

North Central Regional Resource Center

Leading Change

...from compliance to improved outcomes



Improving Outcomes

Knowledge plus wisdom is needed

- Wisdom leads to “right ways” to lead change in your unique system.
- Complex social and technical “theories in use” present challenges.
- Theories in use are hidden barriers to change.
- Change requires deeper learning and learning drives change.

Building Blocks for a **Theory of Action**



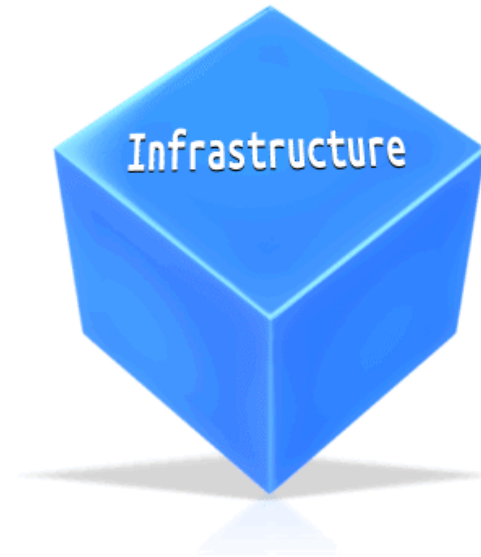
Needs Identified Through Data Analysis

- What are the results of your data analysis?
- Which areas for improvement/need were identified?
- Were there any compliance issues that will need to be addressed?

Building Blocks for a Theory of Action

Infrastructure Analysis

- Which components of the state's system will be involved in supporting improvement and building local capacity?
- Are there any components of the system that will need to be improved in order support improvement and capacity?



Building Blocks for a **Theory of Action**

Strategies

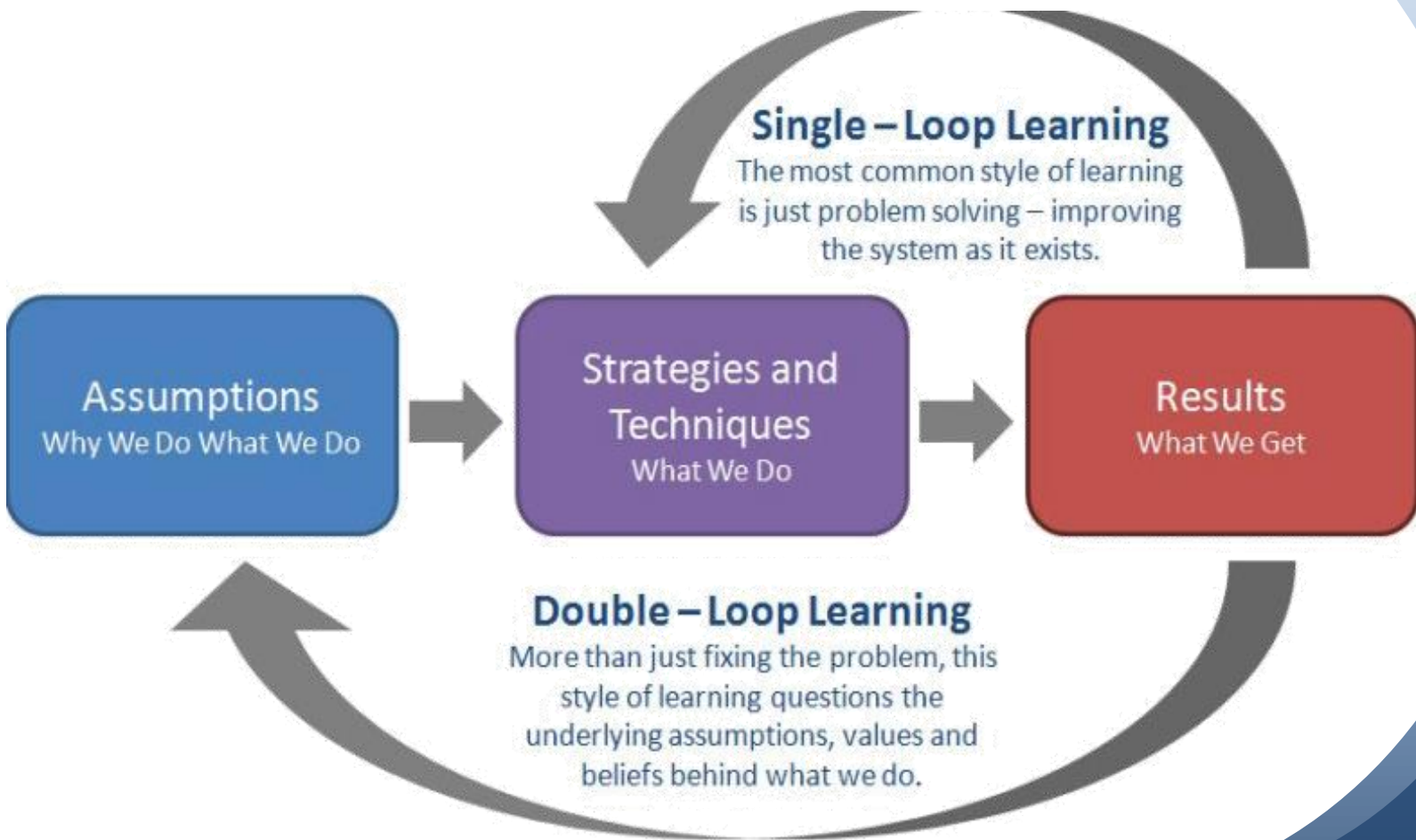
- Which improvement strategies are being proposed?
- How did your data analysis and infrastructure lead to identification of the focus area?
- How will addressing this area of focus for improvement build LEA's and local programs' capacity to improve the identified result for children and youth with disabilities?



