



Year Level Coordinator - FBI 2016 (Feed Back for Improvement)

[with references to Growing Deep (GD) Leadership capabilities.]

## Growing Oneself

### **Building Self Awareness**

Involves building an understanding of oneself being 'in tune' with one's own biases, assumptions, thoughts and feelings. It is having an awareness of how these impact our decision-making capacity or how one presents to others. It includes the capacity to control or suspend thoughts, emotions and judgements and be comfortable in ambiguous or stressful situations without making reactive decisions or jumping to irrational or emotive conclusions.

#### 1. Aware of Impact

*Is aware of the impact that pastoral decisions have on me. For example workload and / or time requirements.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 2. Suspends Judgment

*Listens to and acts on my ideas without judgment.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Growing Oneself

### Deepening Faith

Involves a personal faith in Jesus. It includes witnessing to the Christian faith and recognising God's presence in daily experiences and the importance of faith in both joyous and challenging times. It expresses itself in service to others and provides a framework for making meaning and developing identity and relationships. This includes a deep understanding of Lutheran theology and how its application guides everyday actions.

### 3. Adopts and Practices a 'Servant' Mentality

*Supports and participates in the regular practices of spiritual formation such as staff devotion and prayer, worship or service in the community.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 4. Witnesses to the Importance of Faith

*Demonstrates a Christian faith and Nurtures personal faith through involvement in a Christian community.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 5. Understands and Applies Lutheran Theology

*Considers how the gospel could inform pastoral care.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Growing Oneself

### Learning and Adapting

Involves the desire to learn and grow in one's professional vocation. It includes being open-minded to new information and feedback from others, objectively considering other interpretations and demonstrating a readiness to adapt thinking and practice. At its strongest, it involves the capacity to transform one's habitual, mental and emotional patterns. This includes consciously choosing alternate ways of thinking, feeling and acting that enable us to reach our highest potential as leaders in Lutheran education.

### 6. Is open to Change and Improvement

*Demonstrates an openness to hearing new information, feedback from others or alternative points of view.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 7. Modifies Actions and Decisions

*Modifies Home Group content based on new or contrary evidence and findings.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Growing Oneself

### Living Positively

Involves the ability to maintain a positive outlook or perspective, even in the face of obstacles or setbacks. It draws strength from the promises of God and includes being optimistic about the future, and consciously choosing to project warmth, faith and hope in relationships with others. It involves valuing the gifts and contributions of all and creating a sense of optimism by building a positive and energetic climate of encouragement and support, even during times of difficulty or change.

### 8. Remains Composed

*Copes well under pressure.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 9. Projects Positivity

*Projects an optimistic attitude about their year levels and pastoral care in general.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 10. Demonstrates Resilience

*Perseveres during times of hardship and follows through despite obstacles. Is able to maintain one's faith and sense of humour even during intense and stressful times.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 11. Displays Genuine Enthusiasm and Optimism

*is genuinely enthusiastic optimistic and can constructively deal with negativity within the year level team.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Engaging the Community

### **Modelling Integrity**

Involves being genuine, authentic, open and honest in dealings with others while remaining steadfastly professional in one's behaviour, action, advocacy and decision-making. It involves being one's true self and acting with integrity. It includes treating all people in an equally transparent, fair and equitable manner as well as advocating diplomatically and assertively for what we know is right even when under stress or pressure.

## 12. Projects Honesty and Lutheran Values

*Behaves in a genuine, honest, and professional manner promoting Lutheran Values.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 13. Demonstrates Consistency and Transparent Integrity

*Treats people in a fair and equitable manner.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 14. Projects a Humble Self-Assurance

*Demonstrates humility and has confidence in asking for the help of others when needed.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 15. Advocates for Others and Retains Integrity Under Pressure

*Confidently upholds a position and takes action based on clear evidence for the best course of action for students, even if that action is unpopular with colleagues, leaders, or other stakeholders.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Engaging the Community

### Listening and Understanding

Involves the ability to be fully present and engaged in effective dialogue with others in a way that communicates a deep respect and empathy for their circumstances, background, culture and intentions. At its deepest it includes insightfully reading the unspoken thoughts or feelings of others and underlying assumptions, intentions or reasons for their behaviour .

#### 16. Listens Attentively

*Makes oneself available and provides undivided attention to others, even when stressed and busy. Listens attentively, with an open mind when others are speaking.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 17. Speaks Clearly and Sensitively

*Presents messages in a clear, logical and respectful manner.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 18. Openly Engages Others

*Makes it safe for others to talk truthfully and openly. Makes it clear that their views are genuinely heard and understood.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 19. Understands Deeply

*Seeks to understand the deeper, underlying reasons for the patterns of behavior, unspoken thoughts and feelings of others.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Engaging the Community

### **Building Support**

Involves skilfully communicating and negotiating with others (directly or indirectly) in order to build support and develop ownership and shared acceptance for ideas, actions and decisions. It includes preparing thoroughly, understanding the audience and adjusting communication style and approach to appropriately engage with others and their perspectives. It may include working over an extended period of time to build long-term support for strategically important decisions and initiatives.

## 20. Researches and Prepares

*Prepares thoroughly for presentations, meetings and discussions.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 21. Shapes Communication Style

*Adapts personal communication style to genuinely engage students, parents and staff.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Engaging the Community

### Networking and Strategic Relationships

Involves identifying, building and nurturing mutually beneficial relationships with key individuals or groups within, across and beyond the education sector. It also includes relationships where service to others is the focus. It includes developing and honouring relationships and networks that are of tactical and strategic importance in the development and growth of Lutheran education.

