

Assessing and Coaching Commitment to Results

Achieving goals for student learning takes commitment, a deep-seated sense of responsibility, and dedication to treating student learning as the top priority for all actions and decisions. Commitment is demonstrated by emphasizing student learning, engaging in inclusive goal setting, maintaining focus on achieving goals, and exercising shared ownership and agency.

This tool helps schools take stock of the ways they demonstrate commitment to results in each of these aspects. Coaches can assist school leaders in using this tool to identify ways they demonstrate commitment to results and then coach them on how to strengthen their commitment.

For each way, schools use a “smiley face” scale to indicate the extent to which they demonstrate commitment to results by marking the appropriate face in the first column. For the ways associated with a yellow or red face, schools determine how to improve their commitment and enter those in the third column. In the last column, coaches identify ways (e.g., questions, resources, tools) to assist the school with efforts to improve their commitment to results.



Smiley face: We *consistently* demonstrate commitment to results in this way.











Neutral face: We *sometimes* demonstrate commitment to results in this way.






Frowny face: We *do not yet* demonstrate commitment to results in this way.






Emphasize Student Learning

Scale Selection	Ways to Demonstrate Commitment to Results	Actions to Improve Commitment to Results	Possible Next Steps for Coaching
	Hold challenging expectations for all students		
	Have a growth mindset		
	Ensure school schedule maximizes time for student learning		
	Ensure resource allocation maximizes student learning opportunities		
	Align staffing to support a rigorous curriculum		
	Implement policies that support student learning		
	Involve families in supporting student academic achievement		
	Apply systematic processes in all areas to support student learning		






Set Goals

Scale Selection	Ways to Demonstrate Commitment to Results	Actions to Improve Commitment to Results	Possible Next Steps for Coaching
	Involve all stakeholders in the goal-setting process		
	Focus goals on student learning		
	Ensure goals are specific, measurable, attainable, and focused on desired student outcomes		

Maintain Focus

Scale Selection	Ways to Demonstrate Commitment to Results	Actions to Improve Commitment to Results	Possible Next Steps for Coaching
	Treat the achievement of student learning goals as a priority		
	Avoid distractions that move the school away from achieving desired results		
	Systematically examine decisions to determine their effects on pursuit of priority goals		
	Demonstrate hope and optimism in pursuing goals for student learning		
	Regularly monitor progress toward goals and adjust implementation as necessary		

Exercise Ownership and Agency

Scale Selection	Ways to Demonstrate Commitment to Results	Actions to Improve Commitment to Results	Possible Next Steps for Coaching
	Support development of collective efficacy		
	Share leadership for decision making and problem solving around critical issues		
	Clarify roles and responsibilities in improvement efforts		
	Emphasize open, honest, two-way communication with staff and families		
	Encourage informed risk-taking and learning from both successes and failures		