HOW TO CREATE AND SUSTAIN A COMPETITIVE EDGE THROUGH TRANSFORMING ORGANIZATIONAL CULTURE
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Welcome and Introductions
Overarching Purpose

• To create and sustain a Learning Organization

• To maintain a high performance culture

• To meet organizational objectives

• To produce outstanding results

• To build a Center of Excellence
Demographics

• Pre-K - 12 Grade Configuration

• 800 students

• Located in the Piedmont Region of North Carolina
Culture of the Organization

• In transition - Administrators

• Impact of the Economy in 2008-2009

• Loosing market share annually

• Headed towards extinction
Background and Challenges

• Declining enrollment

• High staff attrition rate

• Outdated Curriculum

• Lack of a systematic Marketing Plan
Background and Challenges

• Comparable Schools - Maintaining a Competitive Edge

• Low Staff Attrition Rate

• Updated Curriculum

• Ongoing Marketing Plan
Changing Culture

“ The objectives relative to changing culture are not for the sole purpose of “changing culture”. You change culture so you can create and sustain high performance teams”.

Dr. John Balls
Gardner-Webb University
School of Education
Work Plan

• To develop clearly defined procedures to monitor and assess student progress

• To increase student growth and proficiency

• To implement and monitor the Reading Wonders Program
Work Plan

• To implement a systematic and consistent Professional Development Program

• To increase student enrollment

• To decrease staff attrition

• To establish an onsite Media Center
Risks and Constraints

• Student attrition

• Staff attrition

• A lack of a systematic approach relative to monitoring instructional delivery

• A consistent decline in student growth and proficiency
Quality Assurance Plan

• Implement the new Reading Program

• Increase student competencies

• Design a Professional Development Program

• Develop marketing strategies to increase enrollment

• Create an on-site Media Center
Organizational Culture

- Beliefs
- Values
- Behaviors
- Attitudes
- Results

The cycle shows the interrelation between beliefs, values, behaviors, attitudes, and results in an organizational culture.
LEWIN’S CHANGE MODEL

- **Unfreeze**
  - Ensures that employees are ready for change

- **Change**
  - Execute the intended change

- **Refreeze**
  - Ensures that the change becomes permanent
Consultancy Project Launch

- Change in Administration
- Developed a Strategic Marketing Plan and Teacher Recruitment Plan
- Created Data/Curriculum Teams
- Implemented Ongoing Systematic Professional Development Plan
Results and Benefits

• An increase in student growth and proficiency

• Development of a Learning Organization

• Addressing and meeting organizational goals
Evidences

• Systems and Processes in place to address staff and student attrition:

1) Marketing Plan
2) Systematic Teacher Recruitment Process
3) Data Driven Instruction
4) Created an onsite Media Center
5) Ongoing frequent Professional Development: Formative and Summative Assessments provided with feedback and Strategic Plans for Improvement to address staff and student skill deficits
Areas for Future Study

- The impact of the Development of a Learning Organization on student growth and proficiency
- The correlation between mission, vision, culture and student performance
- The interconnectedness of teacher preparation and student performance
- How Leadership Styles and Student Achievement
- Instructional Effectiveness and Student Growth and Proficiency
REFLECTION

• Consultancy Project

• Change Models

• Theorists

• DEOL Program
“One's journey never ends at a place, instead it is an ongoing process that involves a new way of seeing things.”

Author Unknown
Bibliography


Harvey and Goudvis, A. (2000). Strategies that work. Portland, ME:

Stenhouse Publishers.


