

Public Impact and ESC Region 13



Public Impact and Texas' Education Service Center Region 13 collaborated to develop a tool to support turnaround school leaders in their professional growth. The partnership utilizes Public Impact's research on turnaround leader competencies and actions with ESC 13's technical expertise to create the Turnaround Leader 360 Feedback Assessment.

Purpose

The Turnaround Leader 360 Feedback Assessment is designed to:

- Provide **developmental feedback** on research-based **turnaround leader actions** and **competencies**.
- Offer insights on leader effectiveness based on a survey of **perceptions of colleagues** and a self-assessment.
- Maintain **anonymity** of responses for honest and candid feedback.
- Help school leaders establish **personal development plans**.

Turnaround Leader: A school leader engaged in significant change efforts focused on achieving quick, dramatic and sustained improvements in school culture, instructional practices, and student achievement.

Specific Leader Actions Lead to Dramatic Change

Research demonstrates that effective turnaround leaders follow a formula of common actions that spur dramatic improvement.

(Hassel & Hassel, 2009)



Turnaround Leader Actions

Focus on a few early wins

Select a few high-priority goals with quick, visible payoffs to rally staff around the effort and overcome resistance

Get the right staff, right the remainder

Release, replace, or redeploy staff who are not fully committed to turning around student performance

Break organizational norms

Depart from organizational norms or rules to deploy new tactics needed for early wins

Lead a turnaround campaign

Communicate a clear picture of success and its benefits; signal the urgency of dramatic change

Do what works, raise the bar

Press a fast cycle of trying new tactics, discarding failed tactics, and investing more in what works

Drive decisions with open-air data

Use data to set goals for improvements; report results visibly and often

Turnaround Leader Competencies

- Competencies are **underlying motives and habits**—or patterns of thinking, feeling, acting, and speaking—that cause a person to be successful in a specific job or role.
- Competencies and actions are widely used in states, districts, and schools throughout the country to select, measure, and intentionally **develop leaders**.
- Competencies lead to **actions** that lead to **outcomes**.

(Spencer & Spencer, 1993; Steiner & Hassel, 2011)

Turnaround Leader Competencies in the 360 Assessment Tool

Achievement

The drive and actions to set challenging goals and reach a high standard of performance despite barriers

Monitoring and Directiveness

The ability to set clear expectations and to hold others accountable for performance

Planning Ahead

A bias towards planning in order to derive future benefits or to avoid problems

Impact and Influence

Acting with the purpose of affecting the perceptions, thinking, and actions of others

Team Leadership

Assuming authoritative leadership of a group for the benefit of the organization

Conceptual and Analytical Thinking

The ability to break things down in a logical way and to recognize cause and effect. The ability to see patterns and links among seemingly unrelated things

Self Confidence

A personal belief in one's ability to accomplish tasks and the actions that reflect that belief

Competencies Lead to Actions

“Competency research suggests that outstanding performance in complex jobs—ones in which most candidates have a similar educational history and significant autonomy over daily work tasks—is driven more by **underlying competencies** than by readily observed skills and knowledge.”

Setting Up and Facilitating Survey Completion

Survey Steps

1. Create your school leader account.
2. Log into your account.
3. Assign responders to take the survey.
4. Complete the self survey.
5. Reminder responders to complete the survey.

Survey

Respondents will complete a survey consisting of:

- Two open response questions about school leader strengths and areas for development.
- 45 Likert scale questions focusing on the leaders' use of turnaround leader actions and competencies.



My Leader / Principal ...

Strongly Disagree		Disagree		Agree		Strongly Agree		Not enough info
1	2	3	4	5	6	7	8	N/A
41. Promotes a spirit of teamwork within the school community.								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Obtains resources and removes barriers to improve the effectiveness of teams.								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Getting Started

Step 1: Account created

You will receive an email with:

- Directions for logging into your school leader account.
- Information on selecting responders for the survey.
- A draft email to send to your responders describing the survey process.

Logging In

Step 2: Log into your account

← → ↻ 📄 turnaround360survey.net/survey/login.php

Turnaround Leader 360 Feedback Assessment

Please log in

E-mail

Password

Login

Use the credentials from the Account Created email to log into your school leader account.


Assigning Responders


Step 3: Assign responders

Click the “**Edit Responders**” button to assign responders.



