



## Deloitte Helps School Leaders Become Foundations of Change

Deloitte  
HCM Citizenship Program  
September 2018



### Company Background

# Deloitte.

<b>Headquarters</b>	New York, NY
<b>Year Founded</b>	1845
<b>Revenue</b>	\$18.6 billion (FY 2017)
<b>Employees</b>	85,000 (FY 2017)
<b>Global Scale (Regions that you operate in or provide services to)</b>	US
<b>Customers/Output, etc. (Key customers and services offered)</b>	Deloitte provides industry-leading audit, consulting, tax and advisory services to many of the world’s most admired brands, including more than 85 percent of the Fortune 500 and more than 6,000 private and middle market companies. Deloitte’s people work across more than 20 industry sectors to make an impact that matters — delivering measurable and lasting results that help reinforce public trust in capital markets, inspire clients to see challenges as opportunities to transform and thrive and help lead the way toward a stronger economy and a healthy society. Deloitte is proud to be part of the largest global professional services network serving its clients in the markets that are most important to them.
<b>Industry</b>	Professional services
<b>Stock Symbol</b>	N/A
<b>Website</b>	<a href="http://www.deloitte.com">www.deloitte.com</a>



## Budget and Timeframe

<b>Overall budget</b>	130,000 per year
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	1 full-time employee, over 100 volunteers
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	2 (25% time) volunteer
<b>Number of contractors involved with implementation</b>	None, only one to two facilitators as needed for large sessions.
<b>Timeframe to implement</b>	Three months to develop prior to pilot in 2013.
<b>Start date of the program</b>	Pilot, July 2013. Implemented in 2014.

## Culture

A core element of Deloitte’s culture is a commitment to giving back and to making an impact on communities where employees work and live by leveraging its greatest asset — the skills and experience of its people – to assist in solving the nation’s most pressing societal problems. To further this commitment, Deloitte’s Corporate Citizenship team offers a comprehensive organization-wide strategy that drives impact on signature national issues with a focus on education, pro bono and other key programs such as skills-based volunteering and Impact Day.

The Courageous Principals program is one way that Deloitte combines traditional volunteering, skills-based volunteering and use of its intellectual capital to help drive change in education. A key driver of the Courageous Principals program is the belief that the single biggest impact on the future of communities will be made by the children who are in schools right now. It’s important then to bolster what shapes their performance, what makes them stronger and more capable and what influences their ability to lead. Research points to the fact that school leadership is a significant factor driving high performance of students second only to classroom instruction.<sup>1</sup> School leaders are uniquely positioned to impact teacher performance and student outcomes.<sup>2,3</sup> The more effective principals are as leaders, the more resourceful, instructive and effective the country’s school systems can become. In the U.S., there are approximately 50 million students, over 3 million teachers and an estimated 115,000 principals.<sup>4,5,6</sup> Focusing on



principals takes a big problem and makes it smaller, zeroing in on the individual who touches all facets and people in the school ecosystem.

With this in mind, Deloitte developed Courageous Principals, a 2 ½-day training program which adapts Deloitte’s leadership development curriculum for school principals and focuses on helping build critical capabilities that enable a principal to be an effective leader. Its mission: empower K-12 school principals to be leaders in driving the change they want to see in their schools to prepare students for college, career and life.

Deloitte is committed to offering this program to school leaders multiple times a year with a goal to impact over 1 million students by 2020. To meet this goal, Deloitte has worked with school districts, businesses and nonprofits that are committed to education in the communities where its employees live and work. Deloitte views this program as an investment in the workforce of the future. After all, the people who will lead businesses, who will make the next breakthroughs in science and society and who will solve the world’s greatest challenges are sitting in a classroom right now. This is Deloitte’s opportunity to help them by supporting the professionals who lead them.

