

Implementation

Oregon RTI Conference

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Implementation Complexity

There is broad agreement that implementation is a decidedly complex endeavor, more complex than the policies, programs, procedures, techniques, or technologies that are the subject of the implementation efforts. Every aspect of implementation is fraught with difficulty, from system transformation to changing service provider behavior and restructuring organizational contexts.

Outcomes

- Apply Standards for Professional Learning as a framework for planning, implementing, and evaluating complex change initiatives
- Examine strategies and tools to manage change
- See how to use professional learning to address local challenges related to change management
- Examine ways leaders plan for, support, monitor, and assess implementation

Current Changes

(Handout Landscape of Change)

- Name some of the numerous changes occurring in your school or district now
- Of those you listed, identify which are the most complex *star those*
- Explain what makes these changes complex
- Point to the change that is your highest priority

Implementation Standard

Professional learning that increases educator effectiveness and results for all students applies research on change and sustains support for implementation of professional learning for long-term change.

Stages of Implementation

Users

Renewal
Integration
Refinement
Routine
Mechanical Use

Nonusers

Preparation
Orientation
Nonuse

Stages of Concern



Encountering Resistance

- Read the article “Encountering Resistance”
- What kinds of resistance are you encountering in the change you identified earlier?
- How could you move through this resistance using the tips from the article?

Create Urgency for Change

Strategies	Tactics
Introduce data to highlight the need for change	
Use Concerns-Based Adoption Model to address need	

Strategy vs. Tactic

Strategy — done above the shoulders; the unique plan to achieve the goal

Example:

Promote continuous improvement as a core component of the personnel performance evaluation process

Tactic — done below the shoulders; specific actions needed to enact the plan

Examples:

