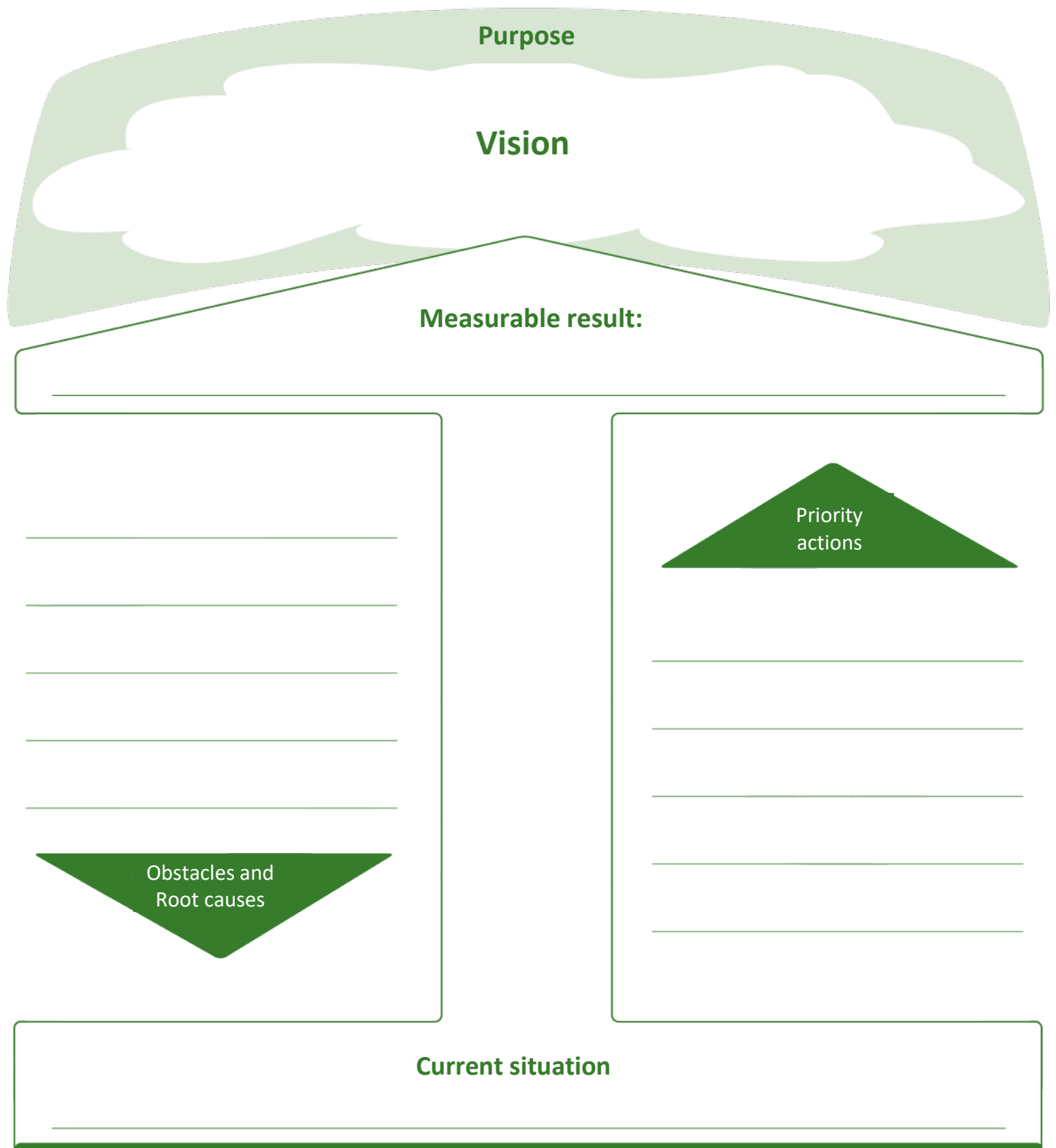


# The Challenge Model

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**Challenge:**

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[ How will we achieve our desired result in light of the obstacles we need to overcome?]

## **Using the Challenge Model**

- STEP 1**     **Review your purpose - your mission in school health.**  
*With your team, agree on a common understanding of your mission – what are you here to do? (October - December)*
- STEP 2**     **Create a shared vision (October - December)**  
*Work with your team to create a shared vision of the future. What does it look like when you are successful in creating a more equitable school health environment?*
- STEP 3**     **Agree on one measurable result (October - December)**  
  
*Identify a measurable result that you all want to achieve and that can be achieved in four months. Because it is measurable, it allows you to monitor and evaluate your progress toward achieving it.*
- STEP 4**     **The Baseline (December- January)**  
*Study your data to determine baselines for all demographic groups in your district for the health result you are working on..*
- STEP 5**     **Identify the obstacles and their root causes (December-January)**  
*Make a list of obstacles that you and your team will have to overcome to reach your stated result. Use root cause analysis tools (Ask “Why?” three times) to analyze the underlying causes of these obstacles. Make sure you are addressing the root causes and not just the symptoms.*
- STEP 6**     **Define your Leadership Challenge (December-January)**  
*Write your challenge statement as a question:*  
  
***“How will we achieve (this result) in the face of (these obstacles)?”***
- STEP 7**     **Develop an Action Plan (December - January)**  
*Select priority actions to address the root cause obstacles.*  
  
*Develop an Action Plan that estimates the resources and the time needed for implementing your actions.*
- STEP 8**     **Implement your plan and monitor and evaluate your progress**  
*(January-April)*  
*Support your team in implementing the plan.*  
*Monitor your progress toward achieving your result.*  
*Prepare to present results to your colleagues*