

Leadership challenges come from the internal situation and the external environment. Assess your school and reflect on where your sources of challenge lie.

	SITUATIONAL PRESSURES				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1. Our school is well-positioned to be successful in the current environment.	5	4	3	2	1
2. Our school has an excellent reputation in the community.	5	4	3	2	1
3. The structure and behavior of key parent groups is stable and supportive.	5	4	3	2	1
4. Our district's policies are consistent and clear.	5	4	3	2	1
5. Our test scores are good and definitely not declining.	5	4	3	2	1
6. We are not undergoing any major changes that have created concerns or disruptions inside the school.	5	4	3	2	1
7. Teachers' skills are keeping pace with new research and demands.	5	4	3	2	1
8. New state curricular and testing changes are not likely to be difficult for us to implement.	5	4	3	2	1
9. Our student population is stable and we do not anticipate any significant changes.	5	4	3	2	1
10. We are not concerned about losing students to private schools or other schools of choice.	5	4	3	2	1
11. Our families are completely satisfied with the quality of the school.	5	4	3	2	1
12. Our district's taxpayers are satisfied with our costs and the value that they see.	5	4	3	2	1
13. We don't have a problem getting the resources that we need to do the job.	5	4	3	2	1
14. We don't need to worry about political or economic shifts affecting us significantly.	5	4	3	2	1
15. Well-qualified professionals are eager to fill all our job openings.	5	4	3	2	1
16. Labor relations are excellent in our school.	5	4	3	2	1

INTERPRETING YOUR SCORE

Total your score from each of the 16 items above. Your score could range from 16 to 80.

- A score of 25 or lower indicates a fairly stable environment. A steady-as-she-goes strategy (continuous improvement focus) should be sufficient.
- A score of 35 or above indicates an unstable environment. Expect precipitating events in such an environment, even though you cannot always predict what they will be or when they will occur. Be a flexible change master.
- Above 60? You are in a pressure-cooker environment that demands a continuous change leadership focus.

Source: *Building Strong School Cultures: A Guide to Leading Change*, by Sharon Kruse and Karen Seashore Louis. © Corwin Press, 2009. Used with permission.