Theory of Action—Meeting the Basics

- A theory of action is, at its core, a simple IF, THEN statement
- It is the connection between what you are *doing* and what you *expect* to happen.
- Focuses on *how* and *why* the program will produce the change
- Uses “if-then” statements to generate a logical explanation





Theory of Action—Beyond the Basics



“Challenge beliefs, assumptions and theories in use.”

“Identify theories of action that will gain new results and outcomes.”

Theory in Use for Organizations

“School cannot begin until after Labor Day without Education Commissioner’s approval”



Systemic Beliefs

- “Families attend the State Fair together”
- “Resorts hire youth employees through Labor Day”
- “School cannot begin until Legislature says so.”



Current Assumptions

- “Students have the same needs for learning”
- “Needs of some employers are greater than economic vitality of highly educated workforce.”
- “The agrarian calendar worked for our parents and it will work for our grandchildren”



Systemic
Assumptions

Theories
in Use

Current
Results
and
Outcomes

A New Assumption

A Component of a Theory of Action

“In order for us to improve outcomes for children and families, we need to collaborate as state leaders across sections, departments and agencies with shared vision, strategic goals, and shared commitments.”



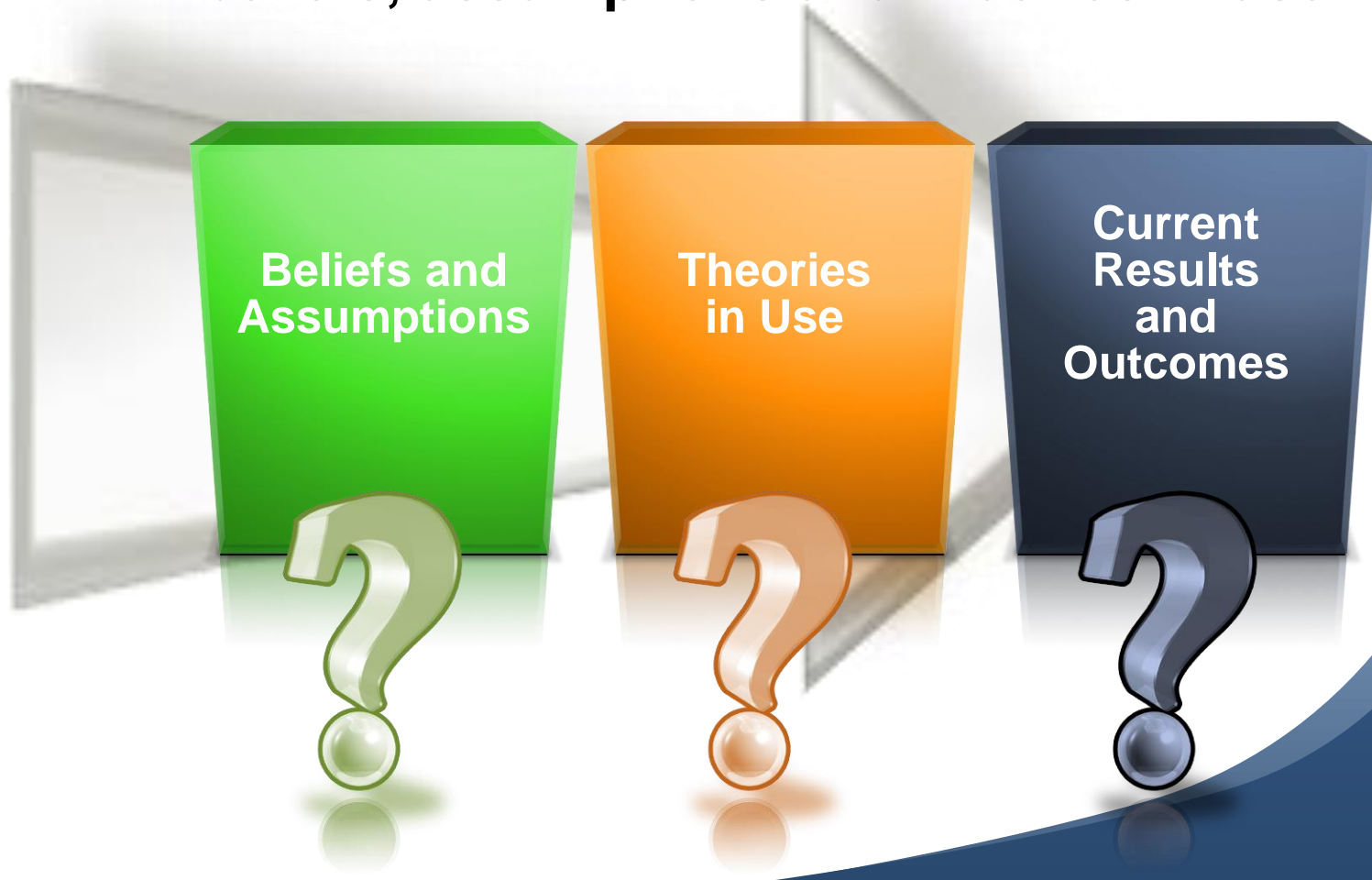
A New Assumption



A Component of a Theory of Action

“Discipline data indicates high levels of suspensions reported at elementary school levels. Performance on state tests for these students is 50% lower than age mates. We will address state and district discipline policy for elementary school students as a priority.”

- **How might we encourage examination of beliefs, assumptions and theories in use?**



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Diagnosing Your Own Immunity to Change

Commitment or Goal	Fears	Hidden Competing Commitments	Assumptions
Move from a system of compliance to Results-Driven Accountability (RDA) Implement the Systemic State Improvement Plan			

