

Innovative Thinking and School Turnaround



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Turnaround Principles

Changing What People Do



1. Strong leadership
2. Effective teachers
3. More time for learning and collaboration
4. Strong, aligned instructional program
5. Data-based decisions for instruction and improvement
6. Positive school culture
7. Engaged families

Turnaround is Rapid and Sustainable Change



- **Some changes are big and sudden.**
- **Most changes are small but accumulating over time.**

Change Leaders Sweat the Details



Many leaders pride themselves on setting high-level direction: *I'll set the vision and stay out of the details.* It's true that a compelling vision is critical. But it's not enough. Big-picture, hands-off leadership isn't likely to work in a change situation, because the hardest part of change—the paralyzing part—is precisely in the details. (p.53)

Heath, C. & Heath, D. (2010). *Switch: How to change things when change is hard.* New York, NY: Broadway Books.

Practice and Performance

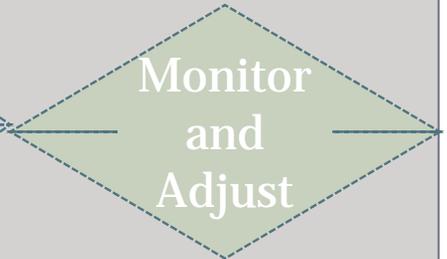
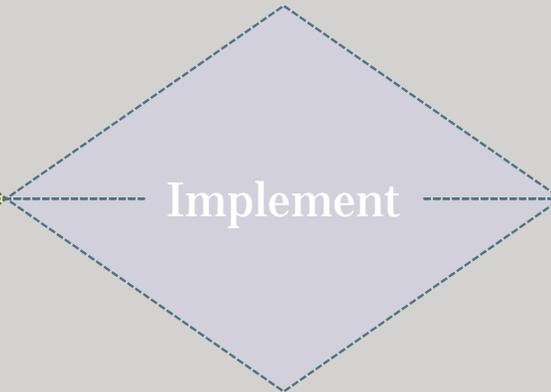
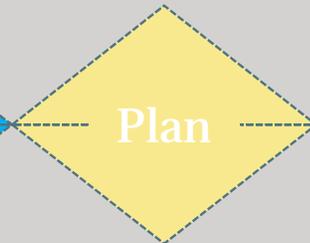


- **Practices** are what an individuals and groups does in pursuit of goals.
- **Performance** is the impact of an individual or group on preset outcome standards (goals).
- **Performance is improved by:**
 - Closing the gap between actual practice and a standard of effective practice; and
 - Setting and attaining new standards of effective practice (innovation)

Getting Better at What We Do



Effective Practice



Actual Practice

Your Perceptions of Korean Schools



- 1.
- 2.
- 3.
- 4.
- 5.



Innovation & Turnaround in a Korean School



Toegyewon High School Near Seoul, Korea





School Neighborhood



Meeting with Principal



Their Turnaround Story



Visiting Classrooms







가사
10

1. 강경관
2. 강성의
3. 공부 감성

가사
100

1. 진로 성숙도
2. 진로 로드맵
3. 진로 감성
4. 정보 감성

























PE Class









Instrumental Music Class





Vocal Music Class





Your Observations



- 1.
- 2.
- 3.

How this school turned around: Effective practice and innovation



- Strong leadership by principal
- Teacher instructional teams plan instruction
- Instruction is aligned to standards
- Teachers directly teach
- Teachers interact
- Student groups and individual assignments for mastery, including homework
- “Happy school” ingredients
 - Activity classes
 - Faculty advocate for each student
 - High energy in classes



Your Change Leadership



- How can you be a change agent?
- What tools can assist you in changing school culture?
- Where are your leverage points?

Resources



Center on School Turnaround at WestEd

www.centeronschoolturnaround.org

<http://www.centeril.org/handbook/>

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