

A Transformative Approach to Collaborative Change in an Educational Organization



Eric Kaufman, James Anderson, Jama Coartney,
Shreya Mitra, & Dana Ripley



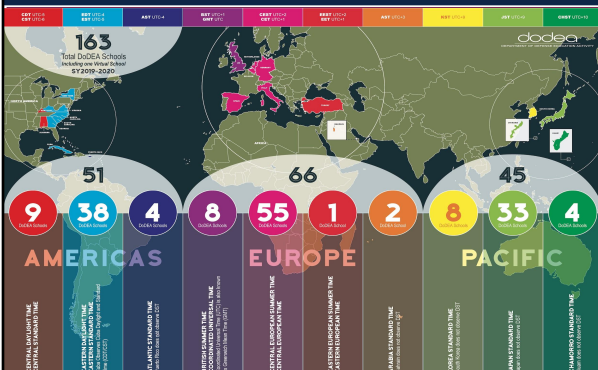
Why Collaborative Change?



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



DoD Education Activity: A Case Study



Presentation Purpose

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.



Kotter's Model — Accelerating Change



Creating a Sense of Urgency: The Priorities

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. (Kotter, 2014)

Priority 1: Strengthen DoDEA's standards-based educational system by transitioning to:

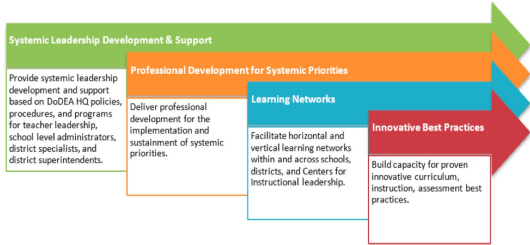
- (a) college- and career-ready standards that are infused with rigor and relevancy; and
- (b) a common standards-aligned curriculum, instructional framework, and assessment system.

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



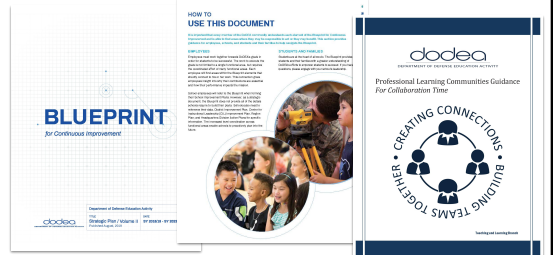
Building a Guiding Coalition: Centers for Instructional Leadership

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



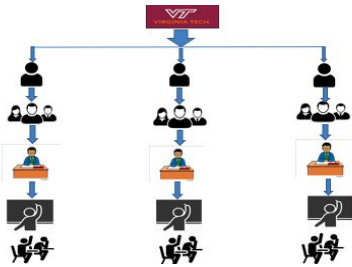
Forming a Strategic Vision & Initiatives: The Blueprint

Building PLCs is a powerful staff development approach and a potential strategy for school improvement. (Jones & Thesau, 2015)



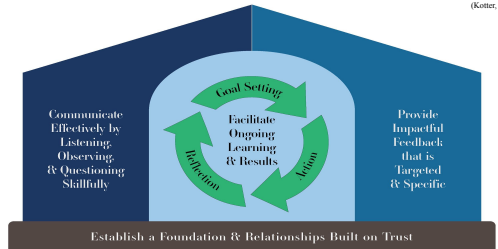
Enlisting a Volunteer Army: Training the Trainer

Successful initiatives result in many individuals wanting to help, thus the notion of "volunteer army." (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)

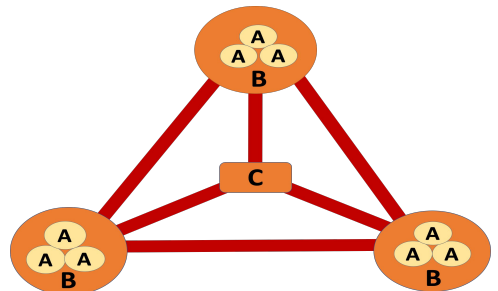


Generating Short-term Wins

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

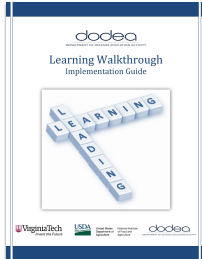
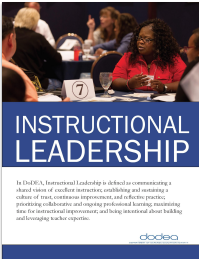


Sustaining Acceleration: Professional Learning Networks

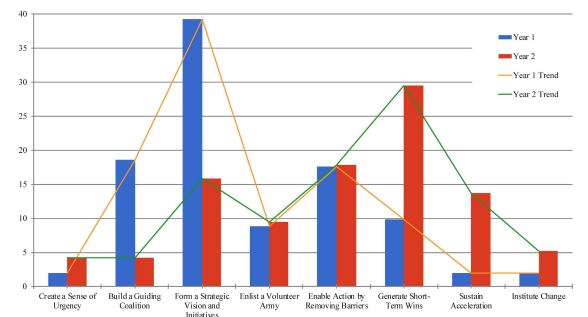


Instituting Change: Learning Walkthrough Tool

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



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



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 case. If you can give greater meaning and purpose to your effort, extraordinary results are possible.

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

Not them down, and we'll discuss them at the end of the session

