Talent Management:

Key to Accelerating Progress Toward Raising Student Achievement
An Executive Summary for Education System Leaders

By Bob Moore, CMC

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The Educational Leadership Crisis
According to both a Huffington Post article and a global report commissioned by Pearson, the multinational education company, education in the United States was ranked 17th worldwide in 2012. If this were a bell curve, with each country representing a spot on that curve, the United States would be average. Most who understand the realities of a global economy, consider this a crisis and an indication of lack of leadership in education.

The Pearson report further pointed out that Increasing education funding, on its own, was not shown to improve a country's educational performance.

American students are not learning to succeed in today's world.

- Two out of three eighth-graders can't read proficiently. (NAEP, 2011) (NAEP, 2011)

- Nearly two-thirds of eighth-graders scored below proficient in math. (NAEP, 2011)

- Seventy-five percent of students are not proficient in civics. (NAEP, 2011)

- Nearly three out of four eighth- and twelfth-grade students cannot write proficiently. (NAEP, 2012)

- Some 1.1 million American students drop out of school every year. (EPE, 2012)

"As 'No Child Left Behind' has moved America's schools into an era of accountability," says Vartan Gregorian, president of Carnegie Corporation of New York, "the focus of American education has been on testing. The focus, however, must and will change to performance and leadership if the goal of creating effective schools in America is to be realized." Above all, says Gregorian, "It is the principal as instructional leader who is crucial to the effectiveness of the nation's nearly 96,000 schools."
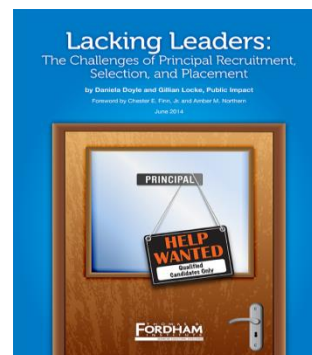
The Principal Matters!
According to one study, highly effective principals raise the achievement of a typical student in their schools by between two and seven months of learning in a single school year, while ineffective principals lower achievement by a similar amount. Principals are so critical to academic success that a six-year study of school leadership could not find a single example of a school improving its student achievement record in the absence of a high-quality leader. Moreover, great leaders have the largest impact on schools facing the greatest challenges. **Imagine the impact on student achievement by having schools with fully engaged team of *fully engaged top talent* focused on best practices—every day!**

The Talent Management Solution: Job-Talent Fit

Effective talent management is an integrated system that matches talent with the job, the **Job-Talent Fit process**. It begins by fully understanding the job, the primary reasons it exists and the measurable accountabilities expected from anyone in that job.

Accountabilities an Example

Based on input from subject matter experts from the Kern Family Foundation, Teach for America and Basis Schools, the following Key Accountabilities were develop for the Head-of- School position. While the following six accountabilities may not apply to every school, they are an example of what the principal or the head of school could be expected to accomplish:

1. Create a vision where the extraordinary is expected, believed and achieved.

2. Effectively act as primary instructional leader.
3. Inspire students, staff and community to achieve internationally competitive levels of academic excellence.
4. Take responsibility for all students achieving their fullest potential.
5. Manage internal and external politics.
6. Effectively manage the running of the school facilities and environment.

The accountabilities of the job become the focus used in completing a comprehensive questionnaire which then produces a job report of the talent requirement for success.

The next step is to administer a **Talent Report** to the finalists for the position and determine the degree of fit with a **Gap Report**. The Gap Report becomes the basis for the onboarding and individualized development plan. This process is also effective in selecting the faculty and staff to have a fully engaged team of top talent who the principal can fully develop into their respective roles.

The Dark Secret:
The Rest of the Talent Management Story

Successfully discovering good people through an effective hiring process is only part of the story. Let's examine the next step: **Development**. But first, I must warn you about the "Dark Secret of HRD," which means that your organization is almost certainly wasting most of the money you invest in learning and development.   Well over 80%, by some estimates, of the knowledge and instruction gained in training is not fully applied on the job.

The Real Issue

Education, intelligence, experience and technical skills are not enough to excel. The know-how we acquired in higher education or on-the-job training helps us perform in specific roles, but that's not enough to excel. Professional development and

training must address the following three factors:

1. Personal strengths and people skills are CORE to a person's success.
2. Knowing is NOT the same as doing.
3. Creating a new habit means REWIRING the brain which requires repetition.

Summary

Education System Leaders Who Want To Accelerate Progress Toward Raising Student Achievement Must Take The Following Actions:

1. Recognize the Educational Leadership Crisis and the Principal Matters.

2. Implement an Effective Integrated Talent Management System that includes the following 3 categories:

   - Selection: Includes identifying job accountabilities, talents required and comparison of candidates
   - Alignment: Building cohesive, high performing teams which begins with Team Leadership
   - Development: Individualized plan based on the Gaps determined in the selection process

3. Redesign Leadership Development Programs that Consider:
   a. Personal strengths and people skills are CORE to a person's success.
   b. Knowing is NOT the same as doing.
   c. Creating a new habit means REWIRING the brain.

Next Steps

We have prepared a brief questionnaire to help you clarify your Talent Management priorities. Now, click on the following button.

Complete the Questionnaire

About Bob

Bob Moore, CMC, is founder of www.Effectiveness.com, an internationally recognized resource to executives and professionals who want to accelerate their progress to sustainable growth. Bob is a talent development specialist and founder of www.TalentManagementInstitute.com, a resource center for improving selection, alignment and development of top talent. He is the author of Turning Good People Into Top Talent (www.TopTalentBook.com) and a CMC®, Certified Management Consultant, the globally recognized certification mark of consulting competency, professionalism and ethics awarded by the Institute of Management Consultants. Contact: Bob@Effectiveness.com | Phone: 919-439-5811