



Team Turnarounds

A Playbook for Transforming Underperforming Teams

THE SUMMARY IN BRIEF

In today's uncertain economic environment, teams are constantly asked to do more with less. Yet with resources stretched thin, turning around a struggling team has never been harder. Managers must work to identify and maximize whatever potential strengths a team already has. As sports fans already know, behind every great underdog story is a leader who roots out the competitive advantage that propels the team to victory.

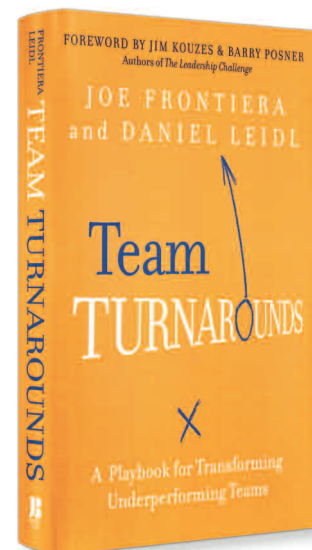
In *Team Turnarounds*, Joe Frontiera and Dan Leidl share how this fine art of the turnaround really works, from how to inspire the team to the actual tools for change. Through interviews with team managers and turnaround masters in the NFL, MLB and the NCAA, as well as managers at the top global firms who have successfully reversed their fortunes, they show the six steps every team takes to make a 180 in performance.

Since every team's turnaround is unique, *Team Turnarounds* features the tools needed to start an organizational 180 — from leaders' action plans to thought-provoking group exercises — to help leaders and their teams create their own turnaround stories.

No matter how bad the circumstances, how awful the performance, or how far shares have plummeted, *Team Turnarounds* shows how any organization can make the climb back up to the top.

IN THIS SUMMARY, YOU WILL LEARN:

- A six-stage process for engineering a turnaround effort with your team.
- How to create a vision and establish guiding values for your organization.
- The methods to build resilience and embrace adversity as a valuable part of the turnaround process.
- How to create a culture of excellence that will help you continue to succeed after initial wins during the turnaround process.



by Joe Frontiera
and Dan Leidl

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THE COMPLETE SUMMARY: TEAM TURNAROUNDS

by Joe Frontiera and Dan Leidl

The authors: Joe Frontiera and Dan Leidl co-manage Meno Consulting, a firm that focuses on culture turnarounds, team development and leadership development.

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Introduction

In 2009, the state of Michigan was in a downward spiral. Statewide, it was hemorrhaging jobs, and unemployment offices were receiving 800,000 to 1 million calls per day.

Governor Jennifer Granholm, then in her second term, recalled, “In our unemployment offices, people were in line down the street. [There were] people [who] had never collected unemployment before. The system was like a cancer patient that was breaking down everywhere.”

Toward the end of her first year in office, Granholm had traveled to the 8,000-person town of Greenville, Mich., after learning that Electrolux, a refrigerator manufacturer that employed 2,700 people, had made plans to uproot its operations and move its plant to Mexico. In her typically confident way, she teamed up with the mayor, the local chamber of commerce, the company’s union representatives and others to construct a comprehensive plan to get Electrolux to stay.

“We offered them zero taxes for 20 years. We offered to build them a new factory, \$30 million in concessions annually and a \$750 million package over 20 years. It was the most aggressive we had ever been — that Michigan had ever been.”

After the presentation, the Electrolux executives left the room to confer. About 15 minutes later, they returned.

As Granholm recalled, one of the executives began, “This is really generous. We have never seen an offer like this. But,” he continued, “there’s nothing you can do to compensate for the fact that we can pay \$1.57 an hour in Mexico, so we’re moving.”

With that, Electrolux was gone. Electrolux had manufactured its last refrigerator in Michigan and another Michigan community was left devastated.

Thousands of workers now needed to find a way to feed their families. Crushed as Granholm was, she also began to realize that the people of Michigan needed to change their mind-set — specifically, the ingrained belief that if they simply continued to do what they had always done, they would somehow turn things around and bring jobs back.

