

Strengthen Leadership

Georgia Department of Education
Division of School and District Effectiveness

Balanced Leadership®

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“There is not a single documented case of a school successfully turning around its pupil achievement trajectory in the absence of talented leadership”.

~Leithwood, Day, Sammons, Harris & Hopkins, 2006, p. 5



The question

What knowledge from the quantitative and qualitative research on: teacher, school, and leadership practices associated with high levels of student achievement and institutional productivity should we use to improve schools?

Our studies include

Quantitative research

Teaching

Schooling

Leadership

Qualitative and theoretical literature

Change

Systems

Collective efficacy

Performance

Organizational Learning

Personal optimism

Conducted large-scale quantitative studies

Classroom practices and effective instruction

Effective school and district leadership practices

School and district practices

Our first two findings

School leadership matters



- ✓ Leaders directly and indirectly effect student outcomes
- ✓ Average correlation between leadership and student achievement is .25
- ✓ Intentional and effective use of the research, on average, yields 10% gains

Identified leadership knowledge and skills



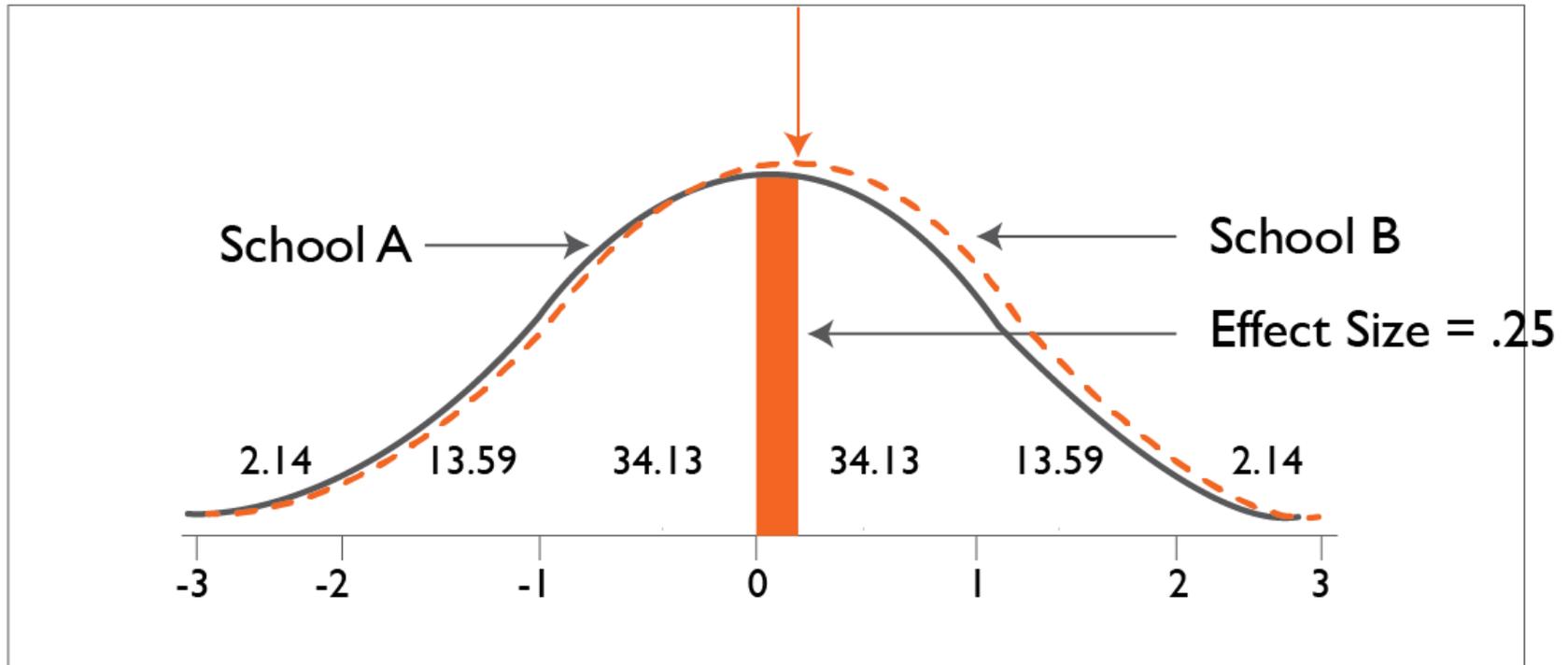
- ✓ 21 Leadership responsibilities
- ✓ 66 leadership practices
- ✓ Statistically significant and correlated to student achievement