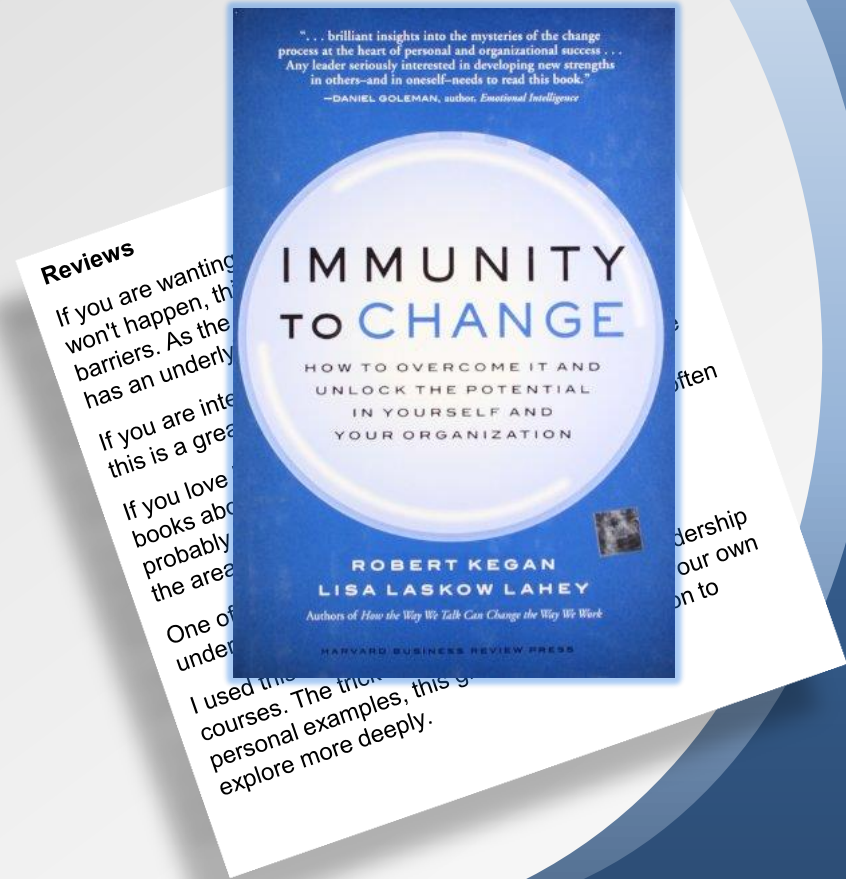
Diagnosing Your Own Immunity to Change

Commitment or Goal	Fears	Hidden Competing Commitments	Assumptions
<p>Move from a system of compliance to Results-Driven Accountability (RDA)</p> <p>Implement the Systemic State Improvement Plan</p>	<p>I do not know how to do this with my current workload.</p> <p>We get into difficulty with a lot of folks at the district level, with parents and with other state agency staff who do not what is going on.</p> <p>I will lose my job if we do not keep an emphasis on compliance on this level of intensity.</p> <p>How are we going to do this work?