

# Managing Complex Change

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- 🔥 Review and discuss a variety of factors that contribute to effective change and develop greater understanding of how these factors contribute to the success or failure of an initiative for change.

# Sowing the Seeds of Change

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***“The fact that the captain of the ship can clearly see the port is of no use if the crew continues to paddle in a different direction.”***

*~ Author*

*Unknown*

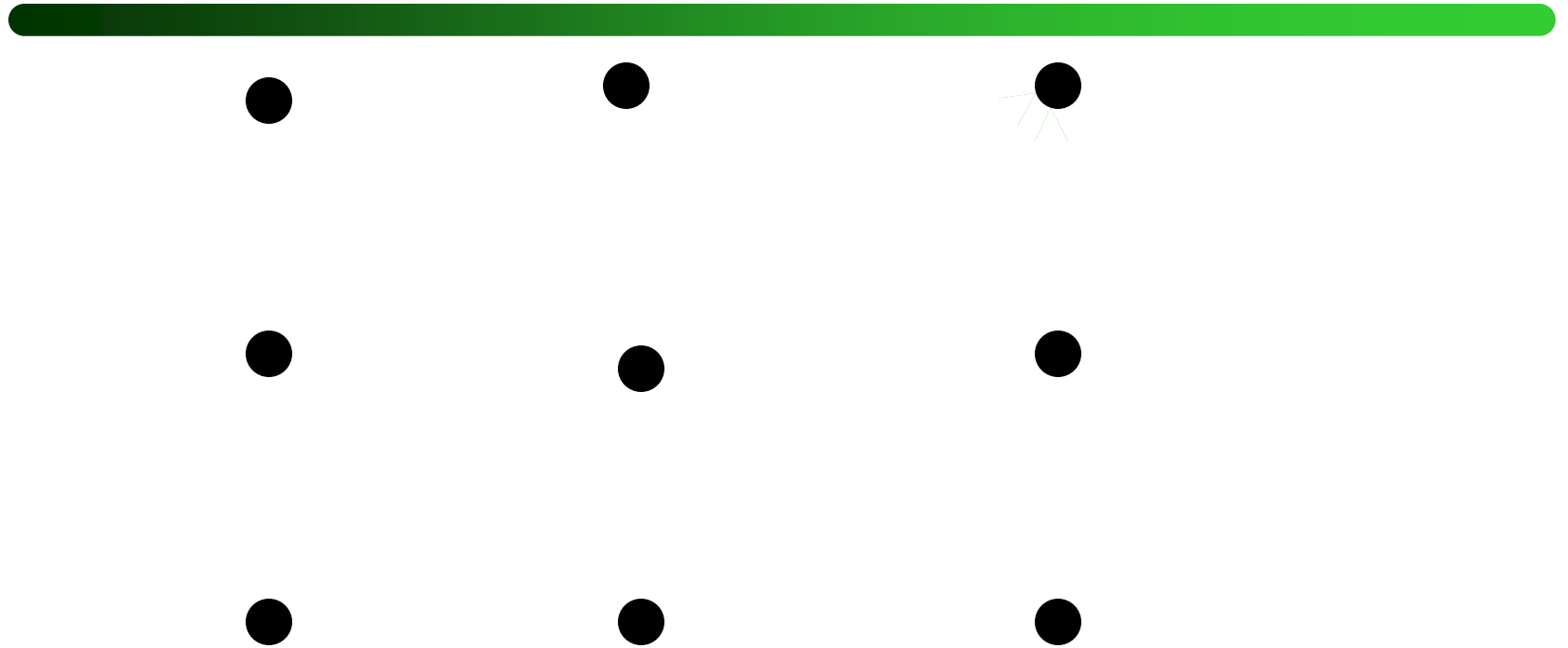
# Activity

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 Cross your arms.

 Clask your hands together

# Draw Nine Dots as Shown Below.



Connect the dots with 4 straight lines without raising your pen.

