**Reach Associates: Job Competencies**

**Driving for Results Cluster**—These competencies enable a relentless focus on student learning results.

* **Achievement:** The drive and actions to set challenging goals and reach a high standard of performance despite barriers.
* **Initiative and Persistence**: The drive and actions to do more than is expected or required in order to accomplish a challenging task.
* **Concern for Order**:An underlying drive to maintain or increase order in the surrounding environment.

**Influencing for Results Cluster**—These competencies enable working through and with others.

* **Impact and Influence**: Acting with the purpose of affecting the perceptions, thinking and actions of others.
* **Interpersonal Understanding:** Understanding and interpreting others’ concerns, motives, feelings and behaviors.
* **Teamwork:** The ability and actions needed to work with others to achieve shared goals.
* **Serving Others**: Acting with a desire to help or serve others to meet their needs.

**Problem-Solving Cluster**— These competencies enable solving and simplifying complex problems.

* **Analytical Thinking:** The ability to break things down in a logical way and to recognize cause and effect.

**Personal Effectiveness**—These competencies enable success in a highly challenging situation.

* **Belief in Learning Potential**: A belief that all students, regardless of circumstances, can learn at levels higher than their current achievement indicates.
* **Self-Confidence**: A personal belief in one’s ability to accomplish tasks and the actions that reflect that belief.
* **Flexibility**: The ability to adapt one’s approach to the requirements of a situation and change tactics.
* **Self-Control**: Acting to keep one’s emotions under control, especially when provoked.

Source: Public Impact. (2008). *School Turnaround Leaders: Competencies for Success* and *School Turnaround Teachers: Competencies for Success.* Chapel Hill, NC: Public Impact for the Chicago Public Education Fund.Retrieved from: <http://publicimpact.com/teachers-leaders/competencies-of-high-performers/>

All competencies from *Competence at Work*, Spencer and Spencer, (1993).