

# Turnaround Leader Action Table

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Turnaround Leader Action	What It Means
<b>Initial Analysis and Problem Solving</b>	
<b>Collect &amp; Analyze Data</b>	Initially, turnaround leaders personally analyze data about the organization's performance to identify high-priority problems that can be fixed quickly. Later, they establish organization routines that include ongoing data analysis (see Measure and Report below).
<b>Make Action Plan Based on Data</b>	Turnaround leaders make an action plan so that everyone involved knows specifically what they need to do differently. This allows people to focus on changing what they do, rather than worrying about impending change.
<b>Driving for Results</b>	
<b>Concentrate on Big, Fast Payoffs in Year One</b>	Successful turnaround leaders first concentrate on a very limited number of changes to achieve early, visible wins for the organization. They do this to achieve success in an important area, to motivate staff for further change, and to reduce resistance by those who oppose change.
<b>Implement Practices Even if Require Deviation</b>	Turnaround leaders make changes that deviate from organization norms or rules – not just for change's sake, but to achieve early wins. In a failing organization, existing norms and rules often contribute to failure. Targeted deviations to achieve early wins teach the organization that new practices can lead to success.
<b>Require All Staff to Change</b>	When a turnaround leader implements an action plan, change is mandatory, not optional.
<b>Make Necessary Staff Replacements</b>	Successful turnaround leaders typically do not replace all or most staff. But they often replace some senior staff, particularly those who manage others. After the organization begins to show turnaround success, staff unwilling or unable to make changes that their colleagues have made leave or are removed by the leader.
<b>Focus on Successful Tactics; Halt Others</b>	Successful turnaround leaders are quick to discard tactics that do not work and spend more resources and time on tactics that work. This pruning and growing process focuses limited time and money where they will have the most impact on critical results.
<b>Do Not Tout Progress as Ultimate Success</b>	Turnaround leaders are not satisfied with partial success. They report progress, but keep the organization focused on high goals. When a goal is met, they are likely to raise the bar.

Turnaround Leader Action	What It Means
<b>Influencing Inside and Outside the Organization</b>	
<b>Communicate a Positive Vision</b>	Turnaround leaders motivate others inside and outside the organization to contribute their discretionary effort by communicating a clear picture of success and its benefits.
<b>Help Staff Personally Feel Problems</b>	Turnaround leaders use various tactics to help staff empathize with – or “put themselves in the shoes of” – those whom they serve. This helps staff feel the problems that the status quo is causing and feel motivated to change.
<b>Gain Support of Key Influencers</b>	Turnaround leaders work hard to gain the support of trusted influencers among staff and community. They work through these people to influence those who might oppose change.
<b>Silence Critics with Speedy Success</b>	Early, visible wins are used not just for success in their own right, but to make it harder for others to oppose further change. This reduces leader time spent addressing “politics” and increases time spent managing for results.
<b>Measuring, Reporting (and Improving)</b>	
<b>Measure and Report Progress Frequently</b>	Turnaround leaders set up systems to measure and report interim results often. This enables the rapid discard of failed tactics and increase of successful tactics essential for fast results.
<b>Require all Decision Makers to Share Data and Problem Solve</b>	Sharing of results in open-air meetings allows turnaround leaders to hold staff that make key decisions accountable for results, creating discomfort for those who do not make needed changes and providing kudos to those who are achieving success. This shifts the focus of the organization’s meetings from power plays, blaming, and excuses to problem solving.