

Indicators of Effective Practice (Rapid Improvement Leader)
Center on Innovation & Improvement

Effective Practices and Indicators for Principals
in Rapid Improvement, Turnaround, and Transformational Situations

From *School Turnarounds: Leader Actions and Results*
See this document for explication and underlying research.
Downloadable from: www.centerii.org

I. Initial Analysis and Problem-Solving

Effective Practice: The Rapid Improvement Leader takes time early in the process to gain a thorough understanding of the school's operations and develop a plan of action.

Indicators of Effective Practice

1. Rapid Improvement Leader personally analyzes data about the organization's performance to identify high-priority problems that can be fixed quickly.
2. Rapid Improvement Leader makes an action plan so that everyone involved knows specifically what they need to do differently.

II. Driving for Results

Effective Practice: The Rapid Improvement Leader relentlessly pursues significantly improved results in student learning and related goals.

Indicators of Effective Practice

1. Rapid Improvement Leader first concentrates on a very limited number of changes to achieve early, visible wins for the school.
2. Rapid Improvement Leader makes changes that deviate from organization's norms and rules if necessary to gain visible wins.
3. Rapid Improvement Leader implements an action plan in which change is mandatory for all staff, not optional.
4. Rapid Improvement Leader replaces or redeploys some staff as necessary based on careful examination of skills and readiness for change.
5. Rapid Improvement Leader quickly discards tactics that don't work and spends more resources and time on tactics that work.
6. Rapid Improvement Leader reports progress but keeps school's focus on high goals.

III. Influencing Inside and Outside the School

Effective Practice: The Rapid Improvement Leader engages, motivates, and enlists the contribution of people inside the school and in the community to achieve school goals.

Indicators of Effective Practice

1. Rapid Improvement Leader motivates others inside and outside the school to contribute to success.
2. Rapid Improvement Leader uses various tactics to help staff empathize with those they serve and be motivated for change.
3. Rapid Improvement Leader works hard to gain the support of trusted influencers among staff and community.
4. Rapid Improvement Leader silences critics with speedy success on "quick win" objectives.

IV. Measuring, Reporting, Improving

Effective Practice: The Rapid Improvement Leader creates metrics to measure, report, and constructively review progress on all aspects of the school's operations and its results (student learning).

Indicators of Effective Practice

1. Rapid Improvement Leader sets up systems to measure and report interim results often.
2. Rapid Improvement Leader shares results in open-air meetings to hold all staff accountable for results and to focus on solving problems.