

Portrait of a Leader

Self-Reflection Guide

Sustaining learner-centered system change requires educators who are committed to their own development and equipped to lead innovation. The Portrait of a Leader brings this vision to life by identifying the knowledge, skills, and dispositions essential for advancing personalized, competency-based learning across classrooms, schools, and systems.

This self-reflection guide is designed to help you explore your strengths, identify areas for growth, and deepen your practice as a learner-centered leader. By engaging with the portrait's attributes, you can chart a meaningful path toward leadership that drives transformation and supports the future of learning.





Human-Centered

Prioritizes people and relationships

Leaders prioritize people within the education system and work diligently to meet their community's diverse emotional, material and educational needs.

Foundational Attribute

1. Choose one of the four competencies below from the **Human-Centered** attribute. Use your local leadership standards to help you prioritize.

2. The competency you choose is written at the proficient level. Use the rubric below to reflect on evidence and experiences that indicate whether you are: working toward proficiency, proficient, or extending proficiency.

Human-Centered Competencies

Engaging in Self-Awareness for Growth

Reflects on biases and perspectives, recognizing how these shape actions, patterns and behaviors, to lead with greater awareness, authenticity, and trust.

Leveraging Inclusive Leadership

Actively seeks out and amplifies multiple perspectives and needs to ensure transparent decision-making shaped by those most directly affected.

Recognizing Readiness for Change

Recognizes internal and external factors and system conditions that influence the learning environment and intentionally builds capacity to ensure both human and organizational readiness for sustainable change.

Building a Culture of Agency

Establishes and maintains a learning environment built on trust and belonging, ensuring that all voices are valued, supported and empowered.

Working Toward Proficiency

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Proficient

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Extending

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Authentic

Leads with credibility and vulnerability.

Leaders demonstrate authenticity through their transparency, credibility, knowledge, and skill.

1. Choose one of the three competencies below from the **Authentic** attribute. Use your local leadership standards to help you prioritize.

2. The competency you choose is written at the proficient level. Use the rubric below to reflect on evidence and experiences that indicate whether you are: working toward proficiency, proficient, or extending proficiency.

Authentic Competencies

Modeling Commitments

Champions and models personalized, competency-based learning tenets through leadership practices, professional learning and policy decisions.

Partnering in Learning

Cultivates credibility and trust by engaging in collaborative learning, jointly exploring challenges, sharing expertise, and reflecting on collective insights to drive growth and shared success.

Communicating with Integrity

Establishes open, transparent, and honest dialogue by clearly articulating vision and expectations, creating structured feedback loops and co-constructing shared understanding that builds trust and accountability.

Working Toward Proficiency

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Proficient

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Extending

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Collaborative

Fosters shared goals and action

Leaders foster strong relationships and create space for shared decision-making across the learning community.

1. Choose one of the three competencies below from the **Collaborative** attribute. Use your local leadership standards to help you prioritize.

2. The competency you choose is written at the proficient level. Use the rubric below to reflect on evidence and experiences that indicate whether you are: working toward proficiency, proficient, or extending proficiency.

Collaborative Competencies

Engaging Voices

Designs and sustains shared decision-making structures that authentically engage all voices in shaping school and district practices to reflect the needs of the community.

Building Collective Efficacy

Cultivates an inclusive culture that leverages data to co-design and evolve personalized learning environments.

Supporting Shared Leadership

Leverages the strengths of others for leadership that builds agency and inspires trust amongst all voices to lead change efforts and systematic transformation.

Working Toward Proficiency

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Proficient

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Extending

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Advocate

Champions equitable structures

Leaders champion systemic change and foster learner-centered environments by engaging in and promoting calculated risk-taking.

1. Choose one of the three competencies below from the **Advocate** attribute. Use your local leadership standards to help you prioritize.

2. The competency you choose is written at the proficient level. Use the rubric below to reflect on evidence and experiences that indicate whether you are: working toward proficiency, proficient, or extending proficiency.

Advocate Competencies

Catalyzing a Shared Purpose

Activates members of a learning community as agents of change united by a shared commitment to learner-centered practices that advance systemic transformation.

Growing Network Partnerships

Builds capacity and creates opportunities with community partners across local, state and national levels to amplify learner voice, increase access, and drive equitable achievement.

Leading Systemic Transformation

Utilizes data to drive change by transforming policies, procedures, and structures to ensure appropriate access, strengthen learner agency and improve achievement.

Working Toward Proficiency

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Proficient

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Extending

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Transformational

Drives sustainable, forward-looking change.

Leaders champion systemic change and foster learner-centered environments by engaging in and promoting calculated risk-taking.

Foundational Attribute

1. Choose one of the four competencies below from the **Transformational** attribute. Use your local leadership standards to help you prioritize.

2. The competency you choose is written at the proficient level. Use the rubric below to reflect on evidence and experiences that indicate whether you are: working toward proficiency, proficient or extending proficiency.

Transformational Competencies

Igniting Vision

Reflects on biases and perspectives, recognizing how these shape actions, patterns and behaviors, to lead with greater awareness, authenticity and trust.

Guiding Change

Actively seeks out and amplifies multiple perspectives and needs to ensure transparent decision-making shaped by those most directly affected.

Cultivating Resilience

Recognizes internal and external factors and system conditions that influence the learning environment and intentionally builds capacity to ensure both human and organizational readiness for sustainable change.

Implementing Responsive Improvement Cycles

Establishes and maintains a learning environment built on trust and belonging, ensuring that all voices are valued, supported and empowered.

Working Toward Proficiency

Proficient

Extending

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What

You've now reflected on all five attributes of the Portrait of a Leader. Which of the competencies that you prioritized feels most urgent and/or useful? Pick one or two of your prioritized competencies from the previous pages and write them below.

So What

- Why is the competency you prioritized important to you and your leadership development?
- How does it connect to your goals?

Now What

- Given your current evidence on this competency, what actions make sense to you?
- What steps will you take to grow and nourish the development of this competency?
- How will you know that your actions are growing your leadership?
- What will you do differently? What is your call to action?



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