School Leadership Matters

Differences in mean student achievement

Mean student achievement = 50th percentile

Mean student achievement = 60th percentile



This Means

A one standard deviation increase
in teacher perceptions of principal leadership
is associated with a 10 percentile-point gain
in school achievement

Leadership knowledge and skill

21 Leadership Responsibilities

66 leadership practices

All correlated to
student achievement

Each correlation is
statistically significant

21 Leadership Responsibilities

Affirmation	Involvement with CIA*
Change Agent	Knowledge of CIA*
Communication	Monitor/Evaluate
Contingent Rewards	Optimize
Culture	Order
Discipline	Outreach
Flexibility	Relationships
Focus	Resources
Ideals/Beliefs	Situational Awareness
Input	Visibility
Intellectual Stimulation	

*Curriculum, Instruction, and Assessment

Conclusions



A focus on leadership and the return on investment



In fields outside education, high performing leaders...

2 to 12 times more productive

A one SD difference between average and top performing leader is 50% more productive

A 10 % increase in leadership effectiveness generate on average 9% greater shareholder returns

A focus on talent and the return on investment



In education,
high
performing
leaders...



Positively affect school productivity



Increase instructional quality



A one SD increase in leadership is associated, on average, with a 10 percentile gain in student achievement

Investing in your people

Top performing school systems, like top performing companies, have a robust plan for identifying, securing, developing and retaining talented individuals that affect the bottom line

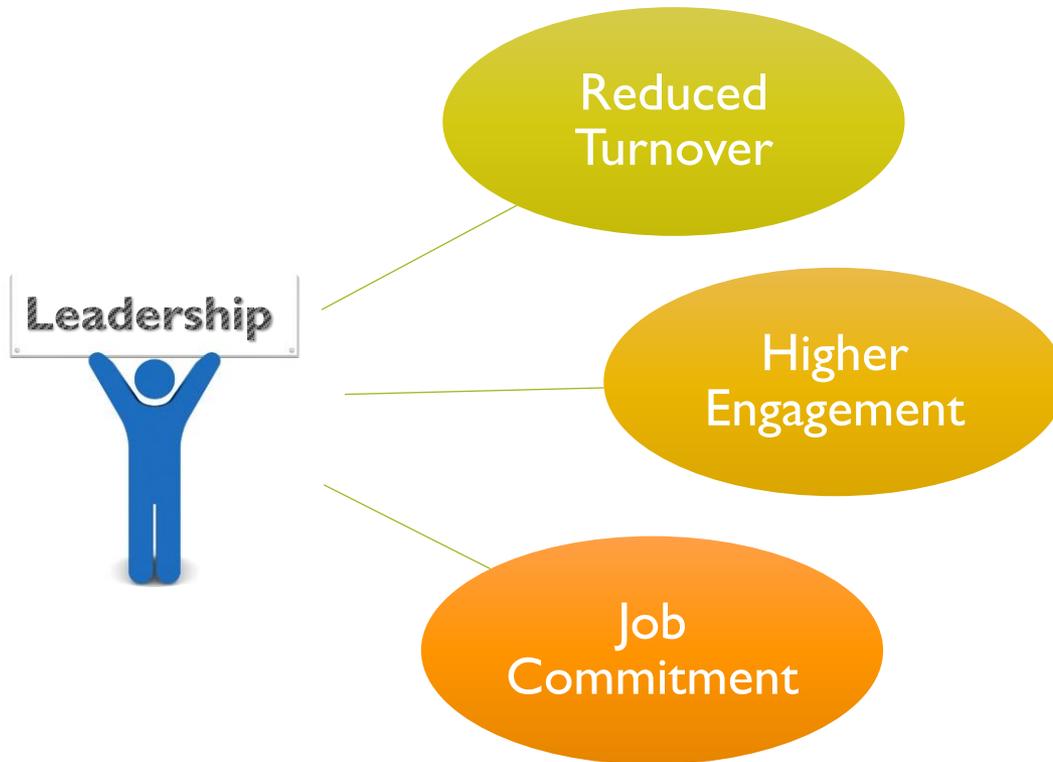
Student Achievement

What part of our plan to improve school and district effectiveness includes investing in leadership?

