

Leading Change to Improve Student Learning

Webinar #3

Understanding Change

March 10, 2010

Participants will learn about the 4 phases of change and the difference between first and second order change. This webinar will explore, in depth, the 7 leadership responsibilities identified through McREL's research on what effective school leaders do to positively impact student achievement. These leadership responsibilities include ideals/beliefs, intellectual stimulation, change agent, knowledge of curriculum, instruction & assessment, optimize, monitor/evaluate, and flexibility. Participants will use the Planning a Change Initiative tool to prepare to lead a school improvement initiative in their schools. We'll also have the chance to look at how rural Alaska principals and their leadership teams have implemented successful changes.

5:45 PM

Welcome

Connection: Weather tidbit

How it works (Tom)

This session is designed to be interactive. Sometimes I will ask you to complete a task individually and then share with the group. I may also call on you and ask you to share your ideas and thoughts.

During the first two webinars in this Leading Change to Improve Student Learning series we focused on creating a Purposeful Community—a context where a change or improvement initiative has the best chance of success.

This webinar and the session on March 17, 2010 will address actually leading the change or improvement initiative.

The proposed outcomes for this session include:

1. An increased understanding of change theories and McREL's view of change.
2. Increased understanding of two of the four phases of change and what

distinguishes first order from second order change.

3. Increased knowledge about 5 of the 7 leadership responsibilities positively associated with leading change.
5. Completion of 2 of the 4 sections of a plan to implement a change or improvement initiative in your school.
6. Enjoy sharing ideas and strategies with colleagues about leading change.

(5:55 PM) We will be using the following handouts during this session:

1. Change Initiative Planning Tool (11 x 17)
2. 21 Responsibilities Updated
3. McREL's Conclusions about Change
4. Making the Case for Change: Two techniques
5. Determining the Magnitude of Change
6. Why People Adopt New Ideas

(6:00 PM) Think about your own experience with change. Think about a change that was successful and one that was not successful. List the two changes. Then, based on your own experience, identify what you think motivates people to change. Share your ideas about what motivates people to change and, why you think some changes stick and others do not.

(6:10 PM) Change theorists

McREL's Conclusions about Change

Chat board: How does your theory of change relate to other change theorists and McREL's conclusions?

(6:30 PM) Create Demand phase of change;
Two techniques; Influencer questions;
Leadership Responsibilities associated with
Create Demand: Ideals/beliefs, Intellectual
Stimulation and change agent.

(6:40 PM) Change Initiative Planning Tool:
Identify a change or improvement initiative.
Write it in the dotted box. Use the Determining
the Magnitude of Change handout to
determine if this change initiative is one with
first or second order implications for most of
your staff.

Complete upper left quadrant—Create
Demand. Use your description of the 21
leadership responsibilities and 66 practices to
guide you.

(6:50 PM) Chat Board: Share change initiatives
and whether you believe they will have
primarily first or second order implications for
your staff. Share the technique(s) you will use
to create demand, and how you plan to
emphasize the responsibilities of intellectual
stimulation and change agent.

(7:00 PM) Implement Phase
Everett Rogers work
Why People Adopt new Ideas
Leadership Responsibilities: Knowledge of CIA,
Optimize
Complete the Right-hand upper quadrant

Adopter categories
Targeting and Framing
Opinion leaders

Chat Board—Share your ideas about how you
might frame your change/improvement
initiative to appeal to opinion leaders on the
staff, in the community, and among the
student body.

(7:25 PM) Review objectives w/Poll

Preview next session: Remaining two phases of change, additional leadership responsibilities, and how to help people who are struggling w/ the change cope/adopt.

(7:30 PM) END
ASDN evaluation