

TURN-AROUND LEADER ACTIONS

School Turn-Arounds - Public Impact 2007

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