

# The Four Phases of Initiating Turnaround

Creating the vision	Ensuring the conditions	Planning the sequence	Managing the change strategically
<p><b>Use and present data to create a sense of scale and urgency</b></p> <p><b>Create a vision of the end goal: high performing schools</b></p> <ul style="list-style-type: none"> <li>• Readiness to Teach</li> <li>• Readiness to Learn</li> <li>• Readiness to Act</li> </ul> <p><b>See it live: visits to high-performing challenged schools</b></p> <p><b>Enlist key stakeholders</b></p> <p><b>Set measurable goals</b></p>	<p><b>People:</b> Authority to appoint, allocate, and compensate teachers and building-level administrators free from restrictive collective-bargaining rules</p> <p><b>Money:</b> Authority to control the budget in support of the turnaround plan, and to seek and incorporate additional funding and resources into the work</p> <p><b>Time:</b> Authority to extend the school day and year and control scheduling for students as well as teachers</p> <p><b>Program:</b> Authority over curriculum, instruction, and the overall school model</p>	<p><b>Focus on the four primary turnaround workstreams</b></p> <p>#1 Build a professional turnaround leadership and teaching team</p> <p>#2 Develop a system to deliver engaging and personalized instruction</p> <p>#3 Develop a system to mitigate the impact of adversity</p> <p>#4 Shape schedules &amp; school structure to support streams 1-3</p> <p><b>Identify the main tasks associated with each workstream</b></p> <p><b>Deal with sequencing issues</b></p> <p><b>Plan for iterative evaluation and revision of the workplan</b></p>	<p><b>Take action based on data analysis</b></p> <p><b>Drive for results:</b></p> <ul style="list-style-type: none"> <li>• Concentrate on fast payoffs</li> <li>• Target a few essential deviations to teach the organization that new practices lead to success</li> <li>• Require all staff to change (mandatory, not optional)</li> <li>• Make necessary staff replacements</li> <li>• Discard tactics that don't work</li> </ul> <p><b>Influence inside and outside the organization</b></p> <p><b>Measure, report and improve</b></p>