Turnarounds in the Modern Landscape

How can a governor change a culture, an ingrained belief system, in order to turn an entire state around? More broadly, how can any leader work to bring a team from the bottom to the top? This is the precise question we set out to answer as we embarked on our research project five years ago. Is it possible to transform a losing climate into one that fosters collaboration, innovation, and productivity, especially when leaders in all sectors are forced to do more with less?

We began our research in the world of professional sports. After our initial research was published in 2010, we expanded our questions to the world of business, talking to leaders at different levels. Some of our findings supported past research, but one amazing finding emerged. We discovered that, although the specifics of different turnarounds varied widely, and although they encompassed factors ranging from the size of the team to the scope of the challenge, there was remarkable consistency in the process that successful leaders in *all* sectors went through. We found six elements that were common to all the turnarounds we explored. These elements fit naturally into a six-stage model, one that we call the Team Turnaround Process. ●



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Stage I: Leading Past Losing

Organizations in stage I are at the bottom. For those who are guiding organizations at this early stage, the diagnosis is obvious. Your team is failing as you consistently and unequivocally lose games, customers, profits and credibility. And losing can become a comfortable norm that team members cling to, accepting poor performance because winning simply isn't seen as possible.

Although organizations in stage I are largely defined by all they do wrong, they are full of promise. As you guide your group through this early stage, there has to be a distinct and narrow focus on understanding the team's losing ways. Observation and reflection are the keys to moving forward, and you are charged with asking questions, discerning the truth, and accepting the answers. Working to understand why the team is losing is the goal, and exploration and examination are critical.

Stage I is an investigation into why your organization is performing poorly. It's a time for neither judgment nor decisive action, but it's critical that a foundation for growth be laid. Throughout this stage, you are building a clear case for why changes need to occur and for what those changes should be. You should be prepared to gather evidence regarding where your organization is missing the mark, and regarding what a winning organization does differently. You also need to identify just how team members can be shifted into roles that best suit their skills.

Face Reality

Once you understand what's wrong, it's time to let the team in on the secret — to go beyond platitudes and face reality, no matter how disconcerting it may be. This process can be hard, and confronting the issues will make a lot of people uncomfortable, but it's necessary.

When Frank Esposito was named president of Kendon Industries, he walked into an organization that was mired in rationalizations and denial. Kendon is a small company with around 25 employees in Anaheim, Calif. Kendon is in the business of manufacturing and selling motorcycle lifts and trailers, and, at one point, these products were among the best in their field. Kendon was once an industry darling, but the company fell from grace while chasing the promise of quick growth and million-dollar profits. When the company committed to the strategy that it could build its trailers for 20 percent less, sell 50 percent more of them, and lower the price, the problems began. The culture at Kendon shifted from one of considerate, creative artisans to one of "make a lot of money, take costs out, be cheap, and get rich."

Kendon had been spiraling downward, but eventually the company had the presence of mind to face facts and reach out for help.

In January 2009, when Esposito came in to right the ship, he started strengthening the organization's weak sense of reality by taking a more objective approach.

"I'm a validator," he says, "I don't just grab my own opinion and run with it. I go validate things pretty thoroughly."

He started by interviewing team members, asking them about the direction of the company, where it was going, what needed fixing and what needed to be changed. For the first time in a long while, Kendon had someone who was going to rely on facts and seek proof. No longer would the group be vulnerable to easy rationalizations and convenient denials.

"The very common answer," Esposito says, "was that they wanted to be proud of the product, and they wanted to take their time and build the best. They were instructed not to do that."

It's taken a few years, but things are changing. Relationships with the top two distributors in the motorcycle industry have been restored, a performance-based pay system has been instituted, manufacturing is now housed solely in the United States, and the brand has returned to its original position, focusing on quality and value. As for the employees, "they believe in the company," Esposito says.

