

## TURNAROUND STRATEGIES

### 1. DIAGNOSIS

- ✓ Quick, Honest, Personal
- ✓ Data-Driven
- ✓ Builds on leader strengths and shortfalls
- ✓ Determines composition of initial turnaround team

### 2. TARGETS

- ✓ Set and owned by the principal—not handed down as someone else’s mandate
- ✓ “Doable with a stretch” commitments—not just hopes
- ✓ Convene and drive teams
- ✓ Push to academic achievement—not peripherals

### 3. MESSAGE

- ✓ Conveys a personal “brand”
- ✓ Counters current perceptions and dynamics
- ✓ Prompts energy, urgency, and action
- ✓ Goes from informing to persuading

### 4. DATA USE

- ✓ Translates information to useful insight for teaching and learning
- ✓ Identifies what’s needed to hit the target and tracks progress toward it
- ✓ Shows performance differences among classrooms and students
- ✓ Identifies specific skills and strategies to be addressed

### 5. ALIGNMENT

- ✓ Invents assets—beyond the obvious
- ✓ Harnesses resources such that they aim directly at the target
- ✓ Excludes anything not on a direct path to hitting the target
- ✓ Exchanges what’s not a resource for what is

### 6. SUCCESSFUL CLASSROOMS

- ✓ Spends time where it counts most—in classrooms
- ✓ Provides help to teachers in critical areas
- ✓ Gives immediate and useful feedback
- ✓ Generates ideas and actions out of successful practices