

## MONITORING THE IMPLICATIONS OF A CHANGE



1. **Think** about your change initiative.
2. **Consider** the questions to determine if a change is perceived as first- or second-order.
3. **Select** a stakeholder group (teachers, parents, students, etc.).
4. **Answer** each question based on what you think their perceptions might be.  
Determine if the change has first- or second-order implications.



**Stakeholder group:**

What new knowledge is required for your change initiative?	In what ways does the change initiative build on past practices?	In what ways is the change initiative congruent with the stakeholders' personal beliefs?	In what ways is the change initiative congruent with the prevailing norms?
<p>Would the majority of stakeholders perceive the new knowledge required by the change initiative to be easily learned using existing knowledge and skills?</p> <p><input type="checkbox"/> YES <input type="checkbox"/> NO</p>	<p>Would the majority of stakeholders perceive the change initiative as an extension of the past?</p> <p><input type="checkbox"/> YES <input type="checkbox"/> NO</p>	<p>Would the majority of the stakeholders perceive the change initiative as congruent with their personal values and beliefs?</p> <p><input type="checkbox"/> YES <input type="checkbox"/> NO</p>	<p>Would the majority of the stakeholders perceive the change initiative as consistent with the prevailing norms?</p> <p><input type="checkbox"/> YES <input type="checkbox"/> NO</p>

If you answered “no,” to any of the questions, your change initiative has second-order implications for the selected stakeholders.