

## TURNAROUND LEADERS

### 1. ENERGY

- ✓ Stamina and staying power—can get a second wind
- ✓ Enthusiasm and optimism
- ✓ Passion for achievement
- ✓ Motivate others with forward momentum

### 2. BIAS TO ACT

- ✓ Focus on solutions
- ✓ Sense of urgency
- ✓ Opportunity-driven
- ✓ Impatient with another plan, meeting, or committee

### 3. RESULTS ORIENTATION

- ✓ Outcome matters more than process
- ✓ Need for achievement (more than power or affiliation)
- ✓ Clear and compelling targets for success
- ✓ Ability to get and use performance data

### 4. PERSONAL RESPONSIBILITY

- ✓ Take more than fair share of responsibility
- ✓ Acknowledge errors and mistakes as basis of learning
- ✓ Focus on personal as well as group responsibility
- ✓ Look to internal more than external causation

### 5. INCLINED TO TEAMS

- ✓ Seek creation, not agreement
- ✓ Form teams from differences, not the like-minded
- ✓ Share credit as well as information
- ✓ Encourage solutions that meet outcomes

### 6. EDUCATIONAL KNOW HOW

- ✓ Know how to create effective learning in classrooms
- ✓ An educational leader more than administrator
- ✓ Strong diagnostic and development skills
- ✓ Effective at applying curriculum and tools for learning