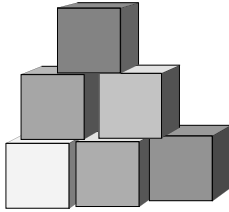


FROM IMPLEMENTATION TO IMPACT: ENHANCING SKILLS FOR SCHOOL AND DISTRICT LEADERS

Alaska School Leadership Institute 2011
 Rural Alaska Principal Preparation Project
 June 2, 2011 – Ensuring Implementation
 Anchorage, Alaska

Facilitated By
 Al Bertani, Senior Design Consultant
 RAPPS Program
 Alaska Staff Development Network




Ensuring Implementation – June 2, 2011
Al Bertani, Session Leader

→ Obstacles to High Quality Implementation

FOCUS → Diagnostic Tools

→ Stages of Implementation –
 Assessing Your Current State

**ENSURING HIGH QUALITY
IMPLEMENTATION...**



“Persistence and vigilance in implementation makes the difference between success and failure of improvement efforts.”

Stanley Chow
 Director of Regional Services
 WestEd
 How to Support Transformation

OBSTACLES VS. MOMENTUM FOR IMPROVEMENT



Organizational Tendencies that Drain Momentum

Reaction	VS.	Purpose and Focus
Compliance	VS.	Engagement and Commitment
Isolation	VS.	Collaboration and Professional Learning

Drawn from Change Leadership – A Practical Guide to Transforming Our Schools; Wagner, Kegan, Lahey, Lemons, Garnier, Helsing, Howell, Rasmussen; Jossey-Bass; 2006

ASSESSING OBSTACLES REACTION VS. *PURPOSE AND FOCUS*



1. Is there a clear district or school purpose and focus?
2. Is this focus widely known throughout the district or school?
3. Are we able to resist certain pulls and tugs that are peripheral to our purpose and focus?

Drawn from Change Leadership – A Practical Guide to Transforming Our Schools; Wagner, Kegan, Lahey, Lemons, Garnier, Helsing, Howell, Rasmussen; Jossey-Bass; 2006

ASSESSING OBSTACLES COMPLIANCE VS. *ENGAGEMENT AND COMMITMENT*



1. How much ownership is there among all of the adults in the district or school and how do you know?
2. Is there ownership just at the top, or do people throughout the district or school feel genuinely committed to the instructional improvement goals?
3. How much does it seem people are working to someone else's goals vs. meeting a goal they own or co-own?
4. Are people participating productively during meetings?

Drawn from Change Leadership – A Practical Guide to Transforming Our Schools; Wagner, Kegan, Lahey, Lemons, Garnier, Helsing, Howell, Rasmussen; Jossey-Bass; 2006

ASSESSING OBSTACLES

ISOLATION VS.
COLLABORATION AND PROFESSIONAL LEARNING



1. Are meetings focused on learning, teaching, and leading?
2. Do organizational members possess and use the skills of dialogue and inquiry?
3. Do people share problems of practice at meetings?

Drawn from Change Leadership – A Practical Guide to Transforming Our Schools; Wagner, Kegan, Lahey, Lemons, Garnier, Helsing, Howell, Rasmussen; Jossey-Bass; 2006 ; 2006

ENSURING HIGH QUALITY IMPLEMENTATION...



“...Following through on implementation, including attending to details, is just as critical as choosing the right course of action in the first place.”

Stanley Chow
Director of Regional Services
WestEd

How to Support Transformation

THE IMPLEMENTATION IMPERATIVE



1. Read the one-page article – The Implementation Imperative.
2. Highlight or underline the article as follows:
 - > The most important sentence in the article.
 - > The most important phrase or clause in the article.
 - > The most important word in the article.
3. Be prepared to share your reflections with two colleagues.
4. Consider how you could use the article with your team or staff.

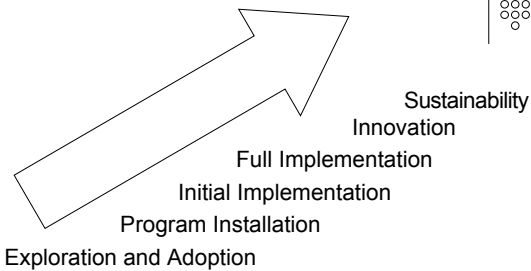
THE CHALLENGE OF ENSURING HIGH QUALITY IMPLEMENTATION...



The world will never be perfect because people are imperfect. But a faulty world creates countless opportunities for individuals to keep learning and growing. And people with a strong sense of social interest will work together to solve problems out of real concern for each other, the community, and the environment.

Anonymous

STAGES OF IMPLEMENTATION

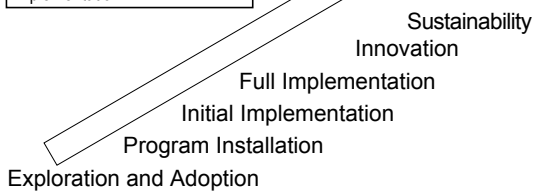


Implementation Research: A Synthesis of the Literature; Fixen, Naoom, Blasé, Friedman, and Wallace; National Implementation Research Network - University of South Florida; 2005

STAGES OF IMPLEMENTATION



Work with a partner to review the definitions of the Stages of Implementation



Implementation Research: A Synthesis of the Literature; Fixen, Naoom, Blasé, Friedman, and Wallace; National Implementation Research Network - University of South Florida; 2005
