

DAYTON INDEPENDENT SCHOOLS

The Mission of Dayton Independent Schools is to **INSPIRE, ENGAGE, and GROW** each of our Students.

Vision: To be a Distinguished District

LES: Proficiency = 67.2. Current = 64.8 **GROWING!**

DMS: Proficiency = 65.8 Current = 68.4 **Proficient!**

DHS: Proficiency = 70.2 Current = 71.3 **Proficient!**

District: Proficiency = 66.2 Current = 68.7 **Proficient!**

We INSPIRE our students through our actions, our stories, and our beliefs so they can become whatever they want to become.

We believe in leading by example.

We believe motivation is driven by passion.

We believe attitude drives ability.

We believe enthusiasm is contagious.

We ENGAGE our students in learning experiences that allow for each student to be an active and passionate learner.

We believe our students should be challenged at all levels.

We believe every student has the ability to learn and achieve.

We believe understanding is more important than remembering.

We believe learning needs to be Active, Authentic, and Applied.

We GROW our students into life-long learners who are successful members of their community.

We believe success comes from hard work.

We believe in progress.

We believe growing is continuous.

We believe perseverance is part of learning.

Go...GROW...DAYTON

2016-2017 Leadership Guide

Superintendent Expectations

Your School Brand Matters

Push for Excellence

The Ethical Environment in an organization is Built and Developed by the Leaders

Above ALL else be an ETHICAL Leader

- Leaders Build Trust
- Leaders Eat Last
- Leaders Respect Others
- Leaders are Humble
- Leaders Serve Others
- Leaders are Fair and Just
- Leaders Build Community
- Leaders are Honest
- Leaders are Loyal
- Leaders take Responsibility and Never Blame
- Leaders Balance Adam I (resume) with Adam II (eulogy)
- Leaders Understand and Demonstrate that Character Matters

Leadership Questions:

1. How did I Lead and serve today?
2. What did I improve today?
3. How did I improve today?
4. Are you the instructional Leader in your building?
5. Are you the informational Leader in your building?
6. Are you the inspirational Leader in your building?

Works as part of the TEAM

- Leaders put the TEAM first
- Leaders Understand that we are Better Together
- Leaders Support

Be the INSTRUCTIONAL Leader in your school

- Be a Problem Solver; not an Excuse Finder....Diagnose and Cure!
- Know the Professional Needs of your School and Plan accordingly
- Seek out Opportunities for Professional Growth for Yourself and the Teachers you lead
- Model that Instruction is your Top Priority

Maintain Professionalism at ALL times

- Never Lose your Cool...Never!
- You are the First Impression of the District...Model Excellence, Respect, and School Pride
- Support your Leadership Team...NEVER publicly Criticize others
- Create Simple Disruptions to the Work Environment that Inspire others to Grow

Be a Data-Driven Leader

- Know your School Data
- Plan with your School Data
- Communicate using School Data
- Reflect using School Data
- Improve using School Data

Be Respectful to Others Time

- Respect Others by being on Time
- Check and respond to phone and email messages in a Timely Manner
- When you are Present...be Present! When you are Off...be Off!

The 21 Responsibilities of the School Leader

1. **Situational Awareness:(.33)** Is aware of the details and undercurrents in the running of the school and uses this information to address current and potential problems.
2. **Flexibility:(.28)** Adapts his or her leadership behavior to the needs of the current situation and is comfortable with dissent.
3. **Discipline:(.27)** Protect teachers from issues and influences that would detract from their teaching time or focus.
4. **Monitoring/Evaluating:(.27)** Monitors the effectiveness of school practices and their impact on student learning.
5. **Outreach:(.27)** Is an advocate and spokesperson for the school to all stakeholders.
6. **Culture:(.25)** Fosters shared beliefs and a sense of community and cooperation.
7. **Order:(.25)** Establishes a set standard operating procedures and routines.
8. **Knowledge of Curriculum, Instruction, and Assessment:(.25)** Is knowledgeable about current curriculum, instruction and assessment practices.
9. **Input:(.25)** Involves teachers in the design and implementation of important decisions and policies.
10. **Resources:(.25)** Provides teachers with materials and professional development necessary for the successful execution of their jobs.
11. **Change Agent:(.25)** Is willing to challenge and actively challenges the status quo.
12. **Contingent Rewards: (.24)** Recognizes and rewards individual accomplishments.
13. **Focus:(.24)** Establishes clear goals and keeps those goals in the forefront of the school's attention.
14. **Intellectual Stimulation:(.24)** Ensures faculty and staff are aware of the most current theories and practices and makes the discussion of these a regular aspect of the school's culture.
15. **Communication:(.23)** Establishes strong lines of communication with and among teachers and students.
16. **Ideals/Beliefs:(.22)** Communicates and operates from strong ideals and beliefs about schooling.
17. **Involvement in Curriculum, Instruction, and Assessment:(.20)** Is directly involved in the design, and implementation of curriculum, instruction, and assessment practices.
18. **Optimizer:(.20)** Inspires and leads new challenging innovations.
19. **Visibility:(.20)** Has quality contact and interactions with teachers and students.
20. **Affirmation:(.19)** The extent to which the leader recognizes and celebrates school accomplishments.
21. **Relationships:(.18)** Demonstrates an awareness of the personal aspects of teachers and staff.

