

# Case Stories

**A private college's performance was on a steep decline. Key issue related to the leadership of the current principal. Chairman and Board were assisted to turn this situation around.**

## ORGANIZATIONAL PERFORMANCE

### Situation

In recent years a Perth private college had lost its standing as one of the highest achieving schools in WA for Year 12 results. It was slipping fast and parents were starting to look elsewhere for their children's education.

The Chairman of the College Board sought our help - he was faced with challenges common to many boards, such as how to reinvigorate both the membership and strategic thinking of his board.

### Challenge

The immediate and pressing challenge was that the Principal and Board were at loggerheads. The Principal wanted to retain high autonomy and little transparency. She and the Board became deeply alienated from one another as she resisted any scrutiny of her strategies.

Staff were increasingly isolated and alienated from her. Then, two weeks prior to the start of a school year, she announced her resignation effective in 6 months time.

### Our Approach

Dalmau Consulting partnered with the Chairman and the Board. A strategy developed was to replace the existing Principal with the Deputy Principal as a temporary measure at the earliest possible time (8 weeks), which allowed for an immediate improvement in relations between the Board and school leadership.

Following a nationwide search by a specialized firm Dalmau Consulting then conducted an assessment of the final two candidates. Steps included:-

- > Clarification meetings with the Chair both face to face and online.
- > Arranged for the final two candidates to deep individual assessment to minimize error in choosing for such a strategic roles in organizations.
- > Prepared a comparative evaluation of both.
- > Assisted the Chairman help the Board make an informed choice.
- > Engaged both the successful and unsuccessful candidate in follow up conversations.

### Outcomes

A little over 4 years has elapsed since this task was complete. The successful candidate has settled well into the role, has credibility in the eyes of the Board and the parent body and the school has restored its identity and academic standing in the community.