Dashboard

Review Self Survey **Edit Responders** Download:  Participant Workbook

 Existing Surveys **View Report**

Participants	% Complete	Actions	Last Emailed	Survey End
Leader (Yourself)	100%	View Survey		

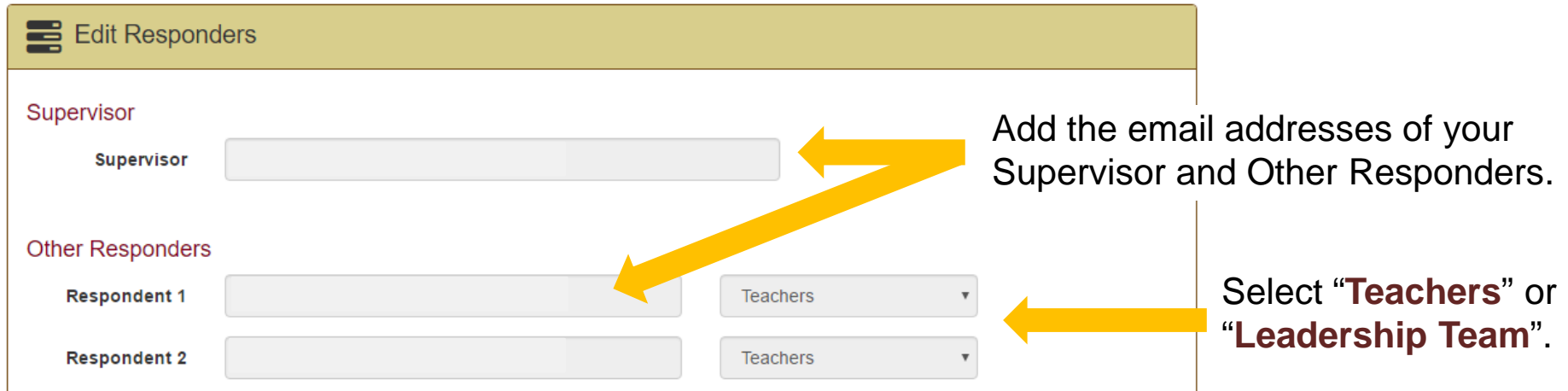
Assigning Responders

Step 3: Assign responders

- Identify 10-16 respondents; should include:
 - 1 supervisor
 - A minimum of 3 leadership team members (*recommend at least 4*)
 - A minimum of 3 teachers and staff who are not members of your leadership team (*recommend at least 4*)
- Select individuals who will be honest, objective, and balanced in describing you; people who know you and your work well enough to be useful in their feedback

Assigning Responders

Step 3: Assign responders



The screenshot shows the 'Edit Responders' interface. It has a header bar with a menu icon and the text 'Edit Responders'. Below the header, there are two main sections: 'Supervisor' and 'Other Responders'. The 'Supervisor' section has a label 'Supervisor' and a text input field. The 'Other Responders' section has two rows, 'Respondent 1' and 'Respondent 2', each with a text input field and a dropdown menu. Both dropdown menus are currently set to 'Teachers'. Three yellow arrows point from text annotations to the input fields and dropdown menus. The first arrow points to the Supervisor input field, the second to the Respondent 1 input field, and the third to the Respondent 1 dropdown menu.

Supervisor

Supervisor

Other Responders

Respondent 1

Respondent 2

Teachers

Teachers

Add the email addresses of your Supervisor and Other Responders.

Select “**Teachers**” or “**Leadership Team**”.

A minimum of four responders per responder category is recommended. Three responders from each category **must** complete the survey in order for feedback to be disaggregated across responder groups.

Assigning Responders

Step 3: Assign responders

Click “**Save Changes**” at the bottom of the screen. Once you click this button, the system will automatically send emails to the assigned respondents with instructions for completing the survey. Once you click “**Save Changes**”, you **may not edit** the responders who have been saved, but you may add additional responders.

Respondent 13	<input type="text" value="Email"/>	Select One ▾
Respondent 14	<input type="text" value="Email"/>	Select One ▾
Respondent 15	<input type="text" value="Email"/>	Select One ▾

Save Changes ←

You may also use the language in the initial “Account Created” email to send a personal message to your responders thanking them for their participation.

Completing the Self Survey

Step 4: Complete self survey

Turnaround Leader 360 Feedback Assessment

D Contact Us Home

Dashboard

Your survey has not been completed by all suggested participants. See below for details.