Kendon is on a new path. With the help of Esposito, the company is working to open up communication channels, to value honest and objective feedback, and to maintain its commitment to being a niche company that makes darn good trailers and lifts.

Define Roles and Responsibilities

Role clarity is vital for success in any organization, but teams in stage I lack it. Without clear roles and responsibilities, team members lose focus and motivation, and are left to wallow in mediocrity. Individuals who are insecure about what they should do and how they should do it are often reluctant to do anything. As role ambiguity increases, job satisfaction and influence decrease, anxiety grows, and performance and confidence decline.

Clearly defined roles give employees a level of stability, and promote more focused and productive efforts. In guiding teams through stage I, it is imperative that leaders identify necessary responsibilities and define clear roles for team members. Nevertheless, as with all the other components of this initial stage of turning a poor-

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ly performing team around, leaders must first gather information.

The first stage is a cold shower of truth. It feels good only after it's over and, once it's done, the organization is revitalized and energized to move forward. With dysfunction out in the open, the real work can begin. ●

Stage II: Committing to Growth

In stage II, your team is poised to move forward. It's time for the team's focus to shift from what's wrong to what's possible. Team members are fed up with losing. They recognize that change is needed and are committed to growth. Your team has gone through the emotional exercise of confronting and acknowledging its inadequacies, but it now needs direction. It wants to progress and leave the losing ways behind, but it may not know where to go or how to get there. It needs something to believe in as it pushes out of the haze of failure, and it will look to you for guidance. The team at stage II needs a vision for where it's going, clear values to guide it, and a decisive plan of action that's chock-full of specific and attainable goals.

Launch the Vision

For a team to move from catastrophe to conquest, the group has to define a path forward. As teams rise up, they have to develop and embrace a vision for the future. What's possible? What are the hopes? What's next? What are the dreams? A vision is intended to provide direction, motivation and clarity. The vision focuses effort and inspires action by defining where the group is going. A vision is intended to capture possibility and may seem incredibly unrealistic to a team numbed by failure. Nevertheless, in spite of how ridiculous a vision may seem, it's the responsibility of the leader to articulate and sell it.

As far as visions go, few professionals in sports have proved better than Bill Polian at selling grandiose dreams under incredibly unrealistic conditions. Polian walked into the Indianapolis Colts at a time when it was one of the worst franchises in the NFL. He established a vision for winning the Super Bowl and then he got to work, leading one of the most dramatic transformations in professional football.

In stage II of the turnaround process, leaders need to inspire and guide. Polian's vision for the Colts was clear, and his efforts didn't waver. He was convinced that the franchise could win a Super Bowl (a feat they achieved in 2005), and he communicated that conviction explicitly with words and actions. As Polian defined this path at

Four Keys to Clear Communication

The manner in which a vision is communicated can make or break a team's eventual success. Here are some recommendations that can assist leaders in their efforts to clearly communicate and inspire others with a vision:

1. Be concrete. Concrete statements that team members can digest and unequivocally understand are more apt to incite forward movement and eventual progress.

2. Ask for input. When opinions and ideas are solicited, followers are likely to feel that they have a voice and own a small part of the eventual vision.

3. Communicate consistently. Consistent and repeated action is necessary for a vision to take hold, and how a leader links his or her actions to the vision can effectively move things along.

4. Communicate effectively. As a leader strives to turn an organization around, the language and the crafting of a vision may actually influence others to see that leader as both more effective and charismatic.

stage II, his vision gave the Colts a focus that eventually spun them around, guiding them from failure to unprecedented levels of success.

Adopt Guiding Values

In addition to articulating a clear and inspiring vision, leaders guiding teams through stage II need to answer questions about how advancements will be made. At this stage of the process, guiding values provide needed structure for how the group will work to move forward. People are stirred by values, and they want to invest in organizations that share their ideals. As the leader, your determining team values and making them explicit motivates those around you. You have to make it clear that the group stands for something, whether it's customer service, effort, innovation or something else entirely. When you do that, the shared commitment will motivate specific actions by providing a framework for what's important, what's expected, and what's needed to see that the larger vision is achieved.