The 7 Habits of Highly Effective People by Stephen Covey

Habit 1 Be Proactive: Change starts from within, and highly effective people make the decision to improve their lives through the things that they can influence rather than by simply reacting to external forces.

Habit 2 Begin with the End in Mind: Develop a principle-centered personal mission statement. Extend the mission statement into long-term goals based on personal principles.

Habit 3 Put First Things First: Spend time doing what fits into your personal mission. Identify the key roles that you take on in life, and make time for each of them.

Habit 4 Think Win/Win: Seek agreements that are mutually beneficial. Sometimes "no deal" is the best alternative.

Habit 5 Seek First to Understand, Then to be Understood: Put oneself in the perspective of the other person, listening empathically for both feeling and meaning.

Habit 6 Synergize: Create a whole that is greater than the sum of the parts.

Habit 7 Sharpen the Saw: Take time out to build personal renewal.

BECOME A FRIENDLIER PERSON

1. Don't criticize, condemn or complain.
2. Give honest, sincere appreciation.
3. Arouse in the other person an eager want.
4. Become genuinely interested in other people.
5. Smile.
6. Remember that a person's name is to that person the most important sound in any language.
7. Be a good listener. Encourage others to talk about themselves.
8. Talk in terms of the other person's interest.
9. Make the other person feel important - and do so sincerely.
10. The only way to get the best of an argument is to avoid it.

WIN PEOPLE TO YOUR WAY OF THINKING

11. Show respect for the other person's opinions. Never say, "You're wrong."
12. If you are wrong, admit it quickly and emphatically.
13. Begin in a friendly way.
14. Get the other person saying, "Yes, yes" immediately.
15. Let the other person do a great deal of the talking.
16. Let the other person feel that the idea is his or hers.
17. Try honestly to see things from the other person's point of view.
18. Be sympathetic with the other person's ideas and desires.
19. Appeal to the nobler motives.
20. Dramatize your ideas.

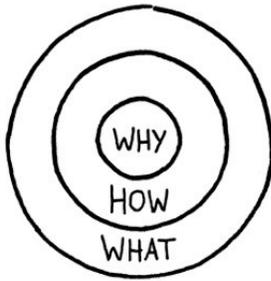
BE A LEADER

21. Throw down a challenge.
22. Begin with praise and honest appreciation.
23. Call attention to people's mistakes indirectly.
24. Talk about your own mistakes before criticizing the other person.
25. Ask questions instead of giving direct orders.
26. Let the other person save face.
27. Praise the slightest and every improvement. Be "lavish in your praise."
28. Give the other person a fine reputation to live up to.
29. Use encouragement. Make the fault seem easy to correct.
30. Make the other person happy about doing the thing you suggest.

WHAT GREAT PRINCIPALS DO DIFFERENTLY by Todd Whitaker

1. It's people not programs.
2. Who is the variable?
3. Treat everyone with respect, every day, all the time.
4. The principal is the filter.
5. Teach the teachers.
6. Hire great teachers.
7. Focus on behavior, then focus on beliefs.
8. Loyal to whom?
9. Base every decision on your best teachers.
10. In every situation, ask who is most comfortable, and who is least comfortable.
11. Understand high achievers.
12. Make it cool to care.
13. Engage in constant repair.
14. Set expectations at the start of the school year.