# Debrief


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- 🔥 Comfort is important to all of us. Habits arise from the comfort that comes from knowing what to expect when we do the familiar. We don't like surprises. The unexpected, the unfamiliar, the uncomfortable makes us resist change. So, if we are uncomfortable with a small personal change like folding our arms differently, how much more uncomfortable will we be with major change that impacts the lives of teachers, students, parents, and the school community? For such change to have a chance of succeeding, we must plan carefully and consider a variety of factors.

# Activity on Change

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- 🔥 Divide into four groups
- 🔥 Opportunity to share your wisdom about change.
- 🔥 Your group will have a 7 minute stand-up meeting to record as many important points about change as you can.

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- 🔥 Now, we will have a Gallery Walk – rotate clockwise with your group.
  - 🔥 Read what the previous group recorded and look for:
    - 🔥 a thought they listed that you did not but wish you had – note with \*
    - 🔥 any item they listed about which you have a clarification question – note the question.

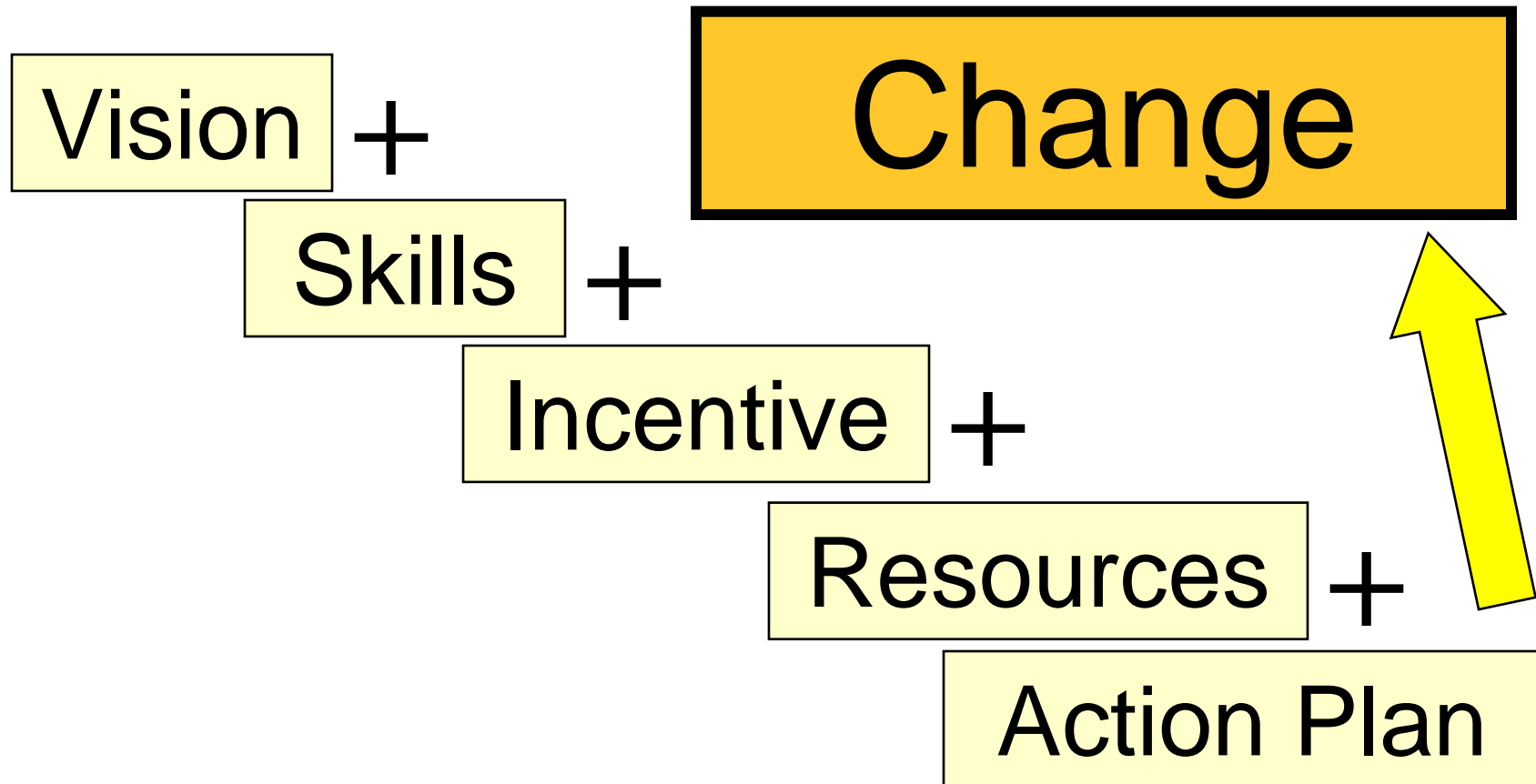
# Debrief

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- 🔥 Report any “ah ha” thoughts
- 🔥 Questions?
- 🔥 Do we know a lot about change?
- 🔥 The fact that we know a lot is one of the reasons that keeps us from being successful with it.