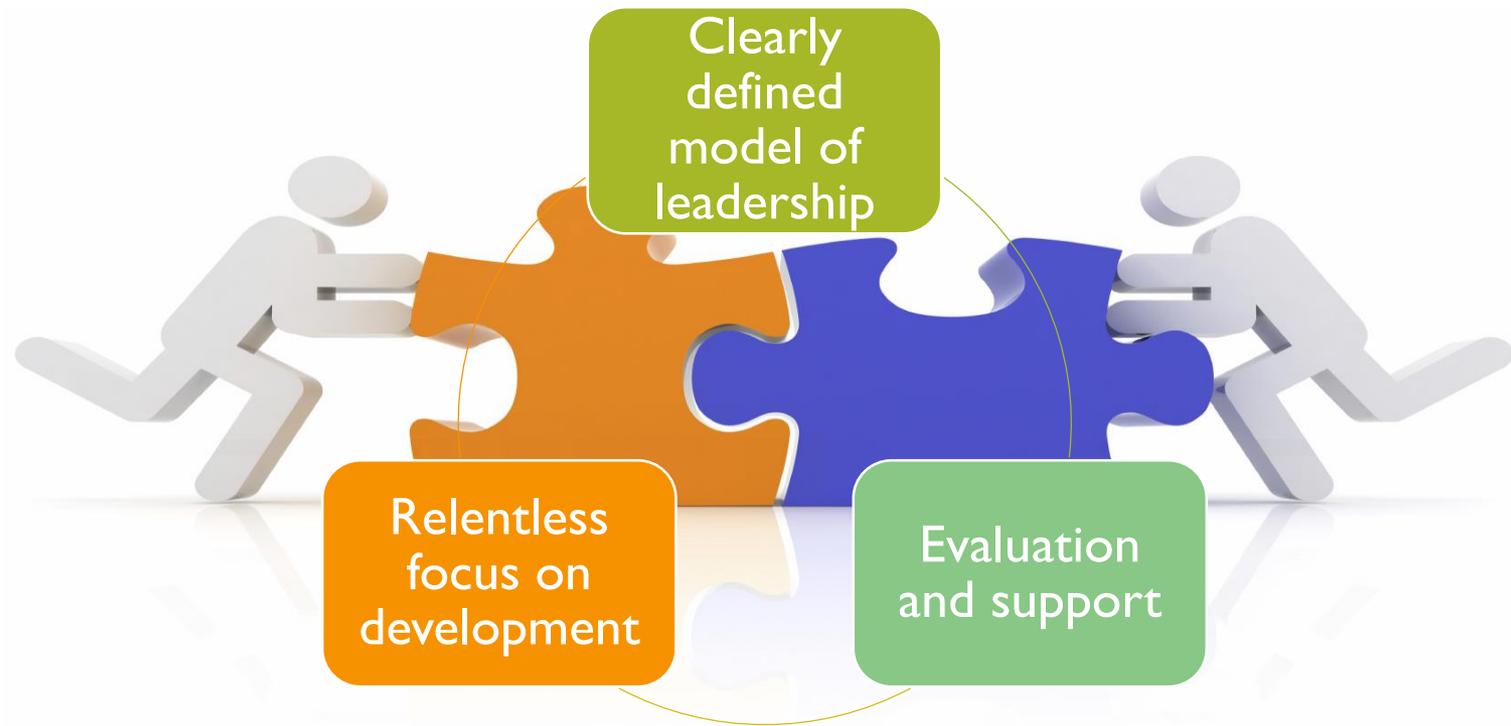
Talent acquisition and development



Impact of effective leadership



High performing leadership development



"At the end of the day, we bet on people, not strategies."
~Larry Bossidy, retired CEO AlliedSignal

Be clear about what leaders should know and be able to do



What should leaders know and be able to do that impacts their efficacy for doing a complex and dynamic job?

Balanced Leadership Framework®

Purposeful Community

School-Level Leadership

**Focus
of
Leadership**

**Magnitude
of
Change**

School-Level Leadership

Purposeful Community

“...shared and instructionally focused leadership are complementary approaches for improving schools.”

