Building Tomorrow's Leaders in Education
System Leadership Diagnostic Assessment
March 2016

Thank you for taking the time to provide honest feedback on your organization's leadership development practices at the home office. In this survey, you will be presented with 53 statements and 2 open-response questions that relate to six core processes of leadership development. For each statement, you will be asked to assess your organization's current performance in building future leaders within your home office.

This survey focuses specifically on home office staff, rather than school-based employees. Please keep this in mind as you respond to each question.

Definitions:

- Leadership development and succession planning: the set of activities an organization uses to develop a strong internal and external pipeline of future leaders
- Leadership capacity: the skills, roles, and number of leadership positions needed
- Leadership skills: the competencies required to become a successful leader at various levels of our organization (e.g., strategic management, effective teaming and self-management)
- Senior leaders: an organization's senior positions, such as Chief Executives and their direct reports such as VPs (for multi-region networks, this group would also include top regional leaders)
- Managers: all individuals in an organization who supervise other positions

To ensure your anonymity, we will not share any of your individual responses with your organization. We care deeply about making sure the data is fully accurate, so please provide honest responses.

Note: Unless otherwise indicated, all questions include five response options: strongly disagree, disagree, agree, strongly agree, and not applicable/don't know.

Engaging Senior Leaders

1. Our CEO/executive director is <u>actively engaged</u> in building a strong pipeline of future leaders.

2. Our senior leaders are <u>actively engaged</u> in building a strong pipeline of future leaders.

3. Our board members are <u>appropriately engaged</u> in building a pipeline of future leaders.

4. Our senior leaders are equipped to develop future leaders (e.g., trained to provide new opportunities and deliver feedback).

5. Our senior leaders are held accountable for building a strong pipeline of future leaders.

6. Our senior leaders are recognized for their efforts to develop future leaders.

7. Our organizational culture supports and values leadership development.

8. We invest sufficient resources (e.g., funding, time) in leadership development.

Understanding Future Needs

9. We are clear on the 3-5 long-term strategic priorities that will enable us to achieve our desired impact over the next several years.

10. Our leadership team is aligned around our priorities.

11. We have an understanding of the leadership capacity (e.g., skills and competencies, roles, and number of individuals) our organization will need 3-5 years from now in order to achieve strategic goals.

12. The skills and competencies required to become a successful leader at various levels of our organization are clear.

13. We use that defined set of skills and competencies to evaluate employees on their current performance.

14. All employees are evaluated at least annually on their current performance.

15. All employees are evaluated regularly on their potential to move into leadership roles.

16. We have identified potential successors for critical positions.

17. Where successors are not in place, we have plans in place to address our gaps.

Valuing and Increasing Leadership Diversity

18. We have diverse leaders at our organization.

19. We are effective in recruiting and hiring diverse employees.

20. We are effective in identifying, developing and promoting diverse rising leaders.

21. We are effective in retaining diverse current and rising leaders.

22. We have established clear goals to support and expand our leadership diversity, and we regularly collect data to evaluate our progress towards those goals.

23. Employees at our organization openly discuss and address diversity issues.

24. We seek to deeply understand diversity issues before developing strategies to address them.

25. We actively promote policies that address diversity and inclusion.

26. We believe that diversity in employees and in leadership leads to better outcomes for students.

Developing Future Leaders

27. Our performance management processes (e.g., annual evaluations, goal-setting) support effective leadership-development and succession planning.

28. Employees with the potential to move into leadership roles have development plans in place that identify areas for development and sources of development support.

29. Employees are held accountable to and evaluated on their progress on their development plans.

30. Managers are held accountable to and evaluated on their effectiveness supporting employees to make progress on their development plans.

31. We have sufficient quality opportunities for employees to gain new leadership skills via <u>on-the-job opportunities</u> (e.g., stretch assignments, new projects in their existing roles).

32. We have sufficient quality opportunities for employees to gain new leadership skills via <u>mentoring</u>.

33. We have sufficient quality opportunities for employees to gain new leadership skills via <u>formal trainings</u>.

34. The development opportunities we offer employees (on-the-job, mentoring, training, etc.) are effective in building more capable leaders.

35. Our employees feel safe and encouraged to take risks.

36. Our managers ask for feedback from their employees and act on that feedback in an attempt to improve.

37. When an employee moves into a leadership role, they are supported through their transition.

38. Our leadership pipeline is too dependent on hiring leaders externally.

39. Our leadership pipeline is too dependent on hiring leaders internally.

Building the Value Proposition

40. External candidates seeking leadership roles are attracted to our organization.

41. Our organization retains top performers.

42. We have a compensation and benefits system that defines a set of pay levels and a minimum compensation and benefit package for each level.

43. We update our compensation and benefits system as needed based on current competitor compensation data from other education organizations.

44. We have defined career paths for central-office employees.

45. We have a clear system of non-financial rewards, recognitions and incentives for central-office employees.

46. We effectively use compensation and benefits to retain top performers.

47. We effectively use career paths to retain top performers.

48. We effectively use rewards, recognitions and incentives to retain top performers.

Monitoring and Improving Leadership Development

49. We have established clear goals to guide our leadership-development efforts.

50. We regularly collect data about our leadership-development practices to understand whether they are effective.

51. We take action on the data we collect to improve our leadership-development practices.

52. As changes to organizational strategy occur, we update our leadership development goals and practices accordingly.

Summary

53. All things considered, our organization is highly-effective in developing a strong internal and external pipeline of future leaders.

54. What do you see as your organization's top three strengths in building a strong pipeline of future leaders? [OPEN TEXT]

55. What do you see as your organization's top three challenges in building a strong pipeline of future leaders? [OPEN TEXT]

Thank you for your input on these important topics. Before concluding, just a few questions to help us understand survey responses. Please keep in mind that we will not share any of your individual responses with your organization.

1. How would you describe your gender?
   - o Female
   - o Male
   - o Prefer not to answer

2. Do you consider yourself to be of Latin or Hispanic descent?
   - o Yes
   - o No
   - o Prefer not to answer

3. How would you describe your race?
   - o American Indian or Alaska Native
   - o Asian or Asian American
   - o Black or African American
   - o Native Hawaiian or Other Pacific Islander
   - o White/Caucasian
   - o Mixed
   - o Prefer not to answer

Thank you for taking the time to participate in the survey.