

Leadership Capacity Assessments

Strategic Leadership Capacity Assessment that follows the entire leadership journey:

Framework	The question it answers
1. Creating a Bold Vision for Tomorrow	<i>Where are we going?</i>
2. Shaping Our Preferred Future	<i>Who are we becoming?</i>
3. Defining Our Priorities	<i>What matters most?</i>
4. Implementing from Strategy to Results	<i>How will we make it happen?</i>
5. Reporting Our Results	<i>How do we know we made a difference, and how do we tell our story?</i>

That's a complete strategic leadership cycle. I could easily imagine districts using all five assessments annually—not just as chapter exercises, but as the foundation for leadership retreats, board planning sessions, and strategic plan reviews. I believe they have the potential to become one of the signature tools in your Playbook.

Leadership Assessments help leaders evaluate their current reality. Leadership Commitments turn learning into action.

Directions

Using the scale below, assess your district's current leadership capacity for each question. Discuss your rating as a team and identify the evidence or examples that support your assessment.

5 Exemplary Practice **4** Well Established **3** Developing **2** Beginning **1** Not Yet in Place

1. Creating a Bold Vision for Tomorrow

A bold vision provides direction, inspires action, and creates a shared understanding of the future. This Leadership Capacity Assessment helps leadership teams evaluate how effectively they are creating and sustaining a compelling vision for tomorrow.

1. Have we created a compelling reason for change that inspires people to embrace the future?

2. Are we anticipating future trends, challenges, and opportunities rather than simply reacting to today's issues?
3. Have we meaningfully engaged students, staff, families, the board, and the community in shaping our vision?
4. Have we clearly defined what success will look like for our students, staff, and school system?
5. Is our vision bold enough to inspire transformational change rather than simply incremental improvement?
6. Are our priorities, initiatives, and resources consistently aligned with achieving our vision?
7. Is our vision communicated clearly, consistently, and frequently so everyone understands where we are going and why?
8. Have we built shared ownership so people see the vision as *our* vision rather than *the leadership team's* vision?
9. Do we regularly monitor our progress toward the vision and use evidence to celebrate successes and make adjustments?
10. Do we continuously revisit, refine, and strengthen our vision as our students, community, and world continue to evolve?

Our Greatest Strengths

Space for the team to record three examples.

Our Greatest Opportunities for Growth

Space for the team to record three examples.

Deserves Our Greatest Attention

Which leadership question, and why?

Leadership Commitments

Action Step	Person(s) Responsible	Timeline

2. Shaping Our Preferred Future

A Preferred Future Statement aligns an organization's purpose, aspirations, values, and expectations into a shared direction for the future. This Leadership Capacity Assessment helps leadership teams evaluate how effectively they have defined, communicated, and aligned their preferred future throughout the organization.

1. Does our mission clearly explain why we exist and the purpose we serve?
2. Does our vision paint a clear, inspiring picture of the future we are working together to create?
3. Do our core values consistently guide our decisions, behaviors, and interactions throughout the organization?
4. Does our Portrait of a Graduate clearly define the knowledge, skills, and dispositions we want every student to develop?
5. Do staff members understand our Preferred Future Statement and see how their work contributes to achieving it?
6. Are our hiring, evaluation, leadership development, and professional learning practices aligned with our preferred future?
7. Do students and families understand our preferred future and see themselves as important partners in achieving it?
8. Do our long-range goals, strategies, and improvement initiatives clearly support our Preferred Future Statement?
9. Are our budget, staffing, time, technology, and other resources intentionally aligned to achieving our preferred future?
10. Does our Preferred Future Statement influence everyday leadership decisions and serve as the foundation for everything we do?

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3. Defining Our Priorities

Strategic priorities translate a bold vision and preferred future into focused action. This Leadership Capacity Assessment helps leadership teams evaluate how effectively they have identified, aligned, communicated, and monitored the priorities that will have the greatest impact on student success.

- 1. Have we identified a manageable number of strategic priorities that allow us to focus on what matters most?**
- 2. Are our strategic priorities based on meaningful evidence, data, and stakeholder input rather than assumptions or opinions?**
- 3. Does every strategic priority clearly support our mission, vision, and Preferred Future Statement?**
- 4. Do staff members understand our strategic priorities and how their work contributes to achieving them?**
- 5. Have we established measurable outcomes and indicators of success for each strategic priority?**
- 6. Have we clearly assigned leadership responsibilities and accountability for implementing each strategic priority?**
- 7. Are our budget, staffing, time, technology, and other resources aligned to support our strategic priorities?**
- 8. Do we regularly monitor progress toward our strategic priorities and use the results to guide leadership decisions?**
- 9. Are we willing to adjust our priorities, strategies, or actions when evidence suggests a better approach?**
- 10. Do our strategic priorities help us maintain organizational focus and avoid initiative overload?**

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4. Implementing from Strategy to Results

Successful organizations move beyond planning to disciplined implementation. This Leadership Capacity Assessment helps leadership teams evaluate how effectively they execute their strategic priorities, monitor progress, build accountability, and continuously improve results.

- 1. Does every strategy have a clear implementation plan that identifies actions, timelines, responsibilities, and expected results?**
- 2. Do staff members clearly understand their roles and responsibilities in implementing our strategic priorities?**
- 3. Do teams collaborate effectively across departments, schools, and roles to successfully implement our initiatives?**
- 4. Does our professional learning equip staff with the knowledge, skills, and support needed for successful implementation?**
- 5. Do we regularly monitor implementation and progress throughout the year rather than waiting until the end of the year?**
- 6. Do we use data, evidence, and feedback to strengthen implementation and improve results?**
- 7. Do we identify implementation challenges early and respond quickly with appropriate support and solutions?**
- 8. Do we recognize, celebrate, and share implementation successes to build momentum and sustain commitment?**
- 9. Is continuous improvement embedded in our culture so that we regularly reflect, learn, adjust, and improve?**
- 10. Do we consistently move from planning to action and from action to measurable results?**

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5. Reporting Our Results

Reporting results is more than sharing information — it is demonstrating accountability, celebrating accomplishments, measuring impact, and building confidence for the future. This Leadership Capacity Assessment helps leadership teams evaluate how effectively they communicate progress, measure success, and use results to strengthen future performance.

- 1. Do we clearly communicate our accomplishments so stakeholders understand what has been achieved?**
- 2. Do we measure and report the impact of our work rather than simply describing the activities we completed?**
- 3. Are our performance measures clearly aligned with our strategic priorities and long-range goals?**
- 4. Do we openly communicate both our successes and the challenges we continue to face?**
- 5. Do students, staff, families, board members, and community partners understand the progress we are making?**
- 6. Do our reports provide meaningful information that helps guide future leadership decisions and continuous improvement?**
- 7. Do we recognize and celebrate meaningful accomplishments that reinforce our shared purpose and build momentum?**
- 8. Do we regularly identify lessons learned and use those insights to strengthen our future work?**
- 9. Do our reporting practices strengthen trust, transparency, and accountability with all stakeholders?**
- 10. Do our reports inspire confidence in our future direction by showing both our progress and our commitment to continuous improvement?**

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