## 22. Identifies Key Individuals and Groups

*Actively identifies and contacts key individuals and groups within and outside the Lutheran education community, who may be in a position to provide assistance, support or leverage in achieving the objectives of Lutheran education.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 23. Builds Genuine, Trusted Relationships

*Communicates effectively with relevant Head of School and other Key Leadership Staff.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make Informed reponse
- Comments



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## Leading the Team

### Creating Purpose and Clarity

Involves creating a very clear sense of purpose and clarity for the school, team, or area of responsibility where God and students are at the centre. It involves establishing compelling vision and describing how each person's role plays a valuable part in achieving the greater purpose. It includes clearly and intentionally prioritising responsibilities and articulating how the broader Lutheran education vision and purpose are translated into practical day to day actions, tasks, decisions and behaviours.

## 24. Translates the Broader Vision into Daily Practice

*Is clear in describing the specific links between daily activities and tasks and how they support the achievement of the broader vision and direction of the year level.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 25. Establishes a Compelling and Accessible Vision

*Articulates a compelling vision that is understandable, accessible and inspiring to all.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Leading the Team

### **Nurturing Faith**

Involves providing opportunities for spiritual formation of others appropriate to their spiritual journey. It includes demonstrating a commitment to one's personal faith journey, leading the school community in faith, reaching out to the wider community to build faith and deepen their understanding of Lutheran beliefs and values. It also includes creating an environment where Christian spiritual reflection and formation are valued and encouraged.

### 26. Reflects on Own Faith Journey

*Shares in a clear and genuine way, the learning, practices and wisdom gained from one's spiritual journey .*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 27. Invites the School Community to Faith in Daily Life

*Proactively creates opportunities for Christian spiritual reflection and the ongoing formation of others.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

## 28. Facilitates Spiritual Growth in the Community

*Encourages others to engage in reflection and spiritual practices to grow in the Christian faith and live out the gospel. Legitimises this practice as part of daily life.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Leading the Team

### **Growing Capacity**

Involves growing the knowledge, skill and leadership capacity of others. It includes providing space for thoughtful reflection and support, as well as presenting effective learning opportunities that stretch the capacity of others. At its deepest, it involves creating an environment where team members are encouraged to take responsibility for their own self-care and self-development. It includes fostering both their wellbeing and enthusiasm as they serve students in Lutheran education.

### 29. Provides Guidance and Instruction

*Takes the time to openly draw upon one's experience to share knowledge and wisdom with the intent of building the capacity of others.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Leading the Team

### Inspiring Excellence

Involves holding high standards and inspiring and encouraging excellence. This includes agreeing to clear performance goals, providing autonomy to deliver outcomes, acknowledging positive achievements and taking decisive, yet pastoral action. Ensures that underperformance is addressed and excellence is upheld in the best interests of students and the community.

### 30. Establishes Clear Expectations and Encourages Autonomy

*Allows each staff member an appropriate blend of autonomy and support to enable them to be as successful as possible.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 31. Creates an Inspiring Environment of Excellence

*Maintains an ongoing culture of excellence in Lutheran education where team members and peers are encouraged to provide each other with regular, objective feedback.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Focusing on Outcomes

### Searching for Knowledge

Involves proactively and diligently seeking information, knowledge or understanding. Researches opinions and facts in order to ensure decisions are evidence-based, rather than relying on unfounded assumptions. It includes proactively looking beyond the day-to-day context to search for new information and facts from a variety of sources, within and outside Lutheran education to support decisions that create the best possible schools/early childhood services.

### 32. Gathers Information

*Proactively gathers pertinent data by asking questions of colleagues and others who can provide useful information.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Focusing on Outcomes

### Sharing for Improvement

Involves creating opportunities for collaborative exchanges of information that are open and transparent. The best ideas, practices and knowledge are shared in order to tap into and build our collective wisdom for the betterment of Lutheran education. This includes inviting others into a safe and generative exchange of ideas and practices. Sharing occurs with colleagues, students, the church, broader school/early childhood service community and the wider education systems and bodies.

### 33. Shares Willingly

*Is available to others and shares expertise.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Focusing on Outcomes

### Thinking Strategically

Involves taking a 'big picture' view and seeing situations strategically and coherently within their broader context. It involves looking for patterns, trends or connections across different situations, timeframes and experiences to comprehend current circumstances, see things in perspective, capitalise on future opportunities and mitigate potential risks.

### 34. Understands the Broader Context

*Demonstrates an understanding of the broader context of Lutheran education and how one's area of responsibility fits into the bigger picture.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 35. Develops Strategies

*Develops appropriate strategies and contingency plans to ensure future students success.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments



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## Focusing on Outcomes

### Making It Happen

Involves proactively doing what needs to be done to meet commitments and deliver on promises to provide the best possible Lutheran education for students and their families. This occurs with a focus on continual improvement. It is expressed through intentional creative action, striving for improvement, introducing innovations and consistently working to deliver excellent education outcomes.

### 36. Delivers Quality Work

*Is personally accountable for ensuring one's team is delivering work of a high standard.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments

### 37. Tests Ideas and Introduces Creative Improvements

*Initiates creative improvements to procedures and programs to better meet the pastoral needs of students and families.*

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Not able to make informed response
- Comments