# Managing Complex Change

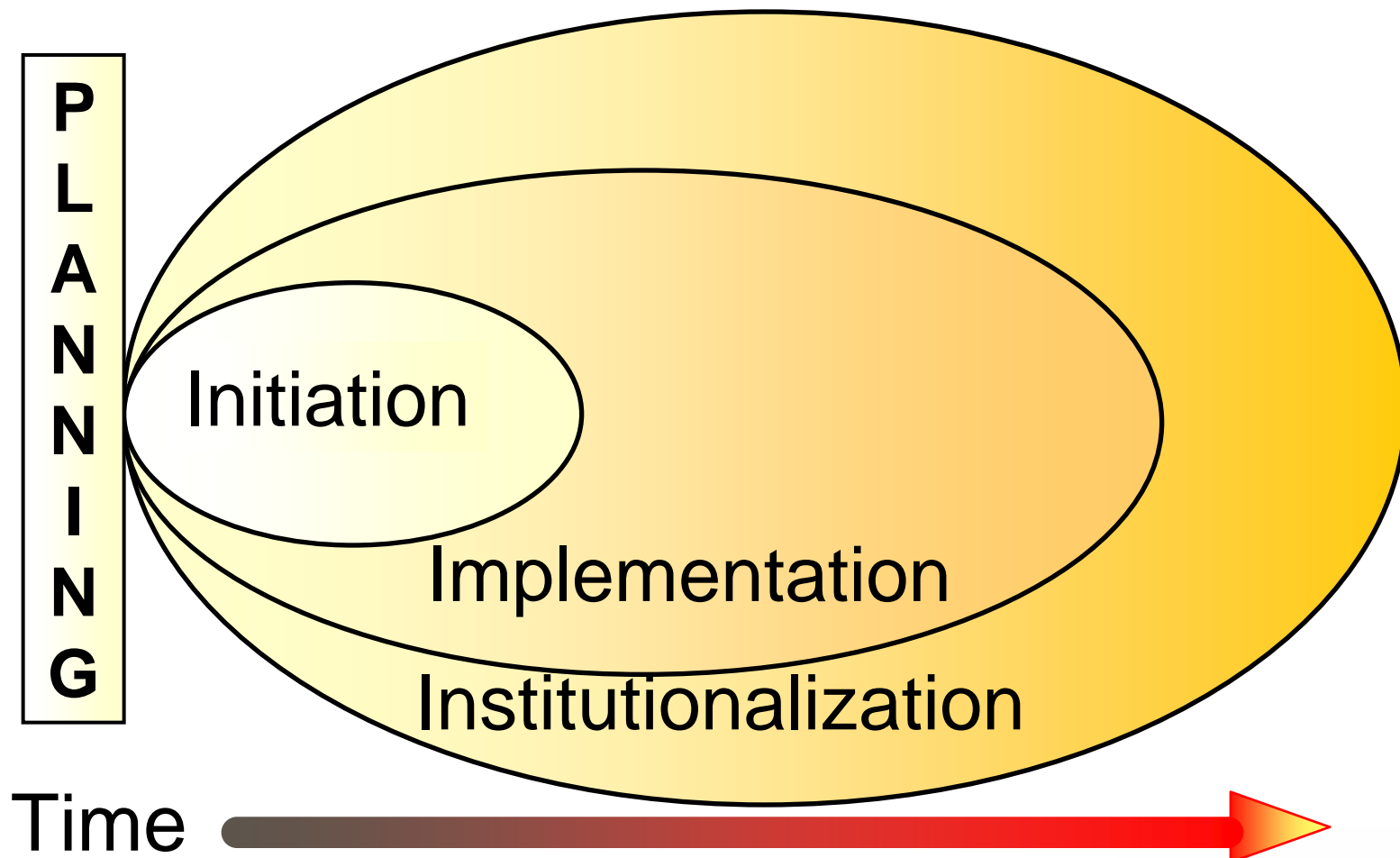
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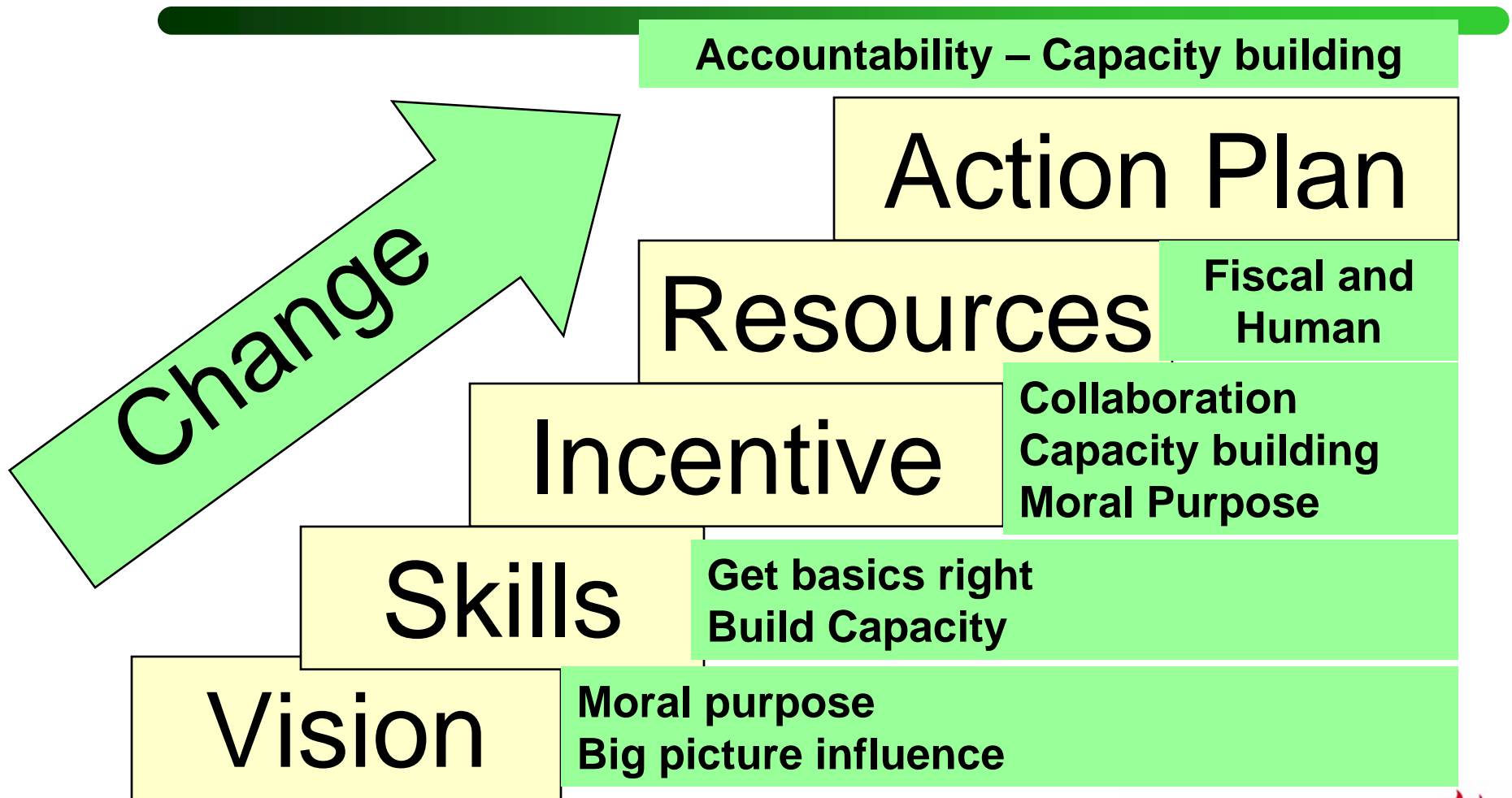
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- 🔥 These elements of complex change only insure that change may occur successfully
  - 🔥 They do not insure that change will be sustained