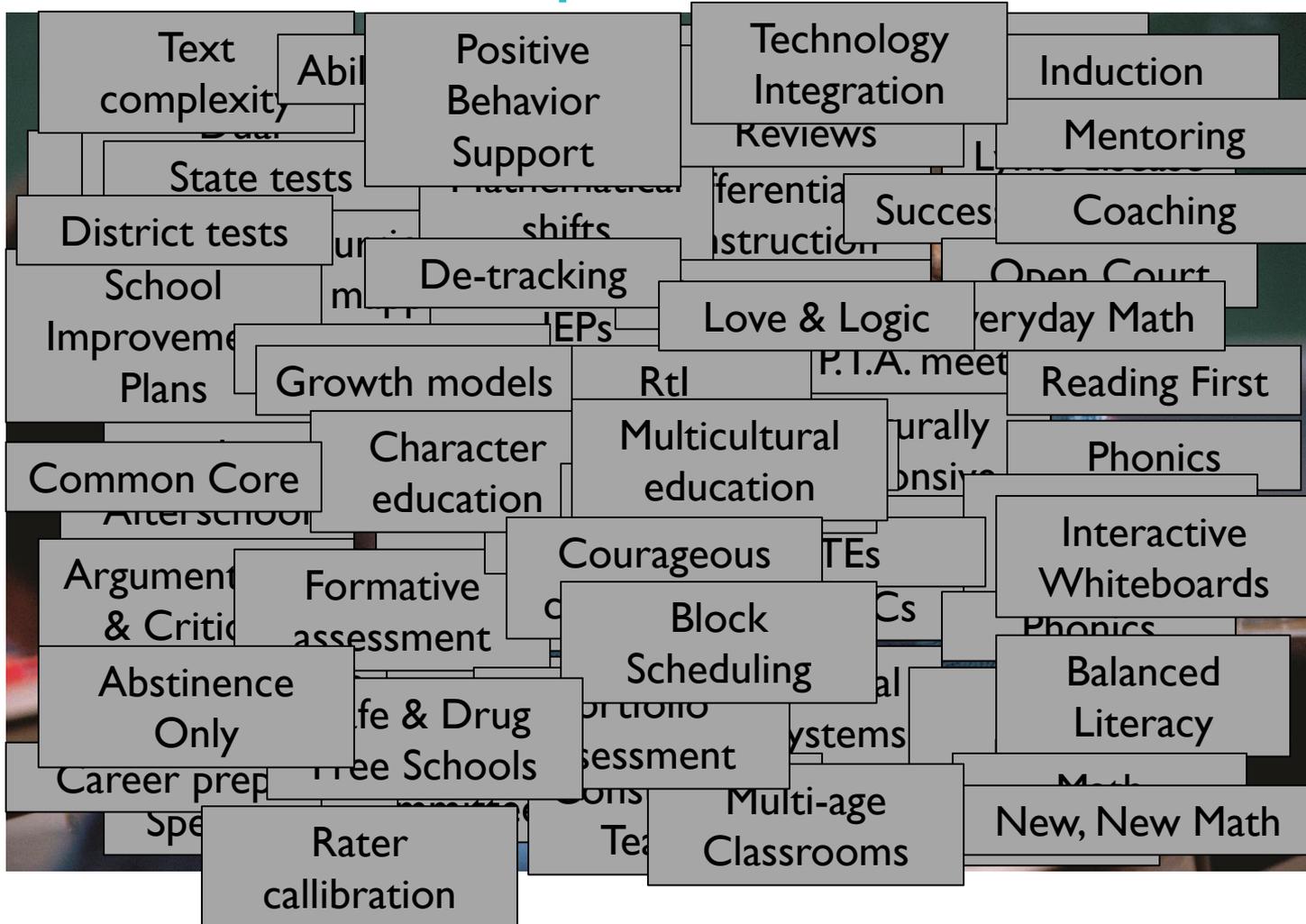
Seashore Louis, K., Dretzke, B., & Wahlstrom, K. (2010). How does leadership affect student achievement? Results from a national US survey. *School effectiveness and school improvement*, 21(3), 315-336.

