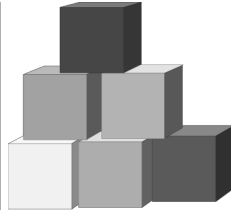


LEADERSHIP TO TURN-AROUND AND TRANSFORM STUDENT LEARNING AND ORGANIZATIONAL PERFORMANCE

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

Facilitated By
Al Bertani, Leadership Development Consultant
Transition Team Leader - Urban Education Institute
University of Chicago



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**

TURN-AROUND LEADER ACTIONS

School Turn-Arounds - Public Impact 2007

EXPERT JIGSAW PROCESS

- Locate your number on your index card (1 – 4)
- Your number indicates your jigsaw assignment
- Read your assignment quietly on your own
- Meet with other colleagues to prepare as experts
- Join with other participants to form 1 – 4 groups
- Teach one another about the turn-around actions described

TURN-AROUND LEADER ACTIONS

School Turn-Arounds - Public Impact 2007

Initial Analysis and Problem Solving

Collect and Analyze Data	<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✓ Make an action plan✓ Help everyone see their role✓ Focus on changing what people do – not worry about impending change

TURN-AROUND LEADER ACTIONS

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Driving for Results

Concentrate on Big, Fast Payoffs in Year One	<ul style="list-style-type: none">✓ Concentrate on a limited number of changes✓ Achieve early, visible results✓ Success=Motivate Staff; Reduce Resistance
Implement Practices Even If They Require Deviation	<ul style="list-style-type: none">✓ Change norms and rules✓ Deviate from old norms to new rules
Require All Staff to Change	<ul style="list-style-type: none">✓ Action plans are mandatory✓ Change is not optional
Make Necessary Staff Replacements	<ul style="list-style-type: none">✓ Senior staff changes likely – build a team✓ Unwilling or unable staff are encouraged to move-on
Focus on Successful Tactics; Halt Others	<ul style="list-style-type: none">✓ Discard tactics that are not working✓ Invest in tactics that work✓ Impact critical results with key investments
Do Not Tout Progress as Ultimate Success	<ul style="list-style-type: none">✓ Not satisfied with partial success✓ Report progress - remain focused on goals✓ When goals are met - Raise the bar

TURN-AROUND LEADER ACTIONS

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Influencing Inside and Outside the Organization

Communicate a Positive Vision	<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✓ Gain the support of trusted influencers✓ Enlist these trusted individuals to help influence others that oppose change
Silence Critics with Speedy Success	<ul style="list-style-type: none">✓ Use successes to confront others who oppose change✓ Decreases time spent on "politics"✓ Increases time spent on leading for results

TURN-AROUND LEADER ACTIONS

School Turn-Arounds - Public Impact 2007

Measuring, Reporting, and Improving

Measure and Report Progress Frequently	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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

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

HOMEWORK ASSIGNMENT FOR MAY 27th

Individually complete the following for tomorrow morning:

- ✓ Complete the Professional Community Assessment Tool with your school in mind
- ✓ Read and be prepared to discuss Turn-Around Leader Actions by Public Impact

Use this time to reflect on your practice!

