### Barriers to Building Leadership Capacity

#### Are We Perpetuating Underachievement? What Have We Eliminated?

<table>
<thead>
<tr>
<th>Progress Indicators/Evidence</th>
<th>Getting Started</th>
<th>Gaining Momentum</th>
<th>Sustaining Gains, Refining</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Action Yet</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counterproductive Mindsets and Practices</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
- Inequitable distribution of resources.
- Low expectations for students.
- Low expectations for professionals and staff.
- Lack of courage or will to confront inequities and improper practices.
- Lack of support for effective leaders and teachers.
- Failure to retain effective leaders and teachers.
- Ineffective data systems.

- People are aware of counterproductive mindsets, policies, structures, or practices.
- Urgency is apparent.
- People acknowledge the need for change.
- People are empowered.
- Barriers are being removed.
- Commitment to elimination is increasing.
- Pressure and support for change continues.
- Counterproductive mindsets, policies, structures, or practices have been eliminated.
- New mindsets, policies, structures, and practices are in place.

---

Excerpted by permission from William H. Parrett and Kathleen M. Budge’s *Turning High-Poverty Schools Into High-Performing Schools* © 2012 ASCD, Alexandria, VA.