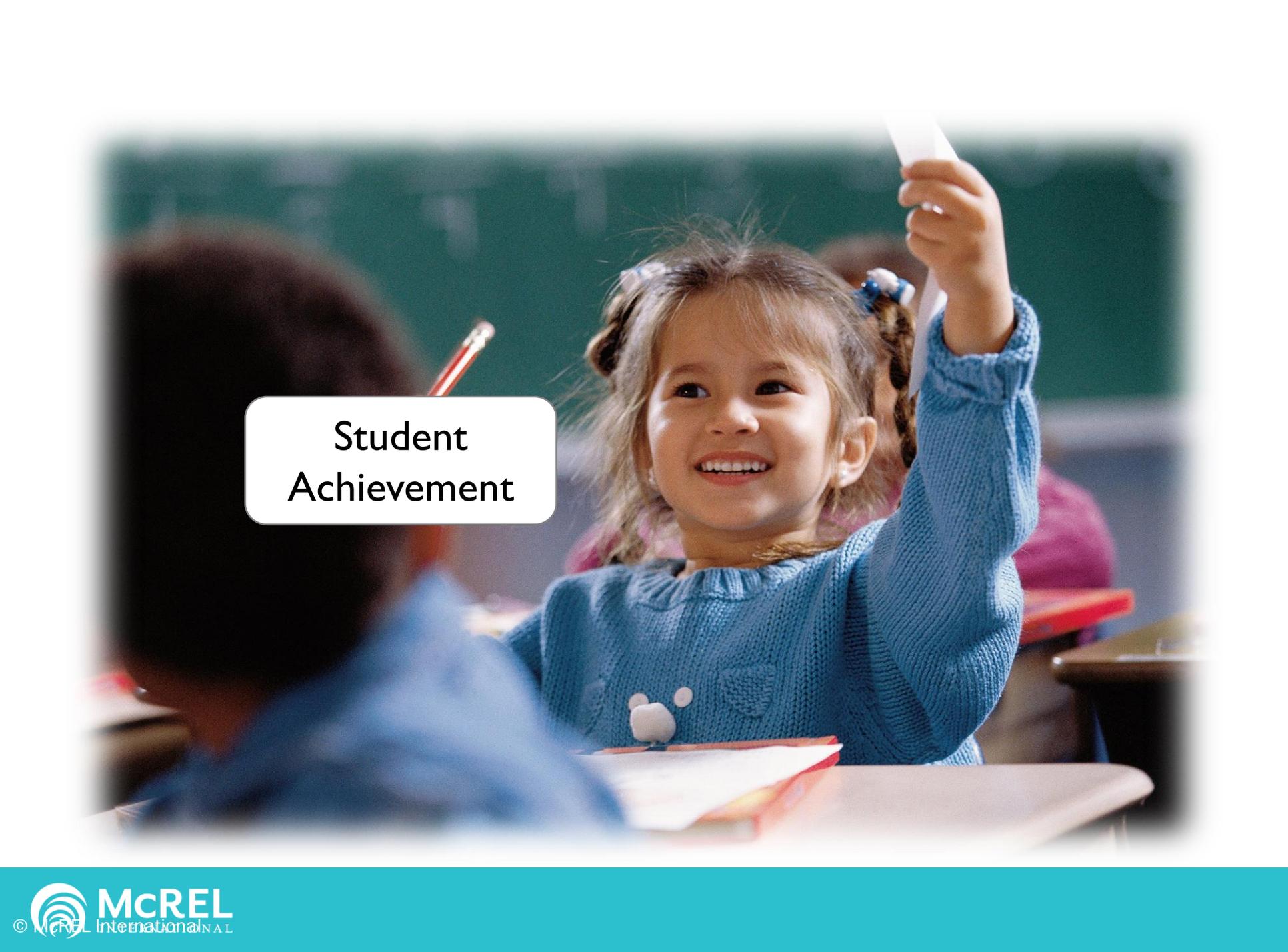


The focus of leadership

Focusing on the right work is central to improving school outcomes and increasing student achievement.

What is the focus when everything is important!



