Novice principals in Chile mobilizing change for the first time: Challenges and opportunities associated with a school’s readiness for change

Por: Galdames, S (Galdames, Sergio); Montecinos, C (Montecinos, Carmen); Campos, F (Campos, Fabian); Ahumada, L (Ahumada, Luis); Leiva, MV (Veronica Leiva, Maria)

EDUCATIONAL MANAGEMENT ADMINISTRATION & LEADERSHIP
Volumen: 46
Número: 2
Páginas: 318-338
Número especial: SI
DOI: 10.1177/1741143217707520
Fecha de publicación: JAN 2018
Tipo de documento: Article
Ver impacto de la revista

Abstract
In a context characterised by triple sources of accountability demands, principals in Chile are required to mobilise change to raise performance indicators. School improvement is a complex endeavour complexity that is intensified for newly appointed principals, particularly when placed in a high-poverty, ineffective school. This article explores changes introduced by newly appointed principals placed in elementary public schools that were struggling (n = 4) and in schools that were sinking (n = 5). Findings show that all participants converged on actions to promote changes in: staffing, redesigning the organisation, and managing instruction. The quality of the actions, however, differed by type of school, highlighting the importance of defining policies for strengthening school leadership that take into account differences among schools. Induction will provide needed support at the individual level, but it might be insufficient support if other measures at the district level fail to create conditions, such as staffing, so the arrival of a new principal is indeed an opportunity to reverse a downward trajectory of an ineffective, high-poverty school.

Palabras clave
Palabras clave de autor: newly appointed principals; leading change; high-poverty schools; elementary schools; school leadership Latin America
KeyWords Plus: SOUTH-AFRICA; DISTRIBUTED LEADERSHIP; EDUCATIONAL-LEADERSHIP; ORGANIZATIONAL-CHANGE; STUDENT-ACHIEVEMENT; IMPROVEMENT; SEGREGATION; DIMENSIONS; SUCCESSION

Información del autor
Dirección para petición de copias: Montecinos, C (autor para petición de copias)
Pontificia Univ Catolica Valparaiso, Ctr Liderazgo Mejora Escolar, Ave Brasil 2950, Casilla 4059, Valparaiso, Chile.

**Direcciones:**

2. Pontificia Univ Catolica Valparaiso, Sch Psychol, Valparaiso, Chile
3. Univ Chile, Ctr Adv Res Educ CIAE, Santiago, Chile
4. Ctr Liderazgo Mejora Escolar, Valparaiso, Chile
5. Pontificia Univ Catolica Valparaiso, Sch Psychol, Ctr Liderazgo Mejora Escolar, Valparaiso, Chile
6. Pontificia Univ Catolica Valparaiso, Sch Pedag, Valparaiso, Chile

**Direcciones de correo electrónico:** carmen.montecinos@pucv.cl

**Financiación**

<table>
<thead>
<tr>
<th>Entidad financiadora</th>
<th>Número de concesión</th>
</tr>
</thead>
<tbody>
<tr>
<td>FONDECYT</td>
<td>1140906</td>
</tr>
<tr>
<td>CONICYT</td>
<td>FB 0003</td>
</tr>
</tbody>
</table>

[Ver texto de financiación]

**Editorial**

SAGE PUBLICATIONS LTD, 1 OLIVERS YARD, 55 CITY ROAD, LONDON EC1Y 1SP, ENGLAND

**Información de la revista**

- **Impact Factor:** Journal Citation Reports

**Categorías / Clasificación**

Áreas de investigación: Education & Educational Research
Categorías de Web of Science: Education & Educational Research

**Información del documento**

- **Idioma:** English
- **Número de acceso:** WOS:000429792500008
- **ISSN:** 1741-1432
- **eISSN:** 1741-1440