## Overview

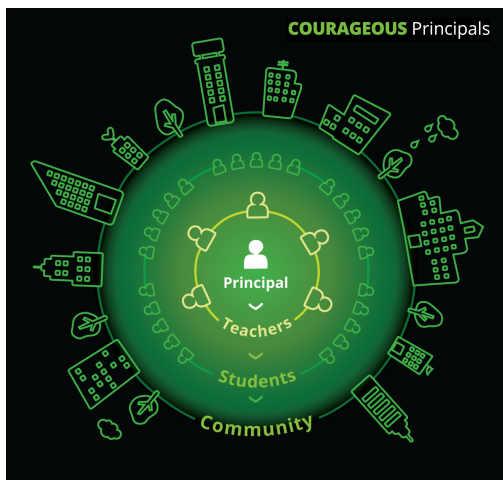
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Courageous Principals adapts Deloitte’s leadership development curriculum to offer K-12 school leaders a 2 ½-day learning program with a targeted focus on relationship building, communication and change management skills. Participants are provided with tools to help execute action plans they build on-site, the skills and resources they may need to enable sustainable change in their schools and the courage to be bold leaders. Participants also have an opportunity to network, share ideas, relay real-world stories, address specific challenges and opportunities and work together to develop collaborative strategies. The Courageous Principals program is designed for superintendents, principals, assistant principals or individuals in district leadership roles.

A majority of the Courageous Principals programs occur at Deloitte University — a more than 700,000-square-foot, leadership training center near Dallas, Texas — to help principals become better leaders. The program also is offered in local markets where Deloitte brings the training to school districts near its local offices to provide accessibility of the training to target audiences. Chicago, New York City and San Jose are some examples of cities where the program has been delivered locally.

As part of this initiative, Deloitte subsidizes most of the cost of the program when allowed by the participant's employer policies. For sessions held at Deloitte University where overnight accommodations are available, Deloitte discounts its room rate by 70% to ensure accessibility to its participants and provides complimentary ground transportation to and from Deloitte University and the Dallas-area major airports, as well as meals and beverages throughout their stay. For each session, Deloitte opens its doors to hundreds of school leaders to help individuals expand professional networks and fully engage in the learning experience.

**Figure 1: Courageous Principals**



Source: Deloitte

The Courageous Principals curriculum is innovative in and of itself. It connects school leaders from school systems across the country and engages them in high-quality experiential, problem based, and team-based learning while focusing time in the program for networking and sharing leading practices.

Deloitte's vision for Courageous Principals is that the learning will not stop when the program concludes. To support this vision, all program participants are provided with a takeaway toolkit carefully designed with learning modules and activities the program alumni can implement with the teams they lead when they return to school. This creates a ripple effect of learning from principal, to teacher and to student and enables sustainable change in the schools.

## Delivery

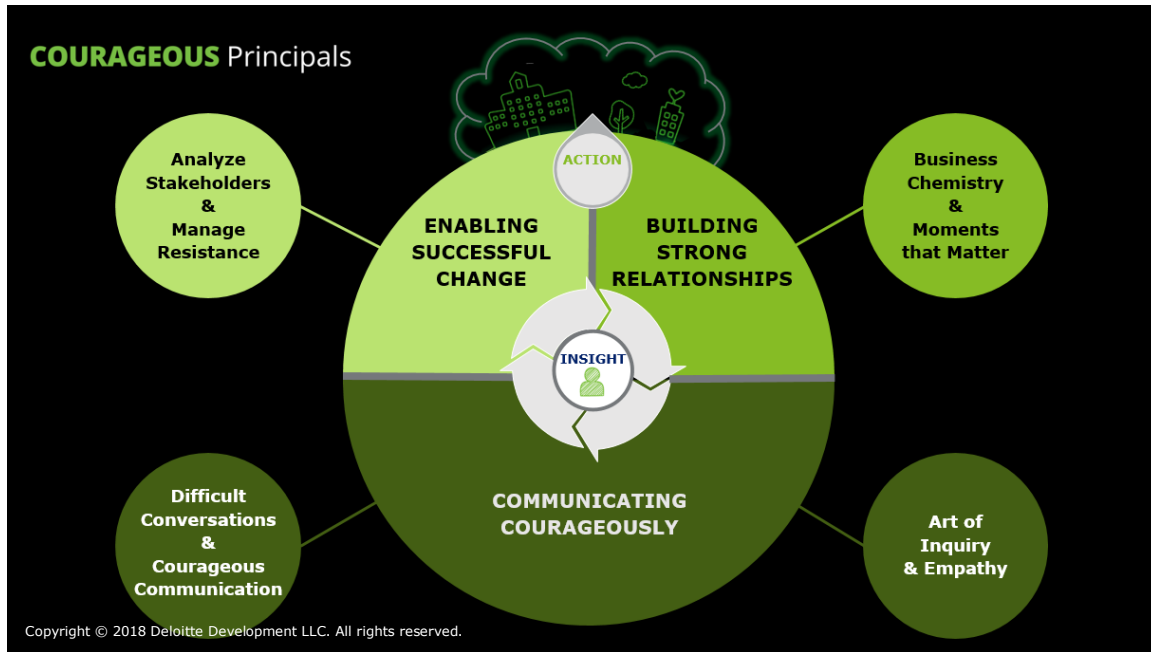
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In July 2013, a pilot session of Courageous Principals was held at Deloitte University with approximately 50 principals representing schools from four states in attendance. Deloitte hosted its 20<sup>th</sup> United States delivery of Courageous Principals on April 13, 2018, at Deloitte University and is on track to meet its goals of reaching 1 million students by 2020. To date, the program has been delivered to nearly 2,200 school leaders, impacting over 650,000 students in the United States. Approximately 75% of the deliveries have been hosted at Deloitte University with the remainder taking place in local markets. There have been six deliveries of Courageous Principals in India and a pilot delivery was hosted in Dubai in March 2018. Learners in the United States have come from 35 different states and over 200 different school districts since the program's inception.

