

# Solution Tree | Press

## **100-Day Leaders: Turning Short-Term Wins Into Long-Term Success in Schools**

*By Douglas Reeves and Robert Eaker*

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### **Study Guide**

This study guide is a companion to the book *100-Day Leaders: Turning Short-Term Wins Into Long-Term Success in Schools* by Douglas Reeves and Robert Eaker. *100-Day Leaders* is a succinct and powerful guide on how to build a high-leverage system of leadership that is designed to be implemented in the short period of one-hundred days

This guide is arranged by chapter, enabling readers to either work their way through the entire book or focus on the specific topics addressed in a particular chapter. It can be used by individuals, small groups, or an entire team to identify key points, raise questions for consideration, assess conditions in a particular school or district, and suggest steps that might be taken to promote a healthy school culture.

We thank you for your interest in this book, and we hope this guide is a useful tool in your efforts to create a healthy culture in your school or district.

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## Chapter 1

### ***Why Before How: The Moral Imperative of Leadership***

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1. What is *moral authority*? What is the relationship between leadership and moral authority? What does it mean to have moral authority?
2. What are the seven essential elements of leadership? Please list and describe each.
3. Define *credibility* and explain its importance building trust. Should a leader be concerned about *credibility*? Why or why not?
4. What are the different forms of *significance*? What are the qualities of these different levels of significance and which is more rigorous?
5. What are the four elements of effective feedback? With these four elements in mind, how and why do most systems of evaluation fail?

## **Chapter 2**

### **The Six Steps of 100-Day Leadership**

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1. Please list and quickly describe each of the six steps of the monitoring process. How often should an effective leader go through this process?
2. What is the *Law of Parsimony*? How might this law assist 100-day leaders in selecting which values they want to fight for?
3. What is an implementation rubric? Please provide an example of one and how it would be utilized in a school.
4. What are *high-leverage strategies*? What role do they play in the 100-day process?
5. Please explain some of the challenges inherent in traditional results measurement. How would an effective leader overcome these challenges?

## **Chapter 3**

### **The 100-Day Leader in Action**

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1. How did Dr. Johnson go about identifying the values most important to her as a leader?  
Was this process difficult, and what did she discover as she went through this process?
2. Please explain how Dr. Johnson went about developing a *not-to-do list*. What factors did she consider in developing this list? What was her primary goal in developing this list?
3. What are the three 100-day challenges Dr. Johnson identified? Why did she choose these challenges in particular?
4. How did Dr. Johnson monitor the usage of high-leverage practices throughout her schools? What practices did she require educators follow and why?
5. What results did Dr. Johnson specify as the school district's goals? Why did Dr. Johnson choose these results and did she go far enough? Why or why not?

## **Chapter 4**

### **A Strong Foundation**

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1. What are the four pillars of a PLC? Please describe each pillar and explain the importance of these pillars to the 100-day leader.
2. Explain the role of collaboration in achieving a cultural shift. Why and how should 100-day leaders pursue the implementation of a rigorous system of collaboration in their schools?
3. Please define *collaborative teaming*. What is it and what is its role in an effective system of collaboration?
4. How and why should the school board and superintendent team provide a model of collaboration for the district to emulate?
5. Explain the importance of both monitoring and celebrating the work of teams. How are these two processes related? Are leaders who follow through on these processes more effective?

## **Chapter 5**

### **How to Begin From Within**

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1. What questions should prospective 100-day leaders ask themselves in order to examine their beliefs and assumptions? Why should leaders question their own beliefs in this manner?
2. Please answer some of the questions on page 104 yourself. What conclusions did you draw from your answers?
3. What is an optimistic mindset? What benefits does cultivating an optimistic mindset provide? Are these benefits solely personal or does the team benefit as well?
4. What are the six dimensions of leadership and how should competency in these dimensions be assessed? Why should leaders assess their own competency as leaders?