

SCHOOL TURNAROUND LEADER COMPETENCIES

Competencies are consistent patterns of thinking, feeling, acting, and speaking that help predict how employees will do their job; below are competencies needed for school turnaround leader success. These competencies were derived from analyses of cross-sector research on successful turnaround leader actions and competencies.

Driving for Results cluster—*These enable a relentless focus on student learning results.*

- * **Achievement (ACH):** The drive and actions to set challenging goals and reach a high standard of performance despite barriers.
- * **Initiative and Persistence (I&P):** The drive and actions to do more than is expected or required in order to accomplish a challenging task.
- * **Monitoring and Directiveness (M&D):** The ability to set clear expectations and to hold others accountable for performance.
- * **Planning Ahead (PLA):** A bias towards planning in order to derive future benefits or to avoid problems.

Influencing for Results cluster—*These enable working through and with others.*

- * **Impact and Influence (I&I):** Acting with the purpose of affecting the perceptions, thinking and actions of others.
- * **Team Leadership (TL):** Assuming authoritative leadership of a group for the benefit of the organization.
- * **Developing Others (DO):** Influence with the specific intent to increase the short and long-term effectiveness of another person.

Problem Solving cluster—*These enable solving and simplifying complex problems.*

- * **Analytical Thinking (AT):** The ability to break things down in a logical way and to recognize cause and effect.
- * **Conceptual Thinking (CT):** The ability to see patterns and links among seemingly unrelated things.

Showing Confidence to Lead—*This enables focus and commitment in the midst of highly challenging situations.*

- * **Self-Confidence (SCF):** A personal belief in one's ability to accomplish tasks and the actions that reflect that belief.

For more about staffing models that create teams of teacher-leaders to support school turnaround principals, see OpportunityCulture.org.

Source: Public Impact. (2008). *School Turnaround Leaders: Competencies for Success*. The Chicago Public Education Fund.
http://publicimpact.com/web/wp-content/uploads/2009/09/Turnaround_Leader_Competencies.pdf
 All competencies derived from *Competence at Work*, Spencer and Spencer (1993).