A Transformative Approach to Collaborative Change in an Educational Organization

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Why Collaborative Change?

Source: KotterInc. https://www.kotterinc.com/

DoD Education Activity: A Case Study

Highlight the transformative approach of the United States Department of Defense Education Activity (DoDEA) to restructure its worldwide school system using Kotter’s accelerators for leading change.

Presentation Purpose

Kotter’s Model — Accelerating Change

Urgency is a “bedrock” that acts as a foundation and triggers growth of a network as per organizational demand; it keeps leaders focused on the upcoming opportunities.

Priority 1: Strengthen DoDEA’s standards-based educational system by transitioning to:
(a) college- and career-ready standards that are infused with rigor and relevancy; and
(b) a common standards-aligned curriculum, instructional framework, and assessment system.

Priority 2: Establish the organizational capacity to uniformly improve student achievement and school operations.

Creating a Sense of Urgency: The Priorities
Building a Guiding Coalition: Centers for Instructional Leadership

Beyond avoiding the complexity of information transfer, a guiding coalition provides opportunity for stakeholder involvement in the decision-making process. (Calegari, Sibley, & Turner, 2015)

Forming a Strategic Vision & Initiatives: The Blueprint

Enlisting a Volunteer Army: Training the Trainer

Successful initiatives result in many individuals wanting to help, thus the notion of “volunteer army.” (Kotter, 2014)

Generating Short-term Wins

In order to maintain the credibility of a strategic initiative, it is important to highlight its success stories. (Kotter, 2014)

Enabling Action by Removing Barriers: Blended Coaching

Much of the action has to do with identifying and removing barriers which slow or stop strategically important activity. (Kotter, 2014)

Sustaining Acceleration: Professional Learning Networks

Professional Development for Instructional Leaders: The Process...
Instituting Change: Learning Walkthrough Tool

Integrating changes into policies and procedures ensures that the changes are sustained over time. (Kotter, 2014)

Key Takeaways on Leading Change

Select Few • Diverse Many
More people need to be able to make change happen – not just carry out someone else’s directives. Done right, this uncovers leaders at all levels of an organization ones you never knew you had.

Leadership • Management
In order to capitalize on windows of opportunity, leadership must be paramount – and not just from one executive. It’s about vision, action, innovation and celebration, as well as essential managerial processes.

“Have To” • “Want To”
Those who feel included in a meaningful opportunity will help create change in addition to their normal responsibilities. Existing team members can provide the energy... if you invite them.

Head • Heart
Most people aren’t inspired by logic alone, but rather by the fundamental desire to contribute to a larger cause. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

Year-to-Year Comparison of Emphasis on Kotter’s Accelerators

Recommendations

❖ Clearly define organizational priorities that are data-driven.
❖ Develop a common language that will be used to articulate the plan at all levels of the organization.
❖ Establish a team of high functioning leaders with clearly defined roles/functions for facilitating the change.
❖ Create a sense of urgency for change throughout the organization, such as a change vision.
❖ Accelerate a plan for implementing systemwide change using Kotter’s (2014) model.

Questions

Jot them down, and we’ll discuss them at the end of the session.