# The Change Initiative

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# Sustaining Complex Change



# Assessing Change Factors in Your School

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- 🔥 See PM Module 6 #1
- 🔥 Review the form
- 🔥 Discuss (pairs, triads, or quads)  
how the tool might be used to  
guide change planning in your  
school

# For Incremental Change (McREL's First Order Change)

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- 🔥 Emphasize relationships
- 🔥 Establish strong lines of communication
- 🔥 Be an advocate for the school
- 🔥 Provide resources
- 🔥 Maintain visibility
- 🔥 Protect teachers from distractions
- 🔥 Create a culture of collaboration
- 🔥 Look for and celebrate success

MCREL Meta-Analysis on Leadership (2004)

# For Substantial Change (McREL's Second Order Change)

- 🔥 Shake up the status-quo
- 🔥 Hold everyone's feet to the fire
- 🔥 Propose new ideas
- 🔥 Operate from strong beliefs
- 🔥 Tolerate ambiguity and dissent
- 🔥 Talk research and theory
- 🔥 Create explicit goals for change
- 🔥 Define success in terms of goals

MCREL Meta-Analysis on Leadership (2004)

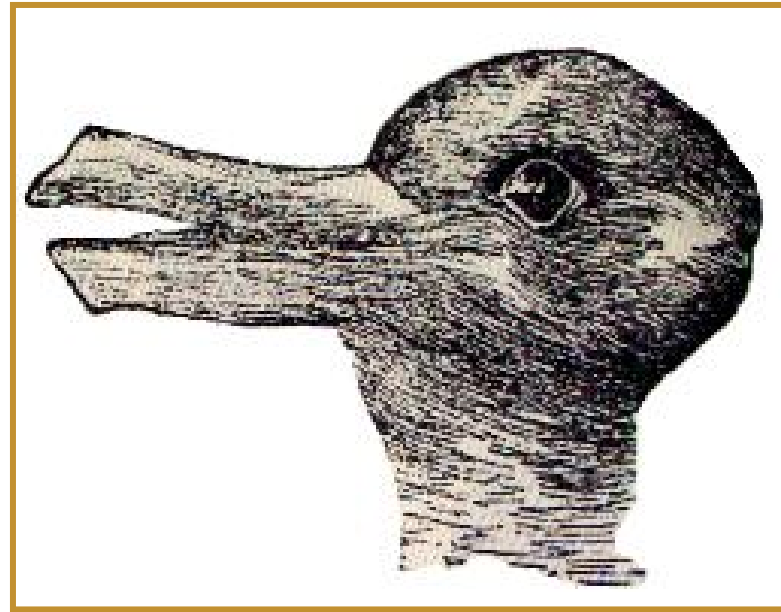
# Responsibilities Negatively Affected by Second Order Change (the following may deteriorate)

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- 🔥 Culture: fosters shared beliefs and a sense of community and cooperation
- 🔥 Communication: establishes strong lines of communication with teachers and among stakeholders
- 🔥 Order: establishes a set of standard operating principles and procedures
- 🔥 Input: involves teachers in the design and implementation of important decisions and policies

# Power of perception

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**Wittgenstein, 1953**

# First or Second Order Change?

***Do stakeholders perceive the change as...***

an extension of the past?

a break with the past?

consistent with prevailing organizational norms?

inconsistent with prevailing organizational norms?

congruent with personal values?

incongruent with personal values?

easily learned using existing knowledge & skills?

requiring new knowledge & skills?

**First-order Implications**

**Second-order Implications**

# Activity

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## 🔥 Importance v. Practice Survey

6#3

🔥 Discuss how document could be used in school