The Golden Circle



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What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

The Golden Circle

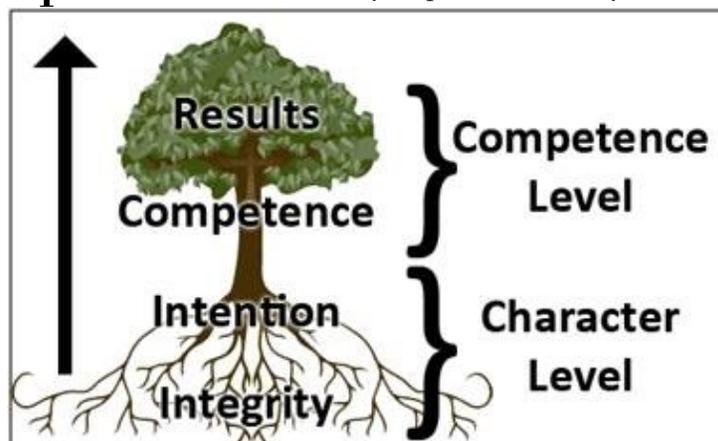
Start With Why by Simon Sinek

WHAT? We are educators.

HOW? Teach, Model, Counsel, Coach, Mentor, Nurse, Police, Feed, Clean, Transport, and Connect.

WHY? To Inspire, Engage, and Grow.

Speed of Trust by Stephen M.R. Covey



Leadership Body Language

Improve your standing...

Posture can say a lot about a person. Confident people seem to naturally stand tall, while those who slouch look like they're down on themselves. Be sure that you're presenting yourself in a way that commands respect.

What to do:

1. Stand tall, even if you're the shortest person in the room. Keeping your shoulders pushed back will lend you an air of confidence.
2. Spread your weight evenly on both feet instead of leaning on one. You don't need to stand at perfect attention.
3. Take your hands out of your pockets, or you may be seen like you've got something to hide. Hold them loosely by your side.

Eye contact...

When holding a conversation, the person you're speaking with should focus on your eyes. They indicate your emotions and can show whether you're paying attention or not. Be considerate of what your eyes tell about you: show others respect and you'll get respect in return.

What to do:

4. Look directly at the person you are talking to in order to exude confidence.

Sitting pretty...

Your posture while sitting is just as important as standing. Your level of interest in a conversation can be easily read by the position you sit in. Be careful to position yourself in a way that shows you're powerful and actively engaged in what others have to say.

What to do:

5. Sit straight so that your shoulders touch the back of your chair. Slouching promotes the image of laziness.
6. Rest your hands on the arms of your chair, place them on your knees, or fold them on your lap so that they are not a distraction.
7. Make sure your chair is positioned so you're facing the person you're talking to. This will show that you're engaged in what they are saying.
8. Lean slightly forward to appear interested in a conversation and stress what you're saying.

Heading for victory...

The position of your head, the frequency of your breaths, even yawning are indicators of your level of interest in a conversation. Take care to avoid looking as if you're bored or disinterested. If you seem to be involved in what others have to say, they will naturally offer the same to you and build mutual respect.

What to do:

9. Tilting your head to one side during a conversation shows you're interested and thinking about what's being said.
10. Take regular, even breaths. Heavy breaths are a sure sign that you're nervous.
11. Be sure to nod your head so the person you're speaking with knows you're listening and interested.

Walking into the limelight...

Carrying yourself in a confident manner is key to commanding respect. Give the impression that you're walking with a purpose.

What to do:

12. Walk, don't run. Take even strides.
13. Look ahead or in front of you, not at the floor when you walk. Don't walk with a swagger; it indicates that you're cocky and have an attitude.
14. Be careful not to shove people aside as you move across a crowded place: no one respects a rude person.
15. Similarly, avoid stepping on others' toes.

Win, hands down...

Hand gestures are great for getting attention or making a point, but be sure that you're not creating a distraction. You want attention to be on your eyes and face while speaking, not on what your hands are doing.

