

Part 2 – LEADERSHIP PERSPECTIVES AND TOOLS

Future search is not a substitute for weak leadership. However, future search does strengthen leadership by bringing together vision, reality, service, and courage to act. When leaders follow future search principles, they will find success with future search. This section describes connections between leadership and future search. The leaders in these three chapters chose to use future search as part of their strategic planning effort.

In chapter 3, the superintendent of schools in Carson City, NV, describes how his community utilized future search at all of its schools to identify building-level as well as districtwide measures. The superintendent used innovative reporting processes and tools to keep the whole community informed about progress.

After the future search for the Ottawa–Carleton School Board in Ontario (chapter 4), action-planning groups refined their plans, set priorities, and added measurable objectives. The director of education became the champion of the entire effort and appointed school superintendents as champions for each action team initiative. To support implementation, the system used tools related to an accountability framework.

Chapter 5, on Perkiomen Valley, PA, delineates the new superintendent's approach to refinement and implementation of plans. She enlisted the assistance of the board of directors, gave strong backing to everyone responsible for implementation, and appointed the director of curriculum and instruction as process champion. These top leaders built capacity within the system by selecting, training, and supporting teachers and community members in their new leadership roles. Tools in this chapter include a step-by-step roadmap of the process, a detailed time line, and a process map tracking faculty and community involvement.