Begin Self Survey Edit Responders Download: Participant Workbook

Existing Surveys			
Participants	% Complete	Actions	Last Emailed
Leader (Yourself)	0%	View	
Supervisor	%		

To return to the Dashboard page at any time, click the “**Home**” button in the upper right corner.

From the Dashboard screen, start the Self Survey by clicking “**Begin Self Survey**”.

Completing the Self Survey

Step 4: Complete self survey

Welcome to the Leadership 360 Survey Tool

This questionnaire is specifically tailored to provide feedback to **D Chavez** at **Region 13**. The report provides a comprehensive but anonymous picture on the leader actions and competencies of **D Chavez**.

You have been chosen to provide feedback because you are familiar with how he/she works.

In order to be most helpful to **D Chavez**, please answer the questions that follow in a completely candid manner, without being unduly critical or uncritical.

[Start the Survey](#)

Read the guidance on the Welcome page and then click **“Start the Survey”** to begin your self-assessment. As the leader, you receive the same survey as all other responders, however, your responses will be reported separately and you may write about yourself in the first person.

My Leader / Principal ...

Strongly Disagree	Disagree		Agree		Strongly Agree	Not enough info		
1	2	3	4	5	6	7	8	N/A
1. Personally analyzes data to identify priorities for school improvement								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Makes a plan for school improvement that includes annual goals and actionable steps								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Communicates how each staff member's performance will contribute to reaching school goals								
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Completing the Self Survey

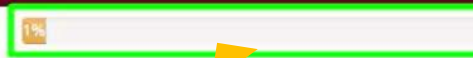
Step 4: Complete self survey

Narrative Questions

1) List three critical strengths that you think this person brings to school leadership. For each strength, please state why it is important.

2) List three ways you think this person can improve their performance as a school leader, and for each, state why it is important they improve in this area.

Previous Page Save Next Page



This bar shows your progress on the survey by percent (%) complete.



These buttons allow you to navigate through the survey or save and return later. You may not move to the next page unless you have completed the items on the current page.

Send Reminders to Responders

Step 5: Remind responders to complete the survey

You can monitor responder survey completion on the Dashboard page.

Supervisor				
[Redacted]	100%			May 5, 2016
Teachers and Staff				
[Redacted]	100%		Apr 21, 2016	May 5, 2016
[Redacted]	100%		Apr 21, 2016	May 5, 2016
[Redacted]	100%		Apr 21, 2016	May 5, 2016
[Redacted]	0%	Resend Invite		
[Redacted]	100%		Apr 21, 2016	May 5, 2016
Leadership Team Members				
[Redacted]	100%		Apr, 21 2016	May, 5 2016
[Redacted]	100%		Apr, 21 2016	May, 5 2016

Send reminder messages to prompt responders to complete the survey by clicking the **“Resend Invite”** button.

Viewing and Analyzing Results and Creating a Professional Development Plan

Viewing Results Steps

1. View the 360 Feedback Report
2. Download the Participant Workbook

Analyzing Results and Developing Plans


The Turnaround Leader 360 Feedback Assessment includes resources to help you analyze survey results and plan for professional development.


- 1. Turnaround Leader 360 Feedback Report:** Includes survey results of the perceptions of your colleagues, your supervisor, and yourself on the degree to which you exhibit turnaround leader actions and competencies.
- 2. Personal Development Plan Workbook:** Provides guidance on analyzing the 360 feedback report and creating action plans for areas of development.

Viewing the Report


Step 1: View the 360 Feedback Report

Whenever possible, we suggest waiting to generate the feedback report until all responders have completed the survey. However, a report will generate once 80% of responders have completed the survey. To access the report, click the **“View Report”** button on the Dashboard page.

[Review Self Survey](#)
[Edit Responders](#)
Download:  [Participant Workbook](#)

 Existing Surveys
[View Report](#)

Participants	% Complete	Actions	Last Emailed	Survey End
Leader (Yourself)	100%	View Survey		
Supervisor				
	100%			May 5, 2016
Teachers and Staff				



Viewing the Report

Step 1: View the 360 Feedback Report

You may view the report online, or view the report as a PDF by clicking the “**Download as PDF**” button and print.

