



NIM
CCS
New Mexico
Coalition for
Charter Schools

The Change Process: Getting to “This is who we are and what we do here”

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Rising Up!

Taking Charters to New Heights

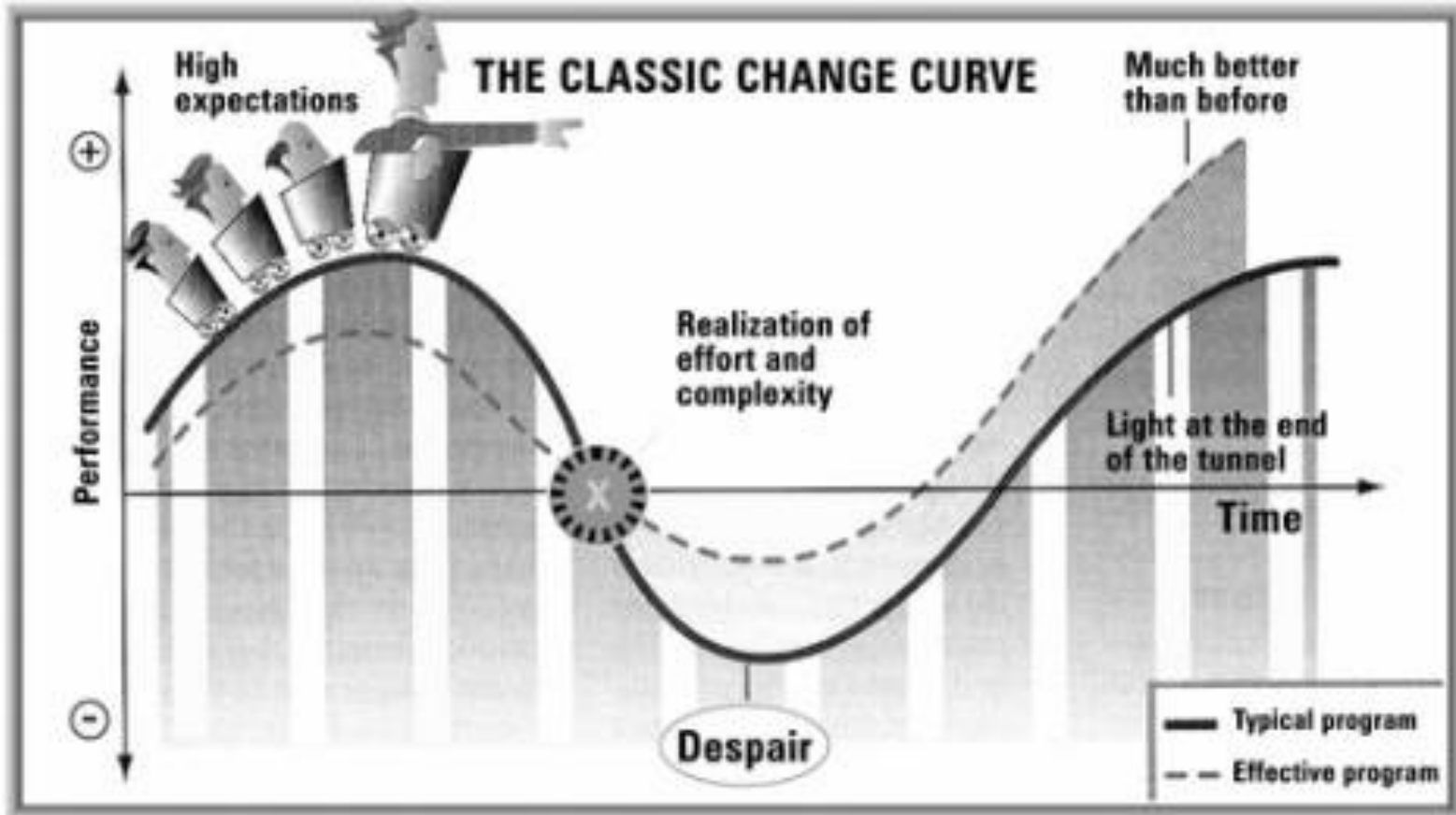
2017 Annual Conference

Change in My Organization

- Take a few minutes to identify for your organization:
- What changes are we working through?
- Where do I feel we are struggling? Why might that be?



The Change Cycle



Where are we on the cycle?

Framework for our Work Today

- The Power of Mission, Vision, Values and Goals
- Coherence-Making
- Choosing the Right Drivers
- Loose-Tight Balance in Leadership
- Sustaining the Improvement Process



Mission Vision Values Goals

Mission: Why do we exist?

- Fundamental purpose
- Clarifies priorities and sharpens focus

Vision: What must our school become to accomplish our purpose?

- Compelling future
- Gives directions

Values: How must we behave to achieve our vision?

- Collective commitments
- Guides behaviors

Goals: How will we mark our progress?

- Targets and timelines
- Establishes priorities



Coherence

- Coherence: The quality of -
 - Being logical and consistent
 - Alignment of policy, structures and plans
 - Forming a unified whole
 - Cultivating a shared mindset



Creating Coherence

- Share the leadership
- Keep the vision and values in the fore front
- Get busy
- Remember, it's a process not a program
- Keep the focus



Drivers for Action*

Wrong Drivers

- Accountability
- Human Capital (the talent of individuals)
- Technology
- Fragmented Strategies

Right Drivers

- Capacity Building
- Social Capital (the quality of the group)
- Instruction
- Systemness

* Fullan, M. (2013). *Great to Excellence: Launching the next state of Ontario's education agenda.*

Loose-Tight Leadership

What are the non-negotiables necessary for our team to accomplish our vision?



Loose—Tight Leadership

- Be clear and consistent when communicating the non-negotiables
- Build shared knowledge
- Reciprocal Accountability
 - Provide resources and assistance
 - Remove obstacles
- Ensure that PD is Job-Embedded, meaningful, and promotes adult learning
- Transparency and Trust



Sustaining the Improvement Process*

- Coherence and clarity
- Widespread commitment to short and long term goals
- Collaborative culture
- Collective responsibility for achieving goals
- Lots of leaders to sustain improvement
- Relentless focus on continuous improvement and focused innovation
- Recognition and celebration of short-term wins
- Resolute leadership

DuFour & Fullan (2013). *Cultures Built to Last: Systemic PLCs at Work.*™



Common Mistakes in the Change Process

John Kotter Harvard Business School

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Undercommunicating the vision by a power of 10
- Permitting structural and cultural obstacles to block the change process
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture.



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