



Leadership System - *Manage District Systems for Continuous Improvement*

District and building leaders manage the change process for people and processes to ensure that systems are resulting in desired outcomes.

PRACTICE 19

Indicator 19a - Engaging People Around Change

PREPARATION

GETTING AWARE

District leaders review research on change and change management to understand how different individuals respond to change. District and building leaders may use surveys or personality assessments to identify staff who are well prepared to implement or facilitate change along with those who are averse to change and may provide active resistance to change.

GETTING READY

District leaders utilize readiness decision-making protocols, such as the Hexagon tool, for determining whether to initiate new programming or policies. District leaders develop a process to engage innovators and early adopters from within their district to implement early stages of such programs or policies, and gather data and feedback to inform improvement before scaling such efforts.

PROGRESS INDICATORS

GETTING STARTED

District and building leaders provide advance notice of policy, programming, or other strategy changes in the district, along with rationale and a timeline for the change to take place. Changes that significantly affect individual roles or job positions include a transition plan for those individuals.

GETTING BETTER

District and building leaders utilize change practices, including the use of pilot projects and improvement cycles, as a means of initiating change so all staff understand proposed changes within the district. Leaders forecast policy or program changes for staff well in advance of implementation.

KEEP IMPROVING

District leaders establish a leadership team devoted to innovation policy and programming changes for the district. This team engages in readiness assessment and exploration, as well as communicating change processes to staff, both to address logistics of processes and to support ease in transition for staff. District changes are forecast well in advance of implementation, including potential transition plans for individuals affected by changes.

Indicator 19b - Establishing Structures and Processes for Innovation

PREPARATION

GETTING AWARE

District leaders review research on change processes and identify exemplars that can be used to better understand considerations for successful transitions. District leaders stay informed on policies and external influences to education that could require a response or reaction on behalf of the district.

GETTING READY

District and building leaders establish a process for communicating potential changes in policy or programming to help ease negative responses to the change. District and building leaders develop a protocol for advanced timing / planning for any anticipated changes (within reason) within the district.

PROGRESS INDICATORS

GETTING STARTED

District and building leaders review existing and desired processes for systems to identify those in need of change. New processes incorporate new learning regarding the rationale and operational process for the change. Leaders provide ample time to prepare for the change, and clearly identify desired outcomes of the change.

GETTING BETTER

District and building leaders establish pilot programs or processes to initiate small scale versions of new policies or programs that will eventually scale across buildings or the district. Pilots might be used for a selection process (such as with curriculum materials) or to work through implementation issues when capacity for change is small.

GETTING BETTER

District leaders initiate an individual or team focused on improvement and innovation of processes, programs, and strategies. The team works with groups of educators or other staff who will be involved in pilot or early implementation phases of the program, and works through planning and implementation processes. The team uses improvement cycles to monitor and adjust implementation strategies as needed and determines readiness for scaling of the innovation.

RESEARCH REFERENCES FOR THIS PRACTICE:

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