</p>	<p>I have a commitment to what I have had to learn and am not very interested in learning a new approach.</p> <p>I am committed to the language of the law and procedures in our state.</p> <p>My family needs me right now and I cannot commit to any big changes at work.</p>	<p>We have had frequent turnover in leaders at the state level. This too shall pass.</p> <p>We have tried to change this system before to no avail.</p> <p>Someone at a higher pay grade needs to lead this effort.</p>

Personal Fears and Competing Commitments

Name personal fears and competing commitments...

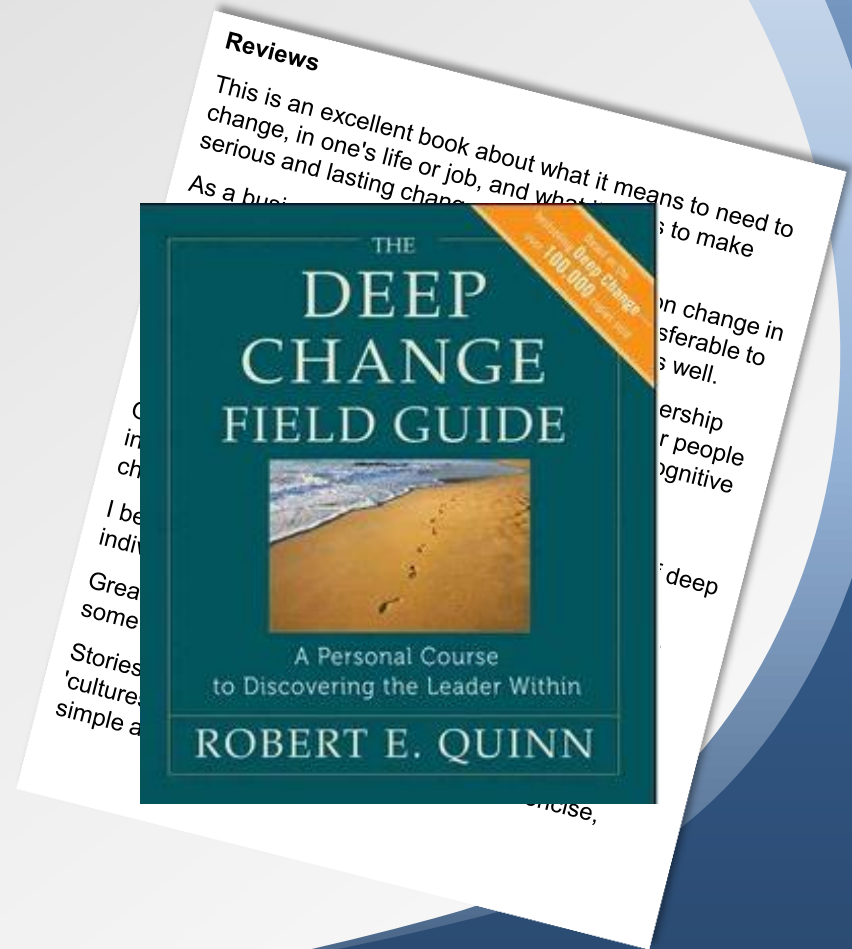
Fears and competing commitments are a natural aspect of culture in all organizations.



