

“Leadership flows from the minds of followers more than from the titles of leaders, more from perception of willing followers than from anointment.”

— LANE SECRETAN

HIGHLY SUCCESSFUL school leaders need a strong command of core knowledge, a capacity for managing change, and leadership ability that is collaborative and inclusive. Research shows that the most powerful tool that a leader can have for his or her development is 360° feedback. The On Track 360° makes this feedback available from multiple perspectives of the Self, Direct Reports, Peers or Colleagues, Supervisors, or other important stakeholders.

Using the same research-based framework of six standards and 24 elements, two versions of this instrument are available:

- **Principal Version** (for current or aspiring principals)
- **Executive Version** (for Superintendents, Assistant Superintendents, or District Leadership Staff)

WHAT IS A 360°?

Multi-rater assessments (known as 360° surveys) ask a series of questions about observed job-related behaviors from the perspective of multiple feedback groups (Self, Direct Reports, Peers/Colleagues, and Supervisors/Stakeholders). Feedback from the perspective of multiple individuals in a position to interact frequently with the leader are able to provide accurate and honest feedback about specific behaviors in a variety of competency areas. These multiple viewpoints give the leader a comprehensive view of how others view the observable skills, behaviors, and practices that they use in their daily interactions with individuals and with internal and external stakeholder groups.

RESEARCH-BASED

Content for the On Track 360° is based on an extensive review of educational leadership research and literature about change management, organizational management, team building and communication. It was also cross-referenced with multiple frameworks currently being used to evaluate and design leadership standards throughout the country including ISLLC, NCATE, NAESP, NASSP, and standards statements emerging for the certification of principals from the National Board for Professional Teaching Standards. As a result of this work, the multi-faceted and highly demanding roles of principals are described and assessed by describing behaviors and skills in each of the following roles:



on track

360°

DEVELOPING
SUCCESSFUL
LEADERS *for*
21ST CENTURY
SCHOOLS

- Strategic Leader
- Collaborative Leader
- Improvement Leader
- Systems Leader
- Instructional Leader
- Advocacy Leader

In addition to leadership competencies identified in the six areas listed above, an emerging body of research is developing around what it takes to “turn around” failing schools and to bring about “rapid improvement” of all schools at a district level. The On Track 360° features an additional scale made up of items reflecting the relative strength of school leaders in leadership characteristics currently thought essential for bringing about learner-focused systemic change in schools and districts:

- **Turnaround Scale Report** (available with *Principal Version*)
- **District Rapid Improvement Scale Report** (available with *Executive Version*)

BENEFITS OF THE ON TRACK 360°

Feedback about the skills of leaders in these various roles provide customized and specific information that is essential for high performing school leaders to build on current strengths and plan for further development. Other advantages for its use:

- **Ease of Use** – the web-based interface has been designed for simple and foolproof operation. Procedures were field-tested and developed by educators and with educators in mind. Telephone and email support is also available for questions and assistance at every step of the way.
- **Confidentiality** – all data collection procedures and the data itself are confidential and intended for the primary use of individuals. Feedback providers are assured anonymity and no names are disclosed in connection with results at any point during collection and reporting.
- **Cost Effectiveness** – no special materials or software is necessary during completion of the process so costs are kept to a minimum. Administrative costs are competitively priced. Each participant in the process receives:
 - On Track 360° customized feedback
 - Automatic invitations sent to each invited Feedback Provider
 - Easy online tracking of provider status and completion of feedback
 - Automatic email reminder option for notification of participants
 - On Track 360° automated scoring
 - Printed series of 7 confidential, high-quality and easy to interpret reports
 - Site administrator and technical support
- **User-Friendly and Timely Results** – from initiation to completion of your reports is less than 30 days. You’ll receive 7 different easy to understand reports that explain your results in various ways and at different levels of specificity.
- **Opportunities for Customization** – depending on the needs of your district or state, there are options for developing and receiving custom reports that use your own organization, district, or state standards of performance.

To provide you with accurate pricing and services, please contact us for more information:

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PRICING AND AVAILABILITY

Because the On Track 360° is administered and managed completely via the Web, as few as one individual may choose to participate in this process. It can be done anywhere, any time, and include any individuals you choose to provide feedback.