What to do:

16. Open, face-up palms signal honesty and straightforwardness.
17. Gesturing with your arms can help you make a point, but don't do so much that it's distracting.
18. When you stroke your chin, it shows you're trying to make a decision. Be sure that you want others to know that's what you're doing.
19. Making a steeple out of your hands makes a good impression, as it demonstrates confidence.
20. Shake hands firmly: not too tight or too limp. You don't want to crush the other person's hands or come across as unsure of yourself.
21. If the situation calls for paperwork, be sure to keep your papers in order with easy access to avoid looking disorganized.
22. Make sure your palms are clean and dry. Sweaty palms indicate nervousness and are a turn off for most people.
23. If you're trying to convince someone of your sincerity, touch your open palm to your heart.
24. Rolling up your sleeves signals a casual, get-down-to-work attitude. Roll them up or down according to the situation.
25. Removing your tie, top button, or jacket to indicate you're getting comfortable in your surroundings.

A matter of manners...

Practicing common courtesy is a basis for earning respect from others. If you're rude, people will avoid talking and working with you. Always be polite.

What to do:

26. When you need to offer comfort, a one-armed squeeze, gentle hug, or a pat on the shoulder helps will do.
27. Open doors and allow others to walk before you.
28. Cough and sneeze into your hands or a handkerchief, not into the face of the people around you.

Take a good look at yourself...

Carefully examining the way you present yourself can help you discover areas in which you may need improvement. Carefully groom your mannerisms and outward appearance to make your best impression and command respect.

What to do:

30. Look at others who command respect and imitate their actions.
31. Look good. You don't have to be conventionally handsome or beautiful; it's enough to dress neatly in clothes that suit both you and the occasion.
32. Smell good. Use deodorant and perfume, but go easy on it. You don't want to overpower the room with your scent.
33. Keep your fingernails clean, but if you prefer to wear them long, make sure they're groomed neatly.
34. Wear footwear that allows you to walk comfortably to avoid making a fool of yourself.
35. Keep your work area and personal space neat and tidy. Avoid clutter and dust.

What Successful Leaders Say Everyday By Peter Economy, INC.

Successful leaders get that way because they have a positive attitude, and they know how to build strong and enduring relationships with their employees. Instead of becoming adversaries, they become partners with their employees -- earning their respect, their trust, and their loyalty. They don't do this, however, by keeping their opinions to themselves. They really connect with their people --involving them, engaging them and letting them know that they are valued and respected members of the team.

Go from being a good leader to a *great* leader by saying these things every successful leader says every day:

1. What do you think?

Your employees are a never-ending source of ideas, many of which you may have never thought of or considered. When you ask them what they think, you're letting them know that you want and value their ideas.

2. I trust you.

Every employee wants to feel that he or she has earned the boss's trust. When your employees know that you trust them, they will repay you with their good work, their loyalty, and their trust.

3. I know you can do it.

When employees know that you are confident in their abilities, their own self-confidence will increase -- improving the probability that they will accomplish their goals.

4. It is not your fault.

Sometimes problems occur and there's nothing your employees could have done to prevent them. Be quick to recognize when these situations occur, and let your employees know you understand that they are not to blame for them.

5. I'm proud of you.

Who doesn't like to know that his or her parents -- or boss -- is proud of his or her work and accomplishments? Don't hesitate to let your employees know that you are proud of what they've done.

6. Please.

No employee wants to be ordered or bossed around. While you may be the boss, you can and should be polite when asking an employee to do something for you.

7. Thank you.

Believe it or not, 58 percent of employees reported in a workplace study that their boss seldom if ever personally thanked them for a job well done. Be the kind of leader who is generous with the praise, and your employees will appreciate you for it.

8. Great idea -- let's do it.

If you get good ideas from your employees but you don't ever actually implement any of them, your employees will quit bothering to bring new ideas to your attention. Encourage your people to create and innovate by implementing their good ideas whenever possible.

9. I've always got time for you.

Your people are your most important asset -- far more valuable than your facilities and equipment, product inventory, intellectual property, and all the cash you've got in the bank. Make a point of taking time to talk with them whenever they request it. If you can't sit down with them right then and there, make an appointment on your calendar to meet with them as soon as you possibly can.

10. I couldn't have done it without you.

Employees crave recognition for a job well done. Let them know that you value their contributions, and that they play a vital role in the organization. Even better, tell them exactly what it was they did to earn your praise.

11. No one is perfect.

Instead of playing the blame game when your employees make mistakes (which only causes them to refrain from doing anything beyond the required minimum in the future), let them know you understand that mistakes will be made, and that as long as lessons are being learned from these mistakes, you support what they are doing.

