have on the whole system
- Focused and strategic in thought, word and action

Alignment: Passive Leader

- Goes with the flow
- Checks but doesn't adjust
- Settles for the status quo
- Inconsistent actions and behaviors
- Aware of the Strategic Design but lacks implementation
- Makes decisions that lack alignment

Alignment: Undermining Leader

- Direction driven by independent goals
- Defiance to organizational goals and mission
- Chooses not to buy in to the LUSD Strategic Design
- Stubborn with own way of thinking
- Has a clear direction that is contrary to LUSD Strategic Design
- No regard for outcome, not focused on quality or results
- Beliefs, words and actions don't match organization's vision
- Going against "the flow" just to spite organizational efforts to align

Lindsay Leader

Courage: the willingness of individuals and organizations to risk themselves despite the likelihood of negative consequences or fear

- Says true opinion, transparent with ideas
- Creative, innovative thinkers
- Assertive in a positive and productive way
- Willing to share personal experiences
- Confident/comfortable with being honest
- Understands the ramifications of being courageous
- Convicted in beliefs
- Aware of judgment by others and willing to endure that judgment
- Stands firm even in the face of extreme conditions/opposition

Courage: Passive Leader

- Has thoughts but no voice
- Listens to gossip without squashing it
- Believes in accountability but doesn't practice it
- Remains quiet observer

Courage: Undermining Leader

- Instills fear
- Apathetic on issues
- Priority is to please others
- Turns a blind eye
- Doesn't hold others accountable to agreements
- Follower on most issues
- Speaks negatively, gossips
- Remains quiet in the face of wrong
- Unwilling to provide constructive criticism
- Lacks commitment to the goals of organization
- Cowers in the face of opposition, bails out when the going gets tough