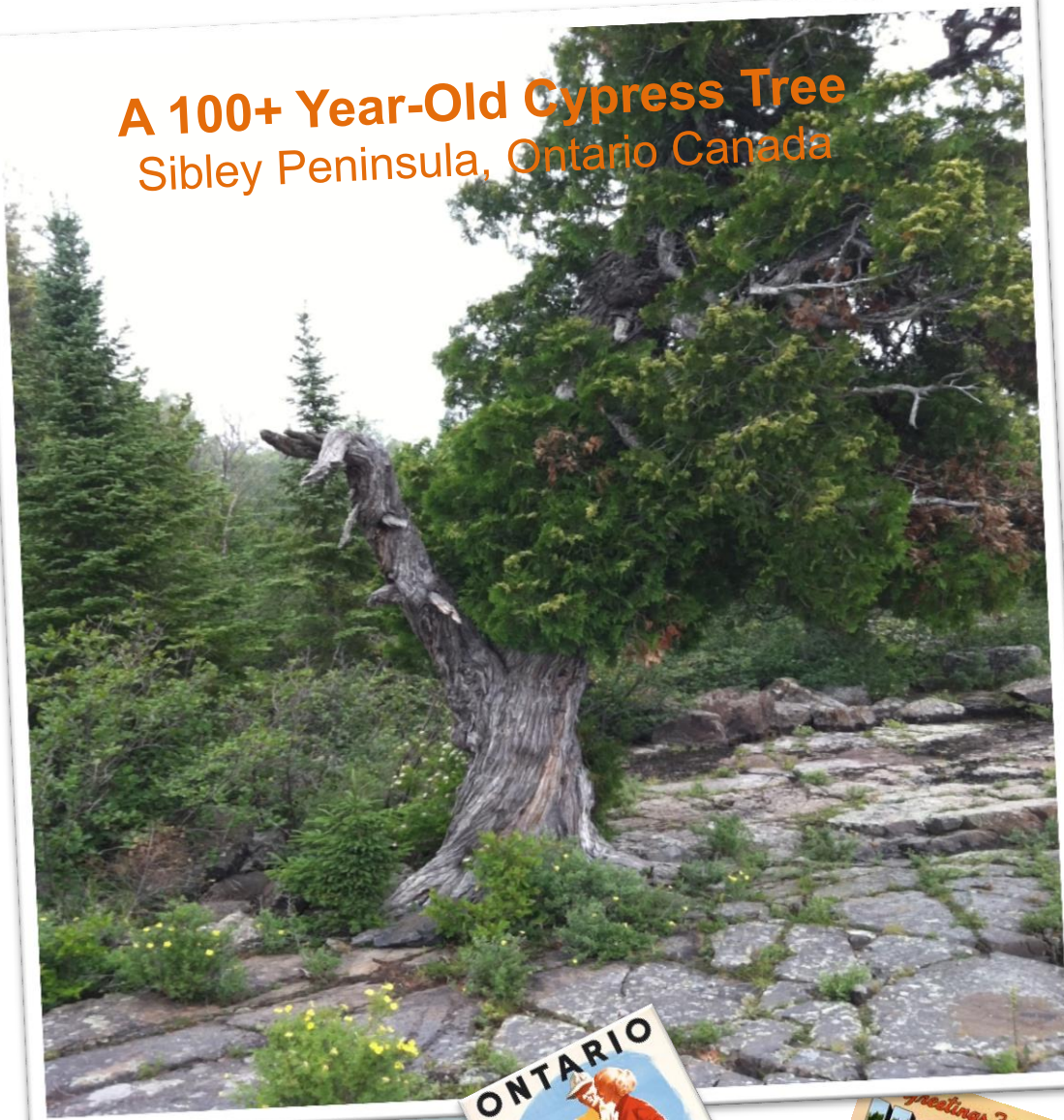
A Personal Theory of Action

A Personal Theory of Action...