12. What can I do to help?

Your employees want your support. By asking what you can do to help them -- and then following through with the requested support -- you are clearly demonstrating to them that you are someone they can rely on when the chips are down.

13. I made a mistake.

No employee respects a boss who refuses to admit making a mistake, or who tries to blame his or her own mistakes on a member of the team. Earn the respect of your people by quickly and publicly owning up to your mistakes, and then doing whatever it takes to correct them.

14. I need your help.

When you need help to get your own job done, don't be afraid to ask your employees for it. They will not only make your burden lighter but also appreciate that you think highly enough of them to ask for their assistance.

15. Anything is possible.

Successful leaders know that there really are no limits to what can be accomplished, given sufficient resources and motivation. Be a glass-half-full kind of person, and your positive attitude will rub off on your employees.

16. I'm sorry.

Never underestimate the power of a heartfelt apology when you say or do something that offends or upsets an employee. These two words -- "I'm sorry" -- are extremely powerful, and they can heal many wounds.

17. I've got your back.

Employees want to know that you've got their back when they most need your help or support. Be steadfast in your commitment to your people, and do everything in your power to be someone they can count on--in good times and bad.

Strength Finder Themes

Achiever	Constant need to achieve something every day, immense satisfaction in being productive
Activator	Impatient for action, can make things happen by turning thoughts into action
Adaptability	Very flexible, responds easily to demands of the moment, modifies plans
Analytical	Wants proof that facts or data support theories or assumptions
Arranger	Manages and aligns multiple variables, devises new options to achieve best results
Belief	Core values provide direction, a defined purpose for their life
Command	Have presence and can take control of a situation and make decisions
Communication	Likes to present, explain, host, speak and write
Competition	A need to compare personal performance of others, strive for first place
Connectedness	Feels all are part of bigger picture, responsible for each other, all events have meaning
Consistency	Treat everyone with equality by setting up clear rules and adhering to them
Context	Understand the present by researching its history
Deliberative	Careful, vigilant, private and serious; anticipate obstacles
Developer	Sees potential in others and wants to help them succeed
Discipline	Needs order, planning and structure to provide predictability
Empathy	Senses the emotions of others and anticipates their needs
Focus	Prioritize and act; needs clear destination, goals, and efficiency
Futuristic	Fascinated by the future, dreams of what can be; energize others with their vision
Harmony	Looks for areas of agreement, compromises, objectives, steers from conflict
Ideation	Fascinated by ideas, concepts that connect, explain, and enlighten
Includer	Everyone is important and should be included in the group; accepts others
Individualization	Focuses on the differences and unique qualities of people
Input	Inquisitive, collects things, appreciates infinite variety and complexity
Intellection	Likes to think, enjoys introspection; appreciate intellectual discussions
Learner	Loves the process of learning, a great desire to learn and want to continuously improve
Maximizer	Likes to transform something from strong to superb by cultivating strengths
Positivity	Generous with praise, optimistic, energetic, convinced that life is good
Relator	Desires and encourages deeper relationships with people they know
Responsibility	Takes psychological, near obsessive ownership of anything committed to; honest and loyal
Restorative	Loves to solve problems, eradicate them, and restore something to excellence
Self-assurance	Has faith in personal strengths and confidence in abilities and judgment
Significance	Wants to be significant in the eyes of others, recognized, known, heard and admired
Strategic	Sees through clutter and complexity to find the best route to succeed
Woo	Winning others over, enjoys challenge of meeting and attracting new people

Dayton Leadership Team Strength Finder Summary 2015-2016

Name	Strength	Strength	Strength	Strength	Strength
Jay	Strategic	Learner	Ideation	Futuristic	Intellection
Ron	Consistency	Woo	Empathy	Harmony	Positivity
Rick	Achiever	Developer	Positivity	Relator	Learner
Brittney	Woo	Includer	Positivity	Learner	Ideation
Casey	Consistency	Maximizer	Adaptability	Futuristic	Learner
Ryan	Individualization	Futuristic	Relator	Analytical	Ideation
Heather	Belief	Empathy	Developer	Learner	Achiever
Scott	Responsibility	Discipline	Developer	Harmony	Learner