

**Values & Competencies - Communities in Schools**

**Overall Values:**

* **Relationships.** Cultivating Relationships That Work.
* **Impact.** Driving Student-Centered, Measurable Impact.
* **Equity.** Being Boldly Race, Equity, and Justice-Forward.
* **Learning.** Reflecting on Our Practice, Improving for the Future.
* **Sustainable Excellence.** Prioritizing Sustainable Excellence.
* **Relationships**
  + **Leader/people manager competencies** 
    - **Equitable and Effective Management:** We use structures and skills to create the conditions for our teams and individual team members to achieve our mission.
      * **Question:** Walk me through some of the systems and tools you used every day to manage your team. How did they work? What challenges did they seek to solve? How did they mitigate bias?
    - **Building Relationships Across Lines of Difference:** We use our lens on racial justice, equity, inclusion and belonging, and strong emotional intelligence and empathy to build authentic and high-trust relationships across lines of race, gender, and other meaningful dimensions of identity difference and levels of power within the organization.
      * **Question:** What considerations do you keep in mind when building a managerial relationship with someone with a disability? What concrete actions do you take early on in the relationship to ensure your team mate succeeds? What actions do you take on a continual basis? How do you determine your approach is working?
    - **Developing Our Team Members Through Challenge and Support:** We intentionally challenge and support our team members to build their capabilities, so that they’re able to increasingly contribute to the mission, make more decisions impacting their work, and model what excellence looks like in their roles.
      * **Question:** Talk to me about a time you helped a manager support a team member in learning new skills or meaningfully improving their performance. What was the situation? How did you decide what skills to focus on? What did you do to support the manager in working with the team member in building new skills?
    - **Modeling High-Trust Behaviors:** We model trust-building behaviors like open communication, seeking to understand and gather perspective, effectively giving and receiving feedback, following through on commitments, and integrity in our words and actions. As managers, we also insist our teams do the same.
      * **Question:** Talk to me about a time you needed to build back trust with a leader, stakeholder or colleague. What was the situation? What did you do? What was the outcome?
    - **Sharing Power and Responsibility:** We actively work to share power and responsibility with our team, and build skills in our team members to solve problems and make decisions as close to the work as is appropriate.
      * **Question:** How does shared power show up on your team? Tell me about concrete approaches and systems you’ve used to delegate decisionmaking and ensure team members are taking on more and more responsibility in their roles?
* **Impact**
  + **Leader/people manager competencies** 
    - **Data-Driven Management:** We stay close to the data of our teams, and develop structures and a cadence of accountability to ensure we’re making progress on what matters - and intervening quickly when we’re off-track.
      * **Question:** In your most recent role, what kinds of data were you using to determine if your team was on track? How often did you collect it? How did it inform your management decisions?
    - **Grounding Decisions in Data:** We model the practice of grounding decisions in data from our stakeholders - not just our instincts, preferences, or past traditions and develop our team members to do the same. Where we have strong instincts, we insist on checking them against the data to ensure implicit bias or assumptions aren’t the drivers for our choices. We use research to support our actions to avoid causing harm to the vulnerable populations we serve or the teams we support.
      * **Question:** Walk me through a time you used data to make a difficult decision on your team. What was the decision? What data did you use to inform the decision? Why did you believe this was the right data to focus on?
    - **Modeling Humility & Transparency.** We are willing to share and learn from data that refutes a previous idea, causes us to change direction, or points out an area of our work that isn’t as strong as it should be. As leaders, we model these behaviors and create a team culture where people are willing to courageously change course given new information and proactively elevate data that shows where our program or work needs to change.
      * **Question:** Tell me about a time you felt really strongly about a decision, made the case for it, and turned out to be wrong. What was the situation? What data showed you that you were wrong? Once you got the data, what was your next move?
    - **Centering Marginalized Voices.** Whenever possible, we center, elevate and seek out the voices of those most marginalized in the decisions we make day to day. Whether making decisions for our teams or for external audiences, we actively think about whose voices may be excluded or marginalized and actively seek out those perspectives to guide our choice.
      * **Question:** In your most recent role, what are a few examples of how you centered marginalized voices in your decisions?
* **Equity**
  + **Leader/people manager competencies**
    - **Owning Our Personal Growth on Racial Justice, Equity, Inclusion and Belonging (REIB):** We dedicate requisite time to learn and grow on issues of racial justice, equity, inclusion and belonging in order to have better impact with our teams and as a leader. As leaders, we are consistently identifying and mitigating our own biases and evaluating and improving on our actions in order to better drive equitable outcomes for our teams and in our work.
      * **Question:** What are some areas of your own racial justice, equity, inclusion and belonging lens that you have worked to develop or improve in the last 12 months? What concrete activities/approaches did you take to grow in that area?
    - **Advocating for our team members (especially those at the margins):** We actively seek perspective from team members at the margins about their experiences, and advocate for conditions that ensure they are able to contribute meaningfully, experience belonging, and experience appropriate psychological safety to do their best work.