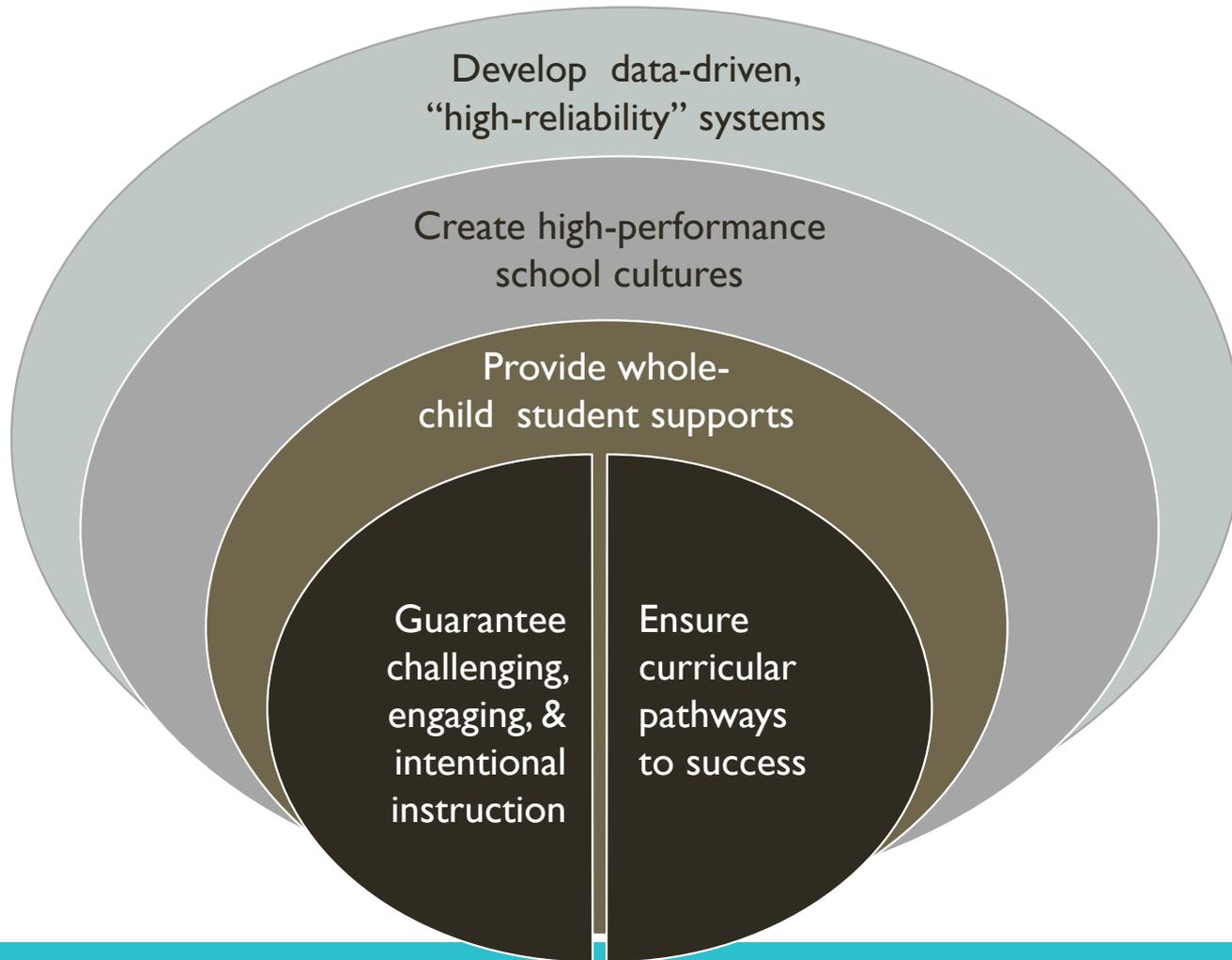
A young girl with brown hair in pigtails, wearing a blue knit sweater, is sitting at a desk in a classroom. She is smiling and raising her right hand, holding a white piece of paper. In the foreground, the back of a person's head and shoulders is visible, holding a red pencil. The background shows a green chalkboard and other students at desks.

Student
Achievement

Focus on the right work



Focus on what matters most



As human beings we do
change, grow, adapt, perhaps
even learn and
become wiser.