Establish a Plan and Set Goals

If your vision and values are a bridge taking you to a new frontier, your larger plan and smaller goals are the bridge's girders and rivets. Goals hold the plan together, providing team members with guiding objectives and clear, measurable milestones. As with every other aspect

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of stage II, teams are looking for direction and carving a clear path forward. The vision provides the team with a direction, and values determine the manner in which the team will advance, but a plan with goals serves as the road map that guides the team to its destination, one stop at a time.

Some argue that making a strategic plan has become passe. Others say that strategic planning is a useless exercise that a team rarely follows through on. Yet few would make the argument that plans do not help to focus the direction of a team. Larger plans can keep people motivated when smaller goals aren't achieved. They also enhance the likelihood that goals will eventually be attained. Through plans and corresponding goals, teams and organizations are able to visualize a path forward while maintaining the focus needed to advance to the finish line.

In stage II, you will draw a blueprint for your team's future success. ●

Stage III: Changing Behaviors

Stage III is a time when you will define, model and reinforce the behaviors that are right for your organization's growth. Because every organization is different, it is critical that you focus on the behaviors that are appropriate for your team. Stage III is a stage of action and it represents a distinct shift from planning to doing.

In stage III, change is afoot, but as the team sets out in this newly defined direction, the old ways must be left behind. Ani Shabazian took over the Loyola Marymount University Children's Center (LMUCC) when it was in profound disarray. The center had degraded to the point where child safety was in question and turning it around was a formidable task. Shabazian was dedicated to teaching her team the behaviors needed for success. It was a tough sell, but Shabazian believed that with time and persistence, the group could provide world-class child care services to the Loyola Marymount University community.

In 2006, the behaviors of the staff at LMUCC were woefully suspect. During those days, concerns were warranted. Enrollment was down, the relationship between the facility director and parents was caustic, and programs were canceled. It wasn't that the teachers and administrators were intentionally neglectful or abusive — make no mistake, it was a caring and affectionate team — but it was as if they didn't wholly understand the toll of their mistakes, as if they didn't know better.

When Shabazian arrived, the situation was a mess, and she admits to feeling overwhelmed, but she had com-

mitted to changing the center and refused to back down. She initially relied on education. She set out to ensure that all the teachers at the center actually had the necessary education to perform their jobs.

Education comes in many different forms, and multiple efforts to communicate information are more likely to stick than one singular effort. With this in mind, Shabazian was committed to educating her staff in multiple ways. Although she insisted on a minimum education level, she also worked to personally convey information to her staff members in order to ensure that they would avoid falling back into poor habits.

The center slowly progressed from being an organization in crisis to delivering a reliable service to eventually becoming highly respected in the industry. When she arrived at the center, Shabazian held the seemingly far-fetched goal of the center's becoming accredited. By 2010, LMUCC had joined an elite 8 percent of child care centers nationwide by receiving full accreditation.

For LMUCC and Shabazian, growth is the theme and progress is a continual effort. The turnaround has been dramatic, but in the early phases the focus on behavior change was critical. Through formal and informal education, the reassurance of organizational leaders and Shabazian's persistent encouragement of positive change, early goals were achieved. Throughout stage III, Shabazian and LMUCC were simply focused on adopting the right behaviors.

Stage III is characterized by the small and consistent behaviors that will add up to bigger successes. ●

Stage IV: Embracing Adversity

By now you're nearly halfway through a long and, most likely, arduous effort, but the big wins are starting to come. Stage IV represents a swing in attention away from daily behaviors and on to the obstacles that lie in front of you.

Leaders and organizations that perceive obstacles and change as an opportunity continue to advance by becoming stronger. In contrast, organizations that see similar situations as threats become overly focused on preservation. Oddly, these distinctions are simply perceptual. They represent thoughts that can actually be controlled and, at this stage of the turnaround process, organizations are capable of perceiving the more positive option.

