LEADERSHIP TO TURN-AROUND AND TRANSFORM STUDENT LEARNING AND ORGANIZATIONAL PERFORMANCE

Alaska School Leadership Institute
Rural Alaska Principal Preparation Project
Professional Development for Practicing Leaders
May 25 – 29, 2009
Anchorage, Alaska

Facilitated By
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TURN-AROUND LEADER ACTIONS
School Turn-Arounds - Public Impact 2007

Initial Analysis and Problem Solving	**Driving for Results**
Influencing Inside and Outside the Organization	**Measuring, Reporting, and Improving**

Wallpaper Task!

1. **Record the Turn-Around Leader Strategy on the top of your chart paper.**

2. **Design a symbol for the strategy.**

3. **Create a slogan for the strategy.**

4. **Provide five (5) examples of the strategy in-action three (3) from the reading (Actions and Results) and two (2) from your experience.**

Wallpaper Task Instructions

1. Work with your table group to complete the Wallpaper Task.
2. Focus on your assigned Turn-Around Strategy.
3. Be prepared to share your Wallpaper with other table groups.
4. Designate a spokesperson for your group when prompted by the facilitator.

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Initial Analysis and Problem Solving

Collect and Analyze Data	✓ Personally analyze data ✓ Identify high priority issues ✓ Act quickly to address them ✓ Establish routines for on-going data analysis
Make Action Plan Based on Data	✓ Make an action plan ✓ Help everyone see their role ✓ Focus on changing what people do – not worry about impending change

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Driving for Results

Concentrate on Big, Fast Payoffs in Year One	✓ Concentrate on a limited number of changes ✓ Achieve early, visible results ✓ Success=Motivate Staff; Reduce Resistance
Implement Practices Even If They Require Deviation	✓ Change norms and rules ✓ Deviate from old norms to new rules
Require All Staff to Change	✓ Action plans are mandatory ✓ Change is not optional
Make Necessary Staff Replacements	✓ Senior staff changes likely – build a team ✓ Unwilling or unable staff are encouraged to move-on
Focus on Successful Tactics; Halt Others	✓ Discard tactics that are not working ✓ Invest in tactics that work ✓ Impact critical results with key investments
Do Not Tout Progress as Ultimate Success	✓ Not satisfied with partial success ✓ Report progress - remain focused on goals ✓ When goals are met - Raise the bar

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Influencing Inside and Outside the Organization

Communicate a Positive Vision	✓ Motivate others inside and outside to contribute to their efforts ✓ Communicate a clear picture of success and the benefits of success
Help Staff Personally Feel Problems	✓ Help staff empathize with those they serve ✓ Walk in the shoes of those they serve ✓ Motivate change by confronting the problems caused by the status quo
Gain Support of Key Influencers	✓ Gain the support of trusted influencers ✓ Enlist these trusted individuals to help influence others that oppose change
Silence Critics with Speedy Success	✓ Use successes to confront others who oppose change ✓ Decreases time spent on "politics" ✓ Increases time spent on leading for results

TURN-AROUND LEADER ACTIONS
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Measuring, Reporting, and Improving

Measure and Report Progress Frequently	✓ Establish systems to measure and report interim results often ✓ Use results to discard failed tactics ✓ Use results to increase successful tactics
Require All Decisions Makers to Share Data and Problem Solve	✓ Be transparent – share results in open-air meetings ✓ Hold staff accountable for results ✓ Create discomfort for those who are not making needed changes ✓ Provide kudos for those that are achieving success ✓ Shift meetings from blaming and excuses to problem solving

DEBRIEFING THE NTA CASE STUDY
TURN-AROUND LEADER ACTIONS

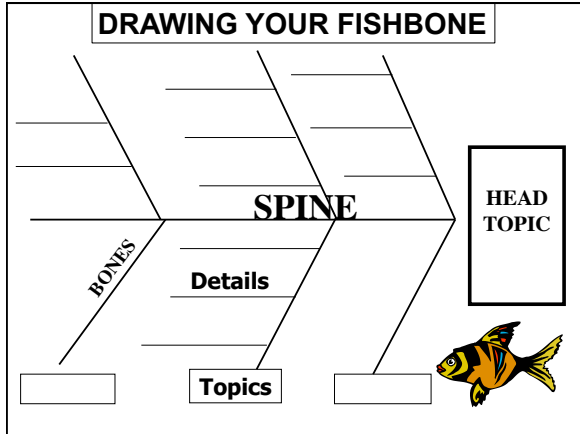|	
Initial Analysis and Problem Solving	**Driving for Results**
Influencing Inside and Outside the Organization	**Measuring, Reporting, and Improving**

DRAWING YOUR FISHBONE

SPINE

HEAD TOPIC

BONES

Details

Topics

DRAWING YOUR FISHBONE

S A M P L E

SPINE

Driving for Results

BONES

New Norms - OATS

Implement New Practices
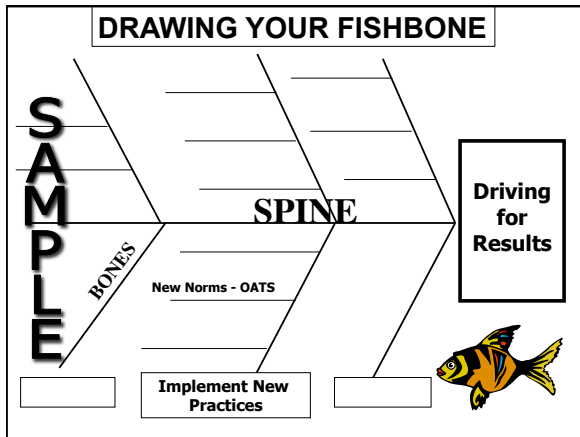
Gallery Walk Protocol

1. Prepare to take a walking fieldtrip with a colleague.
2. Follow the directions of your session leader for your route of travel.
3. Visit the Galleries that have been created by our group facilitators in our NTA Case Museum.
4. Look, listen, and talk on your walk.