NATIONAL CHARTER SCHOOL RESOURCE CENTER

Leading in the Unknown

Sustaining Impact: How are We Doing?

Learning Module #3

charterschoolcenter.ed.gov

About the NCSRC

The National Charter School Resource Center (NCSRC) provides technical assistance to federal grantees and resources supporting charter sector stakeholders. NCSRC is funded by the U.S. Department of Education (ED) and managed by Manhattan Strategy Group (MSG) in partnership with WestEd.

Your Guide

Lisa Diaz, Founder

LUMEN IMPACT GROUP

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What You'll Learn in Sustaining Impact

- How to determine impact-focused tracking indicators
- Ways to develop reflection and refinement practices to advance impact
- Methods to create shared expectations, including establishing clarity around the targets of success
- Ideas to support team members in achieving expectations through feedback

67%

Estimated percentage of well-formulated strategies that failed due to poor execution in 2016

Executives Fail to Execute Strategy Because They're Too Internally Focused
https://hbr.org/2017/11/executives-fail-to-execute-strategy-because-theyre-too-internally-focused

Key Lever Point: Most Effective Route to Destination

According to research published by the American Psychological Association…

If you are trying to achieve a goal, the more often that you monitor your progress, the greater the likelihood that you will succeed

Your chances of success are even more likely if you report your progress publicly or physically record it.

"Does Monitoring Goal Progress Promote Goal Attainment? A Meta-Analysis of the Experimental Evidence," by Benjamin Harkin, PhD, Thomas Webb, PhD, Betty Chang, PhD, and Yael Benn, PhD, University of Sheffield; Andrew Prestwich, PhD, Mark Conner, PhD, and Ian Kellar, PhD, University of Leeds; and Paschal Sheeran, PhD, University of North Carolina at Chapel Hill, Psychological Bulletin, published online Oct. 19, 2015

Inputs: Specific elements you will invest in to move your lever point forward
Key Lever Point: Most Effective Route to Destination

Inputs: Specific elements you will invest in to move your lever point forward
Outputs: Specific deliverables that can be tied to inputs
Key Lever Point: Most Effective Route to Destination

Lever Point: Defining and implementing instructional pedagogy rooted in project-based learning
Inputs: Targeted professional development in support of engaging student passion in project-based learning , coaching processes/cycles in support of implementation of defined practices, student-led goal setting and progress monitoring.

Output	Target/Date	Target/Date	Target/Date
Teachers are integrating student passion in project-based lessons	By x date, 40% of teachers are integrating 30 minutes of wonder workshop, genius hour, or other passion project-based activity daily		
Teachers are receiving consistent and regular feedback and coaching	By x date, instructional coaches are providing daily feedback to x number of teachers or By x date, 35% of teachers report, in a one-question weekly survey, using the feedback they receive the week before to enhance their practice		
Students meet individually set targets/goals	By x date, 60% of students will be meeting or exceeding targets and goals they set for themselves weekly		

Reflection and Refinement

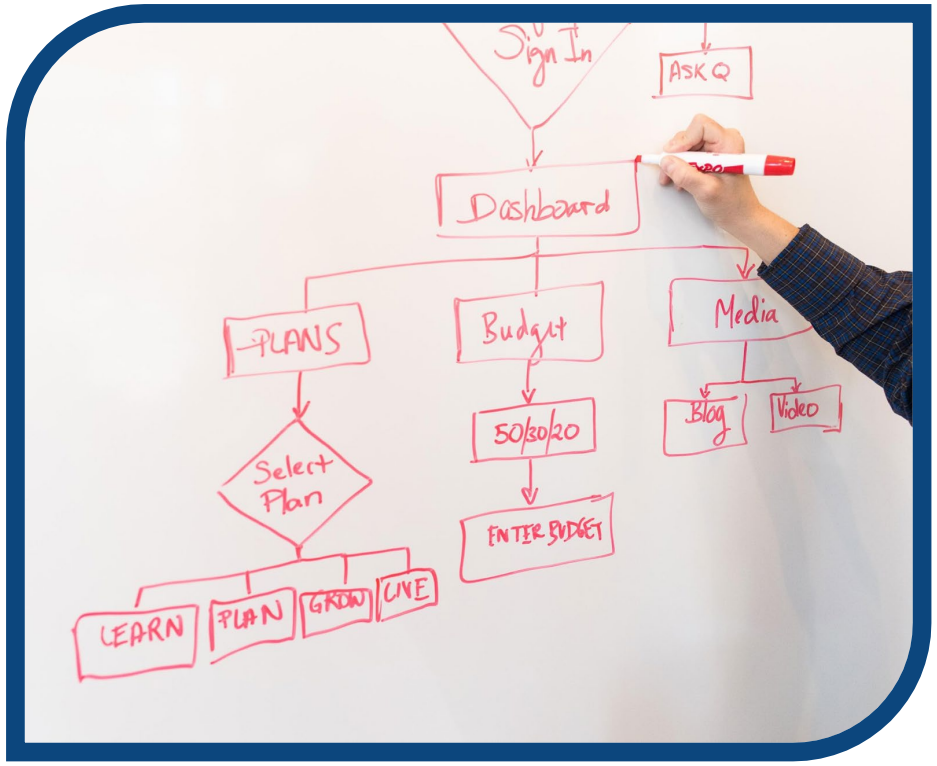
What has supported us hitting our target this week?

What did we excel in to hit our target this week?

What is getting in the way of us achieving our target?

Based on what we know, now what changes are we going to make, and what is our new target?

Moving from Process to People



Shared Expectation and Ownership

Clarify the expectations and personal intentions

What could get in the way of success?

Follow-up

Shared Expectation and Ownership

Clarify the expectations and personal intentions

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Follow-up

Shared Expectation and Ownership

Clarify the expectations and personal intentions

What could get in the way of success?

Follow-up

<8%

of people actually stick to their resolutions each year, according to some estimates, yet millions of Americans continue to set goals with high hopes of a better year ahead.

- University of Alabama at Birmingham Medicine News

10 Secrets of People Who Keep Their New Year's Resolutions
https://www.uabmedicine.org/-/10-secrets-of-people-who-keep-their-new-year-s-resolutions#:~:text=Less%20than%208%25%20of%20people,about%20sticking%20to%20your%20goals

Champion and Developmental Feedback

A Gallup survey found that **67%** of employees whose managers focused on their strengths were fully engaged in their work, as compared to only **31%** of employees whose managers focused on their weaknesses.

Give Your Team More-Effective Positive Feedback
https://hbr.org/2016/10/give-your-team-more-effective-positive-feedback

Developing a Culture of Feedback

Caring about the development of team members

Commitment to the organization reaching its greatest impact

Narrowing Your Focus

Culture of Care in Practice

Dr. Paula Bevan

Independent Consultant

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THANK YOU!