~Wendy Carlos



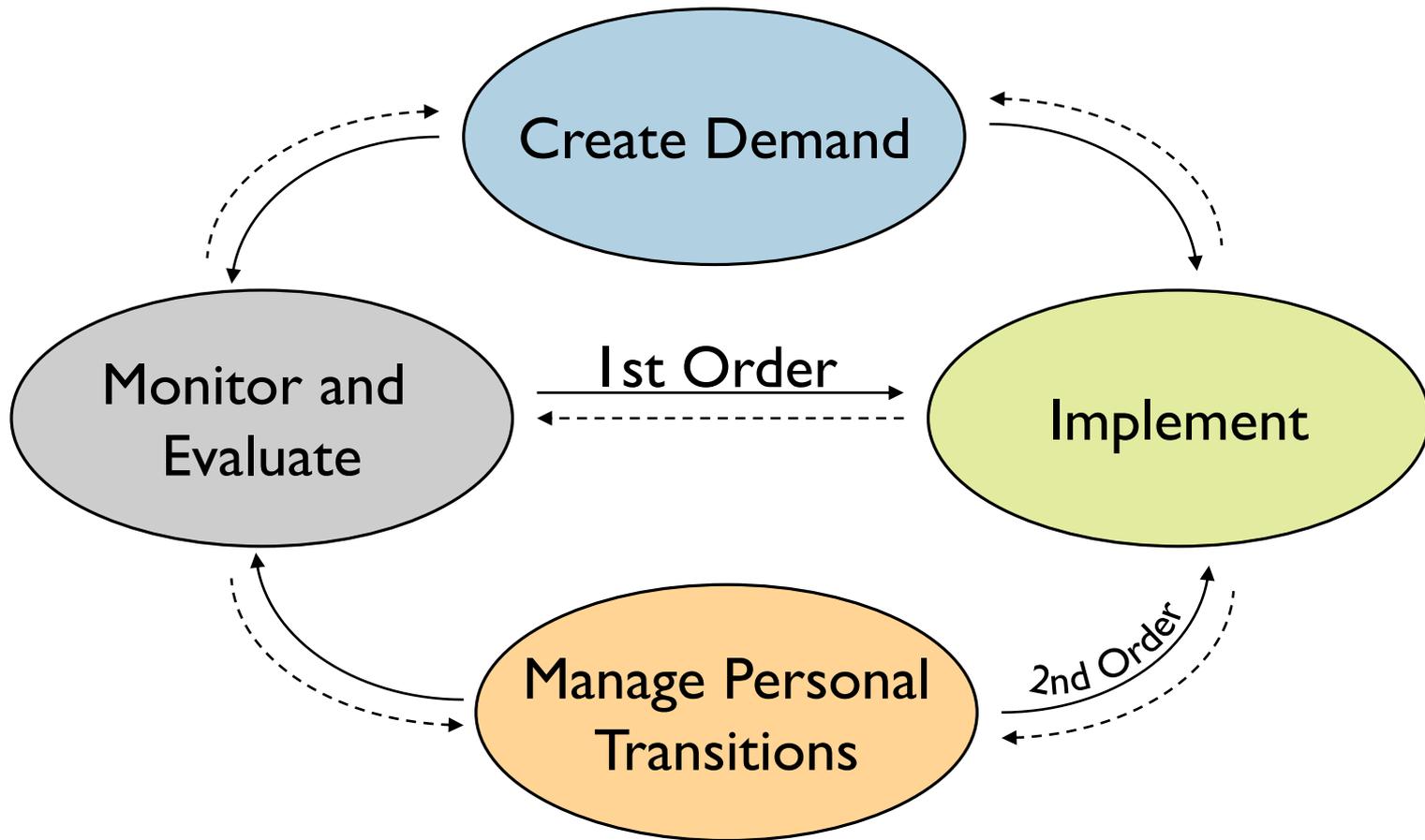
Magnitude of Change

Effective leaders know how to lead and manage the consequences of change

Effective change leadership and management



Phases of change



Understand the complexity of change

Lead accordingly

First order	Second order
An extension of the past	A break with the past
Within the existing personal paradigm	Outside the existing personal paradigm
Consistent with prevailing organizational values & norms	Conflicting with prevailing organizational values & norms
Implemented with existing knowledge & skills	Requires new knowledge & skills

School climate and working conditions research findings have shown that principals are a critical component in school efforts to improve student outcomes.



Purposeful Community

What is it that we can only accomplish together that we can't accomplish alone?

Build strong communities of practice

- Communities of practice are developed by leaders and sustained over time to address problems of practice that hinder attaining the mission of the school and district
- Strong communities of practice exhibit resilience when faced with seemingly overwhelming challenges
- Purposeful communities are able to act quickly and efficiently

Purposeful communities



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~Larry Bossidy, retired CEO AlliedSignal



Why is leadership so important?

Leadership

- ✓ Student success
- ✓ Teacher and staff morale
- ✓ Organizational productivity
- ✓ Sustainability of improvement initiatives
- ✓ Increased innovation

Reflection



Which ideas that you heard today are most powerful to you?



What will you take away from this?



What are the implications for your work?

Making a Difference requires doing...



What matters most

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