Build Resilience

Challenges are opportunities for those skilled in identifying and capitalizing on them. When properly taken

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advantage of, these moments can grow an organization and make it stronger. In addition to looking at challenges with an open and eager mind, those who are resilient to the debilitating potential of upheaval and impediments are likely to advance. Seeing challenges as opportunities is an important component of stage IV, but equally important to effectively turning your team around is the ability to take difficulties in stride and bounce back from things that are damaging. Resilience is essential. Fortunately, it can be developed and enhanced.

Bill Stoneman, former general manager (GM) of the Los Angeles Angels of Anaheim, is a poster boy for these qualities and drew on his resilient attitude to turn his team around.

In the 10 years leading up to Stoneman's arrival, the Angels had compiled a 738-817 win-loss record, winning only 47.5 percent of their games over the course of a decade. In 2002 and the four subsequent years, the squad finished with a 452-358 record — a 55.8 winning percentage. In that somewhat magical turnaround year of 2002, the Angels won the World Series. Stoneman clearly had turned the franchise around, but what's noteworthy is how he did it, and the attitude he did it with.

Optimism and positivity are key ingredients of resilience. Positive thinking allows an individual to perceive a situation as a challenge rather than a problem. When Stoneman first stepped into his role as GM, he walked into a culture that focused on problems and accepted mediocrity. "They accepted that they were a midmarket club," he says, "and you heard that a lot. The bar was set low." More than anything, for Stoneman, the acceptance of mediocrity represented a loss of hope, a pervasive negativity that didn't make sense.

Resilience is an emotional construct, tightly tied to happiness and confidence, and Stoneman looked for ways to support his players. He took care of distractions and concerns so they could focus solely on baseball. He changed the clubhouse atmosphere, brightening up the lighting and making it a place of focus. What had once felt like a dimly lit lounge became "a place where you can prepare to do something on the field, not a place where you go to relax."

The 2002 season wasn't simply a one-year blip on the organization's radar. From 2003 to 2011, the Angels were one of the most successful teams in the American League (AL), finishing first in the AL West while advancing to the playoffs five times. The Angels serve as a picture of resilience. They were a group of underrated but determined players who never backed down from a challenge, never gave in, and always believed they could achieve in spite of the obstacles.

For the Los Angeles Angels of Anaheim, the seeds of resilience may have been sown early in the turnaround process, but the Angels seemed to embrace the concept later in their development. Stoneman may have led the way with a naturally resilient disposition but, by 2002, the team had started to wholly buy in. Stoneman did not let the poor track record of the franchise deter him from taking chances on unproved but promising young guns, turning the team around, and ultimately taking the Angels to a World Series win. And the players, given the right leadership, were able to become passionate about playing baseball to the best of their abilities even though they needed to overcome a decade of losses. The Angels had a sad history, and a host of reasons to lose hope and back down, but, ultimately, they developed an unshakable belief in themselves and that proved to be all that mattered.

The resilience and willingness to take on adversity that come with stage IV will prepare your team for the even larger challenges presented in stage V. ●

Stage V: Achieving Success

In stage V, you will finally achieve success as an organization. You and your team have overcome obstacles, and achieved the goals and vision you set for yourselves and, finally, all your efforts will pay off as you become an up-and-coming industry leader, a conference or national champion, a recognized trailblazer, a great competitor.

The prospect of success stirs us. From Woody Allen's nonchalant perspective that "80 percent of success is showing up" to Winston Churchill's more sloggish sentiment that "Success consists of going from failure to failure without loss of enthusiasm," we find inspiration in the hope that we can succeed. But what is success? How do we know we've succeeded, and how do we keep success going?

