

Strategic Management Survey

Assist your district and school assess performance relative to the 8 Dimensions of Strategic Management.

This is an annual survey taken by leaders at all levels of the system. This survey has 8 questions and will take only a few minutes. Learn about each dimension and then select one of the five levels that matches your perception of the level that best describes your district at this time. If you are a board member, district administrator, certified union staff leader, classified staff leader please direct your comment to the district level. If you are a member of a building leadership team, please direct your comment to your school.

Question 1 — Your Role

Please help us be able to report results both at the district level and at the building or program level. Check one of the following that best describes your role.

- Board of Education member
- District Level Administrative member
- Certified Staff Union member
- Classified Staff Union member
- Middle School Leadership Team
- Elementary School Leadership Team
- PreSchool Leadership Team
- High School Leadership Team
- Division Chairs
- Instructional Coaches

2. Leadership and Governance

- 1 Leaders dictate in a command & control fashion and are otherwise disengaged
- 2 Leaders dictate but gather feedback sporadically
- 3 Leaders engage with direct reports only, but do model desired behaviors and values
- 4 Leaders empower many employees through ongoing engagement
- 5 Leaders & all employees fully engage in a continuous dialogue based on a team-based culture

3. Performance Culture and Change Management

- 1** Mission, vision and values undefined or not shared
- 2** Mission, vision and values published, but not lived
- 3** Mission, vision and values communicated and understood
- 4** Mission, vision and values collaboratively developed
- 5** Mission, vision and values fully integrated into the organization's culture

4. Strategic Thinking and Planning

- 1** No strategic planning occurs within the district or school; no goals defined
- 2** Strategic planning is the responsibility of a small team and dictated to the organization
- 3** A structured and open planning process engages people throughout the district/school every 3–5 years
- 4** Plans are developed and revised regularly by trained, cross-functional planning teams
- 5** Strategy drives critical decisions and a continuous improvement planning process is maintained

5. Alignment and Operationalizing Strategy

- 1 Work is narrowly focused based on organization structure, with little stakeholder input
- 2 Stakeholder needs and feedback start to influence more aligned decision making
- 3 Employees know their students and their families and align strategy to those needs
- 4 Vision, stakeholder needs, strategy and employee reward and recognition systems are cascaded and aligned
- 5 All structures and systems are aligned with strategy, and district or school alignment is continuously improved

6. Performance Reporting, Analyzing, and Informing

- 1 No data or only ad-hoc performance measures are collected
- 2 Performance data is collected routinely, but most are operationally focused
- 3 Strategic performance measures are collected, covering most strategic objectives
- 4 Strategic measures are broadly used to improve focus and performance and inform budget decisions
- 5 Measurements are comprehensively used and routinely revised based on continuous improvement

7. Strategic Project and Portfolio Management

- 1 No emphasis on using performance as a criterion to manage the district or school
- 2 Performance reviews required but not taken seriously; no accountability for performance exists
- 3 Measures are assigned owners and performance is managed at the district/school and employee levels
- 4 Measurement owners are held accountable and performance is managed at all levels
- 5 Organization culture is measurement and accountability focused; decisions are evidence-based

8. Process Improvement

- 1 Processes are undocumented and ad-hoc with evident duplication and delays
- 2 A few key processes are documented, and process improvement models introduced
- 3 All key processes are identified and documented, and strategy guides successful process improvement initiatives
- 4 All key processes are tracked and improved on a continuous basis and new process improvement ideas are accepted
- 5 Employees are empowered and trained, and a formal process exists for improving process management

9. Sustainability

- 1 Lack of structure and champions lead to short-term focus on tasks
- 2 Strategy “champions” have been identified
- 3 Formal structure is in place to maintain focus on strategy
- 4 District has an “Office of Strategy Management” or a central office person equivalent
- 5 Strategic thinking and management are embedded in the culture of the district or school