Over 100 volunteers across Deloitte businesses and various levels of the organization have committed time and skills to Courageous Principals. The program supports business interests by working together with Deloitte's market circle leaders, clients, volunteers, nonprofit education institutions and school districts to help drive program sponsorships and build volunteer teams that impact the communities where employees live and work. Additionally, the program has relied on 50-plus volunteers from the education and nonprofit sectors who team with Deloitte-led facilitators in the classroom to link the program content to the education environment.

The program delivers an immersive and dynamic curriculum to participants that focuses on enhancing critical communication, engagement and relationship-building skills. The approach to the course follows a journey from insight to action — as participants move from one skill to another, the curriculum builds upon the tools taught each day.

Figure 2: Program Structure



Source: Deloitte

### Building Strong Relationships:

- In preparation for the program, participants complete Deloitte’s Business Chemistry Assessment. Business Chemistry draws upon the latest analytics technologies to provide insights on individuals and teams to reveal four scientifically based patterns of behavior.
- Participants learn not only to understand personal styles of behavior, but also to recognize others’ communication preferences and styles by observing business-relevant traits.
- This content focuses on building self-awareness and empathy and helps participants build strong professional networks of other school leaders dealing with similar everyday challenges. It also introduces a framework used frequently at Deloitte called “Moments that Matter” that shares 10 “moves” to help leaders master the ability to turn everyday interactions — those they respond to and those they create — into courageous leadership “Moments that Matter.”

### Communicating Courageously:

- Participants learn to apply questioning and listening techniques to influence others, diffuse conflict and communicate courageously.



- By learning to communicate effectively in the moment, participants are empowered to lead with confidence and build followership toward a common goal.

### Enabling Successful Change:

- Before arriving, school leaders craft a challenge statement involving multiple stakeholders within their communities.
- During the program, participants create action plans to effectively manage resistance or conflict and engage stakeholders of all levels to create sustainable change within their school.
- Participants return to their schools with toolkits they can use to help reinforce concepts and share with their staff.

### Figure 3: Testimonial 1

“I think the structure of the training was one of the things that made it so good. The breakout groups were intimate and helped those in the group to connect and reflect honestly and quickly. No one in my group checked their cell phones or worked on their laptops during the meetings.”

*-School leader, October 17, 2017 session*

Source: Deloitte

The agenda promotes experiential and peer-to-peer learning by keeping breakout rooms small with approximately 25 to 30 learners per room and promoting immediate application of leadership tools. There also are a series of large group plenary sessions, a panel discussion made up of experienced school and business leaders and networking events integrated throughout the 2 ½ days.

Courageous Principals deploys a facilitation model that brings multiple leadership perspectives into the classroom by connecting an accomplished Deloitte facilitator experienced in leadership and influence techniques with talented education facilitators



who link the program content and concepts to the education environment and challenges. To provide a high-quality instructional team, facilitators are required to participate in a lengthy training process which includes a series of advanced preparation activities (i.e. observing the program in-full, co-teaching with a master facilitator, etc.) and just-in-time reinforcement to equip faculty both individually and in teams.