      * **Question:** Walk me through a time you needed to advocate for an unpopular policy or decision that would advance equity. What was the situation? What did you advocate for? What was the outcome?
    - **Preventing, disrupting harm:** We actively build structures, systems, skills and practices to prevent harm in our own management and the work of the people we manage. We develop the skills and structures to “call-in” colleagues, partners, and others when they are causing harm to our community, team, or the mission we seek to achieve particularly across race and equity dimensions.
      * **Question:** Walk me through a time you needed to get in front of a leadership pattern that was causing harm in the organization. What was the situation? What did you advocate for? What was the outcome?
    - **Remedying harm:** Where we make errors or our teams do, we own our impact and remedy harm to the extent possible.
      * **Question:** Walk me through a time you made a costly mistake on DEI and caused harm within your organization. What was the situation? What did you do? How did you repair the harm? What was the outcome?
* **Learning**
  + **Leader/people manager competencies**
    - **Codifying Bright Spots.** We find, analyze, and codify the bright spots in our organization to build on their success and replicate them in other areas. As leaders, we build skills in our team members to recognize bright spots and elevate them for shared learning.
      * Question: Great managers don’t just settle for their team or teammember achieving a goal, they want to know why something worked so they can repeat the success in the future. Tell me about a time you got beneath a success on your team to find a replicable approach or practice to ensure success in the future. What was the success? What drove it? How did you elevate the learning to replicate it on your team?
    - **Owning Our Impact.** As leaders, we take responsibility for our practice and the impact it creates on our team. We listen to our team, grow our skills, and are accountable for ensuring a high level of engagement, trust and support on our team overall, while acknowledging the limits of our power and influence on decisions that may impact our team.
      * Question: Tell me about a time you made a meaningful mistake that impacted your team or organization. What was the situation? What did you do? How did you make it right?
    - **Creating the Conditions to Grow from Mistakes.** We create a team culture that learns from mistakes and builds mechanisms to ensure we don’t repeat them. We personally model accountability for mistakes, and an eagerness to learn and grow from feedback.
      * Question: How do you make it safer to own and learn from mistakes on your team? Can you give a specific example?
    - **Building for the Long-Term.** We build today for the future of CIS Central TX by codifying knowledge, solving problems permanently rather than just short-term, and making difficult choices today that will pay off tomorrow - even when it hurts.
      * Question: Tell me about a time you had to overcome a problematic pattern or cyclical problem in your organization and solve it for good. What was the situation? What did you do? What was the outcome?
    - **Seeding Creativity and Innovation.** We create a culture on our team that rewards creativity and innovation, allows for the open sharing of ideas, and normalizes learning and improvement.
      * Question: How do you invite innovation on your team? Can you give a specific example of an innovation achieved on your team under your management?
* **Sustainable Excellence**
  + **Leader/people manager competencies**
    - **Thinking in Structures and Systems.** We avoid one-off processes, tasks, and solutions wherever possible, instead seeking to create replicable structures, systems, and tools to allow for repeatable success. As leaders, we teach our teams to do the same.
      * Question: Walk me through a system you’ve built for your team to produce at better quality, more efficiently, or otherwise foster repeatable success. What problem does it solve? How does it work? What led you to develop this system?
    - **Finding Efficiencies.** We evaluate our workload, team processes, and organizational systems for places where we are duplicating effort or choosing a more difficult path than is necessary to find an effective solution. Where possible, we shave unnecessary steps from processes to free up team member focus for what does matter. We also reward, recognize, and train team members to do the same.
      * Question: Tell me about a time you had to coach a teammate or colleague to streamline a cumbersome process in their role. What was the situation? How did you suggest simplifying the process? If there was resistance, how did you win them over? What was the outcome?
    - **Setting and Honoring Boundaries and Negotiating Tradeoffs.** We acknowledge that we operate in a fast-paced environment with competing deadlines and external forces that impact our internal work. We admit that we and our teams cannot do it all and negotiate with leaders and team members transparently around trade-offs and priorities, in order to ensure the right work gets done in the timeline required without wearing our team out in the process. As leaders, we create the conditions for our teams to authentically be able to negotiate with us and feel their boundaries are honored wherever possible.
      * Question: Tell me about a time you had to advocate upward for more realistic workload, timelines, or supports for your team - including tradeoffs. What was the situation? As far as you can remember, what did you actually say to negotiate? Was it successful? Knowing what you know now, what would you do differently?
    - **Evaluating Process and Outcomes.** We build debriefing structures to learn from every process or project we engage in, so that future work is even more effective. We praise effort, but reward outcomes - and doubly reward better and more equitable outcomes, with less effort.
      * Question: How do you currently debrief with your team around major units of work?
        + What specific questions do you ask?
        + How do you create a safe container to look at the work critically without folks feeling defensive?