For many, success is framed as a fleeting moment — the lifting of a national championship trophy, the securing of a multimillion-dollar deal, the "I do" of marriage, the final push of labor and the first cry of the baby. We think of life, our efforts, our aspirations, as something like a movie, as if we work toward the one big goal, give everything we have to a single crowning achievement and, when it's complete, the credits roll. We become so fixated on the effort to achieve that we sometimes lose sight of what we're doing and how it relates to the bigger picture. We sometimes forget that there aren't any credits, and that there's no stop to the action after we hold up the trophy. Life keeps rolling even after our big wins.

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Adapt

We continually redefine success, making it a personal set of ideals to constantly strive toward. Email marketing software firm iContact teaches us the value of adapting to renewed standards and expectations. As a small start-up that was succeeding in growth and profits, iContact could have continued on a prosperous path, but the company redefined what success should be and then adapted to the challenge. It changed itself and became a leader in sustainable business practices.

As you succeed and refine your understanding of what success means, you must also adapt. The game keeps changing, and your ability to adjust to new rules and goals will define your capacity to achieve, moving forward. Change is essential, and if you don't push yourself to adapt, you're likely to stop achieving. Adapting to the situation, changing in an effort to stay on top, may, in fact, be one of the most important tools in your arsenal, and few stories are as intriguing as the story of iContact.

Around 2007, in an effort to keep his organization alive and growing in a shifting landscape, iContact CEO Ryan Allis was crafting a broader plan for the burgeoning tech firm. Allis saw a play, one that was not only sensible and reflective of the changing times, but also something he was truly passionate about. Allis's business partner, the co-founder of iContact, had been fighting cancer during this period. Ultimately he survived, but he and Allis had been spending time discussing the importance of making an impact, staying true to yourself, and making the most of life. And so, in an effort to adapt to what business could and perhaps should be, Allis dedicated iContact to a more sustainable path. He began to consider the organization as a vehicle for positive impact, as a means of doing good for the community and the environment while also making money.

Becoming a B Corporation

One concept that has emerged in an effort to offer structure to companies like iContact, companies that are working to have a broader positive impact through business, is the Benefit Corporation, or B Corporation. These organizations are more tightly monitored than most other corporations, welcoming stricter standards and guidelines in an effort to more proactively contribute to sustainable business practices.

In early 2010, the first time iContact applied for the certification, the company didn't hit the mark. After iContact's first failure, corporate responsibility manager

The Must-Have Abilities for a Changing Environment

According to Martin Reeves and Mike Deimler, senior partners and managing directors at the Boston Consulting Group, "Globalization, new technologies and greater transparency have combined to upend the business environment and give many CEOs a deep sense of unease."

They go on to outline four "abilities" considered necessary to adapt to a new or changing environment:

1. Identifying and reacting to pertinent information.
2. Experimenting.
3. Managing complex systems.
4. Thinking adaptively across organizational levels.

Matt Kopac and the company pored over feedback and critically assessed where iContact's efforts could be made better for the next try.

In June of 2012, only three months after that initial failure, iContact was awarded certification as a B Corporation. iContact was now one of a small number of North Carolina businesses to have attained such certification, and it was the only such company in the email marketing industry.

Companies and teams, who are focused on forward movement think and act in these terms. They are constantly filtering information to identify strategic advantages, are willing to experiment with adaptive concepts and ideas, and are capable of managing a variety of systems while pushing decisions and actions throughout the organization. An adaptive culture facilitates quick movement, creativity, and fluid decision making that will likely support larger trends while benefiting the advancement and progress of the organization.

iContact continues to grow in profits and outreach. This growth is certainly a function of hard work, but the company's success in turning its sustainability efforts around was largely determined by a willingness to adapt. iContact adapted to a larger, changing world, and the organization is changing itself as it strives to be the best it can be. iContact was already a company on the rise, a genuine success story, but the company knew it could do better. By adapting its focus and dedicating itself to a more sustainable path, iContact continues to evolve as it reaches for unimagined heights. ●

Stage VI: Nurturing a Culture of Excellence

Once you've reached stage VI, you're an indisputable winner. The turnaround is complete. It's not to say that you won't go through some hard times. No matter how good you become, you and your team will occasionally face setbacks. But stage VI is about bracing for those times by developing a winning culture that is both lasting and enduring.