“I must lead with authenticity, integrity and personal courage in order to gain support and participation of others to improve outcomes.”



A 100+ Year-Old Cypress Tree Sibley Peninsula, Ontario Canada



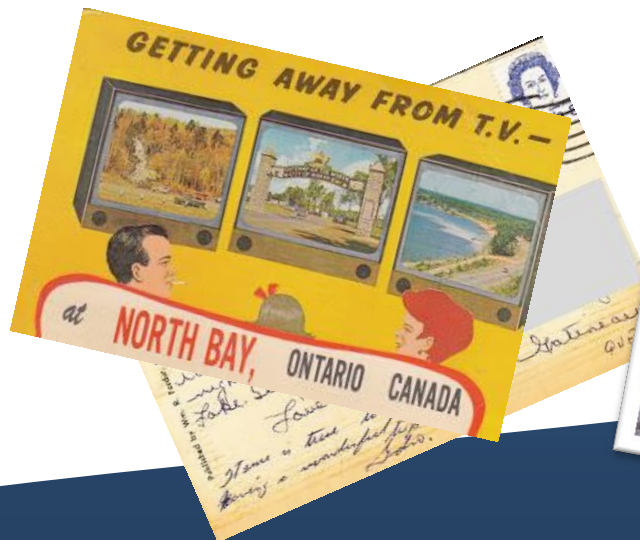
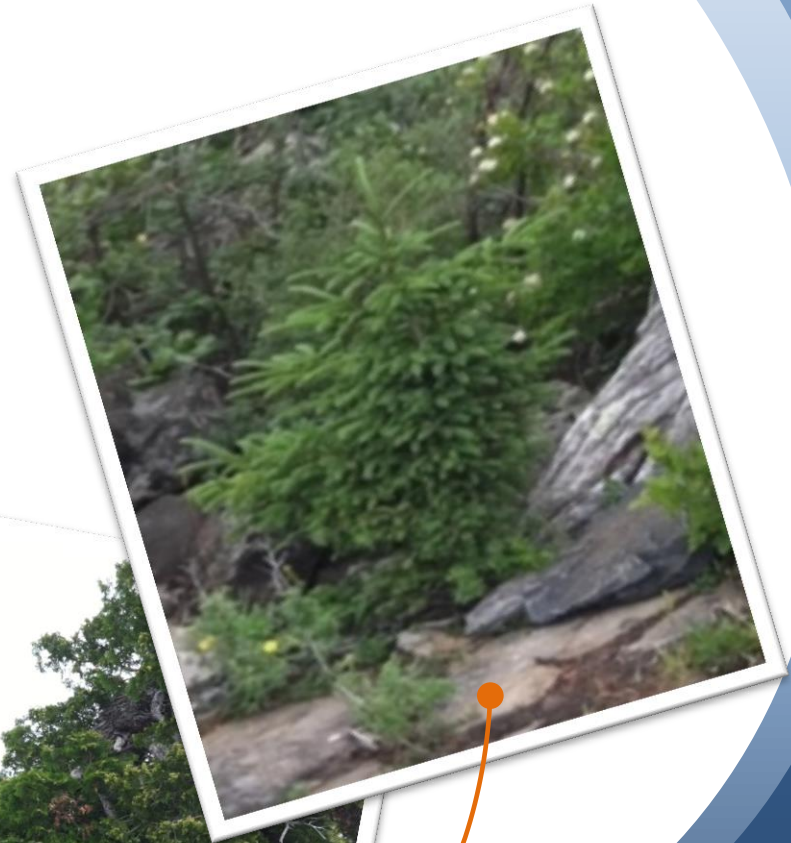
In Leading Change, Leaders Do This...

- Establish direction by telling the truth
- Develop vision for the future
- Communicate the vision **EVERYWHERE**



In Leading Change, Leaders Do This...

- Align people with vision and direction
- Motivate and inspire
- Work with coalitions to gain momentum



In Leading Change, Leaders Do This...

- Find ways to overcome barriers
- Help others to form new beliefs and assumptions
- Develop effective theories of action



Theory in Use

“The current system(s) is working and we just need to tweak some things to improve outcomes.”

Beliefs and
Assumptions

Theories
in Use

Current
Results
and
Outcomes

Do you agree with this theory in use?