



*Revealing attributes and qualities essential to lead and manage school systems at a level of excellence to maximize student achievement*

# HALLMARKS OF EXCELLENCE® IN EDUCATIONAL LEADERSHIP

*Hallmarks of Excellence® in Educational Leadership* represents a breakthrough in assessment technology that delivers the most comprehensive measurement of educational leadership potential available on the market today. Drawing from extensive research and analysis, this instrument analyzes an educator's pattern of competencies, personal qualities, critical thinking skills and emotional intelligence and contrasts those results to performance attributes (the "DNA") of proven high-performance leaders. The results reveal an individual's strengths and limitations related to leadership qualities essential to shape and to nurture an effective and enduring culture that produces results.



## STRATEGIC USES

*Hallmarks of Excellence in Educational Leadership* is a powerful tool designed to help leaders and teams of leaders maximize their leadership effectiveness by capitalizing on their strengths and confronting areas needing further growth so they can achieve levels of higher performance. Integrated team role and leadership data help organizations build leadership teams with complementary talents, characteristics and strengths. This comprehensive, state-of-the-art assessment tool blends four separate scientifically validated assessment instruments into one single package for an unprecedented objective leadership appraisal. Using the targeted development guide written in a "narrative with a purpose" format, the Hallmarks® is equally beneficial in initiating leadership excellence for individual leaders as well as high-performance leadership teams, and it accelerates team learning by creating a common language that influences a leadership culture. The Hallmarks of Excellence system includes the in-depth assessment portfolio and Personal Results Workbook that, when bundled with facilitated coaching and leadership training, provide continuous learning and challenging personal development designed to achieve extraordinary results.



## WHAT THE HALLMARKS OF EXCELLENCE® MEASURES

The Hallmarks® development team at **CHORUS®**, through a multi-year development process, has identified nine leadership competencies that precisely describe qualities of highly effective educational leaders. These competencies, which form the Hallmarks of Excellence leadership model, were derived from a strong research base that included analysis of data from instruments that measure competency-based leadership skills, personal traits, critical thinking skills and emotional intelligence factors. These leadership competencies, common to all extraordinary leaders, fall into three leadership fundamentals: *Mastering Your Core*, *Forging the Path* and *Ensuring Execution*.



:: **MASTERING YOUR CORE** Superior leadership can only be built on a solid foundation. Unwavering personal values and integrity, emotional maturity and a commitment to continuous learning and personal growth are non-negotiable prerequisites.

:: **FORGING THE PATH** Great leaders do not make people follow them. They inspire people to accomplish great things by clearly seeing where the organization needs to go and communicating a plan for getting there, while providing a vision of “what could be” that is irresistibly compelling.

:: **ENSURING EXECUTION** The toughest yet most important job of a leader is to simply “get it done;” not “delegating and demanding accountability” nor “just doing it yourself,” but continuous engagement to ensure that the path is being followed to results.

Based upon the assessment results, each educator is presented with a Personal Results Workbook. This detailed report begins with an executive summary, correlating the educator’s data with comparative data from high-performing leaders. The executive summary also provides valuable team role modeling information and tailored action steps. The accompanying more highly detailed full Hallmarks report incorporates individualized performance improvement recommendations.



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The Hallmarks® development team strives to bring a transformational perspective by identifying and reinforcing principles and practices of world-class educational leadership. The vision of educational leadership is to shape, nurture and exemplify a culture that motivates greatness and maximizes the potential within the school corporation, the community and its people. The following Hallmarks represent competencies and qualities essential for leading at a level of excellence:

## THE ESSENTIAL HALLMARKS

**VALUE-DRIVEN:** Builds trust among educational and community stakeholders. Speaks and lives truth with honesty, courage and grace. Leads by a consistent set of values, which influences the actions and decisions of others.

**PROFESSIONAL ACUMEN:** Understands and manages personal emotions and respects the feelings and attitudes of others. Able to discern and transition effectively in cross-situational and cross-cultural environments.

**CONTINUOUS LEARNING:** Assumes responsibility for identifying learning needs. Displays commitment to continuous personal and professional development. Shows ability to discern best practices and readily shares knowledge and skills with others.

**PERSONAL DISCIPLINE/DILIGENCE:** Commits to personal growth and disciplined work habits. Personally astute and aware of strengths and limitations. Exhibits a strong sense of values and leadership style.

**STRATEGIC VISION:** Conceptualizes ideas and strategies modeled by a national educational leader rather than a corporate employee. Grasps a global-life view. Understands the times and issues and is equipped to develop and deploy strategic action.

**EFFECTIVE COMMUNICATION:** Listens effectively, articulates ideas and influences people through clear, coherent written and oral communication.

**LONG-TERM RESULTS:** Possesses a personal culture with the ability to align and mobilize the school system's culture, resources and people in order to achieve the educational vision and goals in measurable ways.

**SHARED MANAGEMENT:** Creates and models an empowering environment and strengthens diversity (culture, race, gender and age) to realize the school system's success and effectiveness. Selects talented people.

**SERVANT LEADERSHIP:** Commits to providing dedicated quality service and personal excellence for the benefit of others.

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