Those who achieve over and over, the genuine winners, never stop learning and innovating. Organizations that stay at the top are always growing, always pushing, always striving to be just a little better, just a little more accomplished or proficient.

Jerry Weast is a decorated and revered superintendent who has garnered the attention of business and academic leaders alike. He served as Montgomery County Public School (MCPS) superintendent for 12 years and retired from his post in June 2011.

MCPS is one of the 20 largest school districts in the United States, serving more than 144,000 students, employing more than 22,000 professionals, and, as of 2011, managing a \$2.1 billion operating budget. In addition to being the largest school system in Maryland, the Montgomery County school system is also the state's most diverse. A suburb of Washington, D.C., Montgomery County is home to a broad swath of cultural and socioeconomic types. The student population speaks nearly 200 languages, and 13 percent receive English for Speakers of Other Languages services.

When Weast first took over as superintendent in 1999, by all public accounts MCPS was successful. According to standardized tests, grades, college admissions, and other metrics, the students of Montgomery County were succeeding. In his efforts to better understand the statistics, Weast uncovered a reality that gave him reason for concern.

A Tale of Two Districts

As Weast explains, "We [essentially] had two districts, both of them large districts, both of them around 70,000 in size. One of them held almost 80 percent African American and Latino [students]. And the other one had 80 percent white and Asian [students]." Although the district was relying on around 20 percent of its students' achievements to satisfy state and national expectations and mandates, the high-performing Asian and white populations was diminishing in size, yielding to the ballooning populations of African American and Latino families. Something had to be done to instill equity in

the community, not just to ensure that the county could continue to report positive statistics, but also to properly serve the growing population of underserved children who deserved a strong preparatory education.

He framed the problem as a countywide crisis that couldn't be denied by any single racial or socioeconomic group. Weast argued that everyone shared the issue because if the school system didn't improve, the county would be seen as less attractive for businesses and homebuyers, and the existing value of property owned by current residents would degrade. It was a clear financial issue that relied on the "we're only as strong as our weakest link" argument. It was not hard to buy in. Administrators, teachers, parents and students came on board in a short amount of time and committed to the vision of overcoming the existing challenge. Weast says, "I wanted 80 percent of kids college-ready by 2014."

MCPS's academic achievements continue to improve, despite increases in poverty, population and students who don't speak English. Weast is proud that the education gap has narrowed. Student achievements across the board have advanced, with low achievers advancing at a rate that's catching up to the ever-improving high achievers. For Weast and the MCPS team, even though the turnaround has been completed, the effort never stops. Through constant striving to learn and a near obsession with innovation, the system keeps advancing.

The Playbook for Nurturing a Culture of Excellence

Stage VI brings with it a host of challenges that will force you to question how you can continue to improve. Commit your organization to excellence and long-term success. Don't take your achievements up to this point for granted. Keep doing what you've done to get here. Continue to learn, dedicate yourself to innovation, and take time both to understand and further define a culture that will drive success for years to come. There are going to be dips in the road. Things are not always going to run smoothly. But if you establish a culture for sustained success, your organization will continue to excel. ●

RECOMMENDED READING LIST

If you liked *Team Turnarounds*, you'll also like:

1. ***Great Business Teams* by Howard Guttman.** Discover how a powerful new high-performance horizontal model has changed the way leaders lead, team members function, challenges are met, and decisions are made.
2. ***Stop Workplace Drama* by Marlene Chism.** Chism shows how to change the way you and your organization confront and work through problems.
3. ***Reviving Work Ethic* by Eric Chester.** Chester presents an incisive look at the root of the entitlement mentality that afflicts many in the emerging workforce and how to cultivate this group's true talents.