



Characteristics of Results Leaders for Districts and Schools

Drive to Make a Difference - Superintendents and school leaders who are focused on results are motivated by the drive to make a difference. They are passionate about leading to ensure that all students succeed. Impatient with excuses and delays, they build solutions which remove the obstacles that stand in the way of greatness.

Energy - Energy is the scarce resource that brings a plan to life - that enables greatness. It brings drive, motivation, work, and the ability to stay the course. This is the commodity that not only “winds up” the leader but proves a galvanizing force to get and keep the involvement of others.

Bias toward Action - Many people are at heart critics, planners, or observers. Results leaders are actors. They want to solve a problem, not bemoan or even fully define it. They are determined to get to the results and are ready to vault over the usual bog of lengthy process and prolonged preparation that so often characterizes educational projects.

Results Focus - Effective results leaders are those who believe that the outcome is what counts. Competitive and focused on crossing the finish line, they care about achievement, rather than exerting control or being liked by everyone.

Personal Responsibility - Most people are great at accepting praise for success but are quick to blame outside forces - fate, luck, the weather, others - when things go wrong. Results leaders believe that they own the consequences of their actions and are ready to learn from setbacks and make needed course corrections.

Emphasis on Teamwork - Results leaders know that teamwork delivers results. They are adept at enlisting and sustaining the commitment and energy of key players - the Board of Education, administrators, faculty and staff, students and parents - in the move to top-notch performance.

Skill in Teaching and Learning - The leaders who achieve outstanding results in schools are those who love and know teaching and learning. They value great teaching as the heart of the enterprise, and are, themselves, constantly teaching and learning in pursuit of great results.