Change Tools for Idaho Reading First

Understanding Change Tools to strengthen clear communication of all people involved in an improvement intervention that is part of a change goal.

Concepts to review:

- Review strategies for ensuring effective alignment in the organization through shared understanding of roles and responsibilities.
- Consider how to apply this information as a school or district leader or change agent to help the organization maximize its human capital.
Concepts to review:

- Review the four phases of change conversation.
- Consider guiding questions for the sponsors and suggestions to help the implementers understand their role which is important to alignment.

KEY TERMS:
Alignment: A framework of roles and responsibilities that maximizes the focus of human capital on the change process.

Human Capital: The talent, knowledge, skills and commitment of the employees of the organization.

It is all about organizational effectiveness.

Quick Review: Roles and Responsibilities of Alignment

- The person who will do the work to make it happen: agent
- The person with expertise and not authority: advocate
- The person with the authority to make things happen: implementer
- Someone with a good idea about making things happen: sponsor
Alignment can help us with implementation of an improvement intervention. These four roles in the alignment process are not job-title roles. Instead, they are functional roles.

- **Sponsor**—authority
  - Clarity
  - Accountability
  - Support
  - Be intentional and reiterative

- **Agent**—Expertise
  - Knowledge
  - Assistance
  - Connection
  - Help others do the work, not do it for them

- **Implementer**—Work
  - Clarify understanding
  - Name concerns
  - Contribute ideas
  - Be a proactive partner

- **Advocate**—New Ideas
  - Enthusiasm
  - Creative options
  - Proactive influence
  - Be an inside innovator

What would be the benefits of sharing the knowledge of roles and responsibilities with your staff?

- They are clearer about what they are suppose to do relative to the intervention and change.
- A shared clear understanding makes it possible to have important conversations with those initiating the action plan and or change.
Concerns can be shared and addressed; problems can be solved in advanced.

Helps staff understand the flow of authority and accountability regarding the change.

Teaching all leaders about the roles and responsibilities of alignment helps increase functioning as an aligned system and maximize its human capital.

When these roles are fulfilled skillfully and with attention to all the phases of the change conversation there is greater likelihood that the intervention will be successfully implemented, embraced throughout the organization and sustained.
People in all the alignment roles need to become skilled in the four phases of the Change Conversation if the implementation of an intervention is to be successful.

Enter the Change Conversation

This is a four phase process that builds a scaffold for clear communication.

- Between leaders and led
- Among team members

We need to know as individuals and as a collective team:
- what work we are working on and
- why we are working on it if we are to succeed together.

This requires clarity about “tight” and “loose!”
This clarity about the intervention is a responsibility shared by, the sponsor (executive and sustaining), the agent, the implementer and the advocate.

Change Conversation Quick Review

1. ______________________
   What Why When Tight/Loose

2. ______________________
   Comprehension of What, Why, When, T/L

3. ______________________
   Name Concerns, Reactions, Problem-Solving

Confidence, Needs for support, Next steps

Phases 1 and 2
Clarity
Phases 3 and 4
Commitment
Phase 1 – Stating Expectations

Guiding Questions:
✓ Has the sponsor developed a clear statement of his/her expectations?
✓ Has the sponsor decided how to share the message, ensuring that the presentation of the message is visual and oral?
✓ Has the sponsor created a PowerPoint for delivering the message or some type of visual representation?

Phase 1 – Stating Expectations

As the implementers, you want to encourage:
✓ Use of active listening to ensure they are accurately hearing what the sponsor expects them to do.
✓ Some strategies we will use to do this are:
  ✓ Bracketing distractions
  ✓ Suspending judgment
  ✓ Listening only to understand the message
  ✓ Take notes in response to the prompt, “I am hearing…”

Phase 2 – Checking for Understanding

Guiding Questions:
✓ Is there a specific plan to check for understanding of the expectations he/she is stating? (See the Clarity Scale at the end of this document.)
Phase 2 – Checking for Understanding

Give the implementer time to express his/her understanding of the expectation of the sponsor. He/she can do this:
- Orally
- In writing

Phases 3 – Soliciting Reactions

Guiding Questions:
- Has the sponsor planned how to gather concerns from the implementers? (See Comfort Scale at the end of this document.)
- Has the sponsor planned how to problem solve the concerns?
- Has the sponsor planned how to communicate the solutions to the concerns?
- Has the sponsor scheduled this phase. Depending on the number and complexity of the concerns of the implementers, this phase can take more time than the other three phases.

Encourage implementers to:
- State questions and concerns in an open, honest and respectful way. Implementers can do this:
  - Orally and/or in
  - Writing.
- Chart paper, survey etc.
- They will participate in the process being led by the sponsor to gather these concerns. It is important to make it clear that this is not an opportunity to blame or complain. Instead, it is a chance to state what they think the difficulties in meeting these expectations will be.
- The implementers also can make suggestions for problem solving these concerns.
Phases 4 – Determining Readiness

Guiding Questions:
- Has the sponsor planned how, when and where to conduct the Scale of Confidence?
- Has the sponsor determined his/her plan for processing what implementers said they needed?
- Has the sponsor considered how to work that plan and share results in the implementers?
- Has the sponsor develop a plan for next steps?

Encourage the implementer:
- To share his/her point on a Confidence Scale. This scale is a measure of how ready they are to begin the implementation process. They also say what they need to be ready to confidently implement the change.
- He/she ensures his/her clarity about next steps in the implementation of the change and identifies his/her responsibility in each step.

Clarity precedes competence and commitment.

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