## Measurable Benefits

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Courageous Principals believes that quality school leaders are the foundation to helping improve change in students and schools. Deloitte conducted research in the initial development of the program and found sources indicating that:

- There is a direct link between effective school leadership and improved student achievement, as well as the retention and attraction of high-quality teachers.<sup>1,7</sup>
- Principals tend to participate in professional development designed for teachers and often lack opportunities to attend training programs centered on their specific needs as school leaders.<sup>8</sup>
- The impact effective school leadership can have on student achievement is more pronounced in high-poverty schools than in low-poverty schools.<sup>9</sup>

To measure the benefits of Courageous Principals on its participants, Deloitte takes a comprehensive look at the quality and effect of its principal leadership training and the pathway between its programming and its direct impact on principals' school leadership behaviors and mindsets. The evaluation of Courageous Principals is primarily a quantitative, online survey-based approach with an emphasis on participants' experiences, mindsets and behaviors across three distinct timeframes — prior to the training (pre), immediately following the training (post) and 90 days after the completion of the training (90-day). Surveys across all timeframes include a diversity of close-ended and open-ended questions assessing the engagement, quality and direct outcomes of the Courageous Principals program. Some key findings are highlighted below.

**NOTE:** Survey response rates may differ based on revisions overtime and/or on the type of survey instrument used (pre, post, 90-day). The “n” values referenced below indicate the number of unique responses that correspond to each data point.

Courageous Principals is **servicing those in greatest need:**

- Courageous Principals is helping school leaders who are servicing communities of need from low socioeconomic backgrounds. **75% of school leaders attending**





### **Courageous Principals head schools with high rates of youth living in poverty (n=1,597).**

- 60% of Courageous Principals participants lead urban-based schools (n=1,597).

Courageous Principals offers a school leadership program that is **greatly needed and tailored** to the development of essential school leadership skillsets:

- 42% of all Courageous Principals participants report not participating in any similar school leadership development within the past three years. Of those who attended similar school leadership development, superintendents, assistant principals, principals and administrators all report Courageous Principals was more effective than other similar trainings (n=387).
- Participants identify the program's **focus on school leadership** as the No. 1 reason they choose to attend (n=387).

#### **Figure 4: Testimonial 2**

"This opportunity was the best professional learning I have received this year. It was very timely, practical and will not be just another one for me. I felt empowered, valued and respected as a school leader. This weekend connected me back to my purpose and calling and I am ready to ROAR!"

*-Principal, January 19, 2018 session*

Source: Deloitte

Participants also indicate satisfaction with program overall:

- **99%** of participants agree that the program helped them develop knowledge and skills to **be a more effective leader** (n=387).
- **98%** of participants state that they **will use what they learned on the job** (n=387).
- **98%** of participants would recommend this learning experience to colleagues. (n=1,277).



**Figure 5: Testimonial 3**

“Several things stand out in making Courageous Principals different. It was conducted in an immersive weekend setting--morning-noon-night. This made it easier to focus on the work at hand, rather than being distracted during work days. It was very relevant to my work at hand--focusing on a current challenge made it that much more relevant. The competency of the presenters/facilitators was refreshing as was being treated as a true professional!”

*-Superintendent, October 13, 2017 session*

Source: Deloitte

Ninety days after attending the program, participants indicate **continued and sustained application** of the training:

**Figure 6: Testimonials 4 and 5**

“This was the best professional development I have attended as it was applicable to my professional goals.”

*-School leader, April 7, 2017 session*

“I have initiated and continued deep dialogue with my leadership team regarding expectations for student achievement. The biggest change has been my own mind shift that has helped me to recognize a personal & campus weakness and begin confronting it. Without my DU experience, I would not be facing this challenge or possibly have even recognized it as a barrier that's holding back our achievement.”

*-Principal, October 13, 2017*

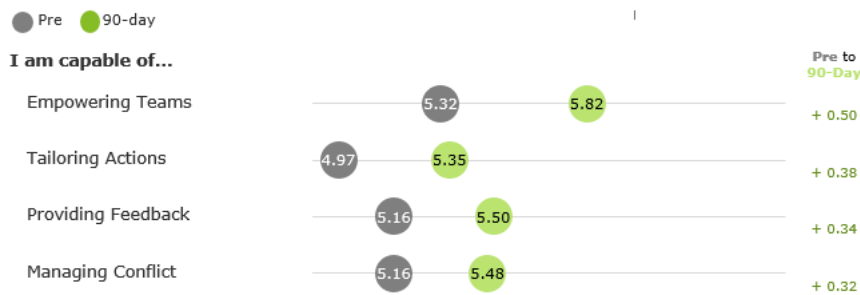
Source: Deloitte



- 93% have used the skills on-the-job (n=365).
- 95% report the knowledge and/or skills learned during the program align with their professional priorities and goal (n=365).
- **94%** indicate they have **tools to help motivate others** to take action (n=458).
- **88% have shared key takeaways and tools** from the program with their teams (n=365).

