Leadership Competencies
January 2021

ABBOTSFORD
SCHOOL DISTRICT

CORE Competencies – All Leaders	
Personal Leadership *Demonstrates emotional intelligence and models organizational values*	
Competencies	**Key Behaviours / Attributes**
Self-Awareness	Cultivates awareness of personal strengths and weaknesses, values, identity, and bias. Understands impact on others. Seeks feedback and is committed to learn and improve. Demonstrates and honours authenticity and vulnerability.
Courage & Integrity	Demonstrates professionalism and upholds organizational values and beliefs. Takes a stand in the best interests of students and confronts issues of (in)equity. Behaves in an honest, fair, ethical and inclusive manner. Shows consistency in words and actions and delivers on commitments.
Resilience	Copes with pressure and ambiguity. Maintains composure in difficult situations and puts stressful experiences into perspective. Demonstrates flexibility when plans or situations change. Recovers from setbacks and remains optimistic and persistent to overcome adversity. Implements strategies to maintain personal health and wellbeing. Fosters resilience in staff.
People Leadership *Helps people grow and fulfill their potential*	
Relationships	Develops and maintains a network of trusting, respectful, and productive relationships. Actively builds partnerships with district and community resources. Demonstrates curiosity, empathy, and caring. Listens to understand. Communicates clearly, credibly, and tactfully and adapts communication to reflect the audience and situation. Recognizes and maintains professional boundaries. Proactively addresses conflict in a constructive manner.
Capacity-building	Exemplifies being a lifelong learner with a growth mindset. Invests in others by offering opportunities, giving feedback, guidance, and support, and providing coaching and mentorship. Motivates others to do their best and achieve individual, team, and organizational goals. Sets clear and consistent expectations and holds self and others accountable. Acknowledges achievements and contributions.
Collaboration & Teamwork	Facilitates productive relationships and cooperation among people with diverse personalities, viewpoints, and learning styles. Creates opportunities and processes for learning and working together and encourages participation. Assesses and addresses individual needs and group dynamics to enhance engagement. Involves the team in problem-solving, decision-making, and planning.

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RESPECT OPPORTUNITY INNOVATION

Visionary Leadership *Inspires people to embrace change*	
Strategic Planning	Demonstrates passion for student success. Communicates clear and compelling purpose, vision, and direction. Defines school/departmental goals and plans based on student needs and district priorities. Curates student, family, and staff voice to design programs and practices that meet the needs of students. Ensures alignment between goals and actions.
Learning & Innovation	Fosters a psychologically safe workplace where people feel heard, respected, and valued. Leads school and organizational change, engages stakeholders, and helps others adapt to change. Creates a climate of discovery and learning by asking powerful questions, demonstrating an open mind, challenging assumptions and the status quo, and connecting people and ideas. Models and supports informed risk-taking, learning from failure, and continuous improvement.
Community & Culture	Fosters an environment of inclusion where every person is acknowledged, and diversity is valued. Applies culturally relevant approaches to connect people from diverse cultural, socioeconomic, and educational backgrounds, and persons of all ages, genders, health status, sexual orientations, religions, and abilities. Develops and implements programs and practices that create an inclusive, caring and socially responsible environment and reflect Indigenous ways of knowing.
Organizational Leadership *Manages organizational resources and exercises sound decision-making*	
Decision-making	Places students at the center of decision-making. Gathers evidence and engages in meaningful analysis and discussion to understand issues, generate insights and solutions, evaluate options, inform decisions, and assess results. Ensures decisions are sound, responsible, and sustainable and considers school/departmental and district impact.
Resources	Translates school/departmental goals to annual plans. Efficiently organizes and manages human, financial, and physical resources. Follows organizational policies and procedures and manages within allocated resources. Makes effective use of technology and stays current on technological developments. Ensures appropriate access and security of systems and information and understands the importance and implications of data integrity, privacy, and confidentiality.

Job-Specific Competencies – Principal/Vice-Principal

Learning Leadership
Promotes deep learning and practices the First Peoples Principles of Learning.

Competencies	Key Behaviours / Attributes
Instructional Practice	Has knowledge and understanding of effective pedagogy, assessment, educational best practices, and strategies for improving learning and achievement. Has knowledge and understanding of child development and behaviour. Builds a shared vision of effective instruction within the school and leads implementation of curriculum. Uses the teacher competencies and adult learning principles to guide practice and enhance student learning. Initiates and supports an inquiry-based approach to improve teaching and learning.
Learning Culture	Demonstrates commitment to raising standards for each student and meeting student needs in diverse ways. Cultivates an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student. Promotes understanding and integration of the First Peoples Principles of Learning. Strives for equity of educational opportunity and embeds culturally responsive practices.