Turnaround Leader 360 Feedback Report



Download as PDF

Introduction to Your Turnaround Leader 360 Feedback Report

The turnaround leader 360 feedback tool is designed to provide formative, development feedback on the extent to which you have demonstrated research-based [turnaround leader actions](#) and [turnaround leader competencies](#). This report is based entirely on the responses to the online questionnaire and is primarily organized by turnaround leader action clusters. The six action clusters collectively include the 14 leader actions identified through cross-sector research on successful turnarounds. Each action cluster is associated with a set of three primary leader competencies. These underlying competencies are traits that support the consistent implementation of the turnaround leader actions.

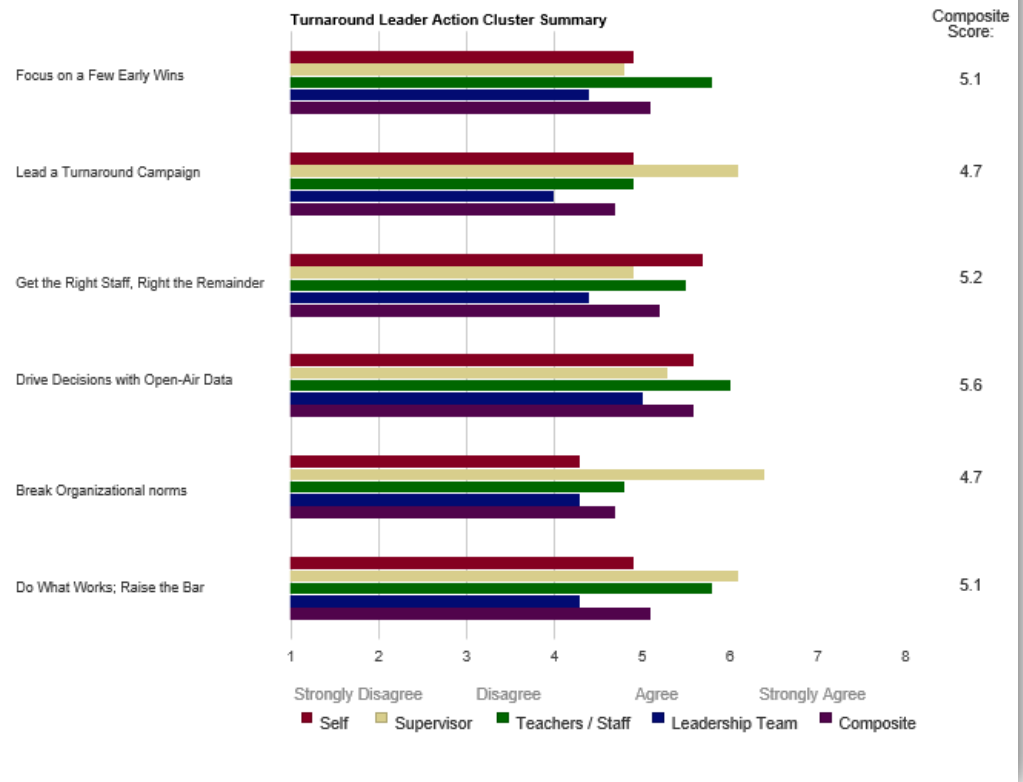
This report provides different views of the survey response data, including responses to Likert scale

Survey Report Contents

Report Contents

- I. Overview of Leader Action Cluster Scores
- II. Ratings on Leader Action Cluster Scores
- III. Ratings on Primary Leader Competencies
- IV. Strengths and Development Opportunities
- V. Unexpected Strengths and Blindspots
- VI. Narrative Responses

Overview of Turnaround Leader Action Cluster Scores (by Respondent Group)




Personal Development Plan Workbook


Step 2: Download the Participant Workbook

You may download the Participant Workbook PDF by clicking on the link on the right side of the Dashboard page.



Dashboard

Review Self Survey Edit Responders Download:  [Participant Workbook](#)

 Existing Surveys [View Report](#)

Participants	% Complete	Actions	Last Emailed	Survey End
Leader (Yourself)	100%	View Survey		
Supervisor				

Personal Development Plan Workbook

Use this workbook to reflect on your leadership and set development goals for yourself to improve as a leader in a deliberate and intentional way.

The workbook is designed to help you interpret the survey feedback and translate it into tangible actions you can take to reinforce strengths and improve your leadership.



Turnaround Leader 360 Feedback Assessment:
Personal Development Plan Workbook