Over the course of the pre-program survey and 90-day evaluations, participants are asked the same series of questions to measure levels of confidence regarding key capabilities. Responses are reported on a seven-point scale (1 equals not at all confident to 7 equals always confident). Below is a snapshot of some this data, which underscores the additional value of Courageous Principals:

**Figure 7: Course Survey Data**



Source: Deloitte

Across all outcome areas, participants report high agreement that Courageous Principals helps make them more prepared to build strong relationships, courageously communicate and lead and enable change. After matriculating through the program, principals effectively use what they learned in their real-world professional settings, creating a ripple effect of impact.

## Overall

The Courageous Principals program helps empower school principals with the tools to become more effective leaders and has had a ripple effect — impacting thousands of teachers and students. Since the initial pilot session in 2013, the program has been refined in the following ways based on lessons learned:

- Based on the increase in demand since its inception, Deloitte continues to seek ways to accommodate larger audiences in each delivery without sacrificing the quality of the programming. The October 2017 program had approximately 250 school leaders. After reviewing positive evaluation data from that session, Deloitte continued to pursue growth by offering a delivery this summer to expected record numbers of 300 to 450 principals per session.
- After experimenting with various classroom make-ups, a conclusion was made that the leading learning experiences occur when school leaders from the same district or school are placed in separate, mixed-district classrooms so best practices can be shared and professional networks are expanded across school boundaries.

### What's next:

Courageous Principals is in the process of defining the evolution of the program and is currently discussing and scoping a Courageous Principals 2.0 offering for the thousands of program alumni around the country to help reinforce and continue to build upon the skillsets learned in the initial program. A blended learning solution will likely be implemented.

### Footnote

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<sup>1</sup>National Association of Secondary School Principals and National Association of Elementary School Principals. (2013). *Leadership Matters: What the Research Says About the Importance of Principals Leadership*. Retrieved from <http://www.naesp.org/sites/default/files/LeadershipMatters.pdf>

<sup>2</sup>Leithwood, K., Seashore Louis, K., Anderson, S. & Wahlstrom, K. (2004). *How Leadership Influences Student Learning*. New York: Wallace Foundation

<sup>3</sup>Grissom, A., Loeb, S. (2009). *Triangulating Principal Effectiveness*. Washington D.C.: Urban Institute

<sup>4</sup>National Center for Educational Research. (2014). *Digest of Education Statistics*. Retrieved from [https://nces.ed.gov/programs/digest/d14/tables/dt14\\_203.10.asp](https://nces.ed.gov/programs/digest/d14/tables/dt14_203.10.asp)

<sup>5</sup>National Center for Educational Research. (2014). *Digest of Education Statistics*. Retrieved from [https://nces.ed.gov/programs/digest/d14/tables/dt14\\_208.20.asp?current=yes](https://nces.ed.gov/programs/digest/d14/tables/dt14_208.20.asp?current=yes)

<sup>6</sup>Bitterman, A., Goldring, R., and Gray, L. (2013). *Characteristics of Public and Private Elementary and Secondary School Principals in the United States: Results From the 2011–12 Schools and Staffing Survey* (NCES 2013-313). U.S. Department of Education. Washington, DC: National Center for Education Statistics. Retrieved from <https://nces.ed.gov/pubs2013/2013313.pdf>

<sup>7</sup>National Conference of State Legislatures. (2014). *Education Policy Brief*. Retrieved from <http://www.ncsl.org/documents/educ/EffectiveSchoolPrincipalsALeverforSchoolImprovement.pdf>

<sup>8</sup>George W. Bush Institute. (2016). *A Framework for Principals Talent Management*. Retrieved from <http://gwbcenter.imgix.net/Resources/gwbi-framework-principal-talent-mgmt.pdf>

<sup>9</sup>National Bureau of Economic Research. (2012). *Estimating the Effect of Leaders on Public Sector Productivity: The Case of School Principals*. Retrieved from <http://www.nber.org/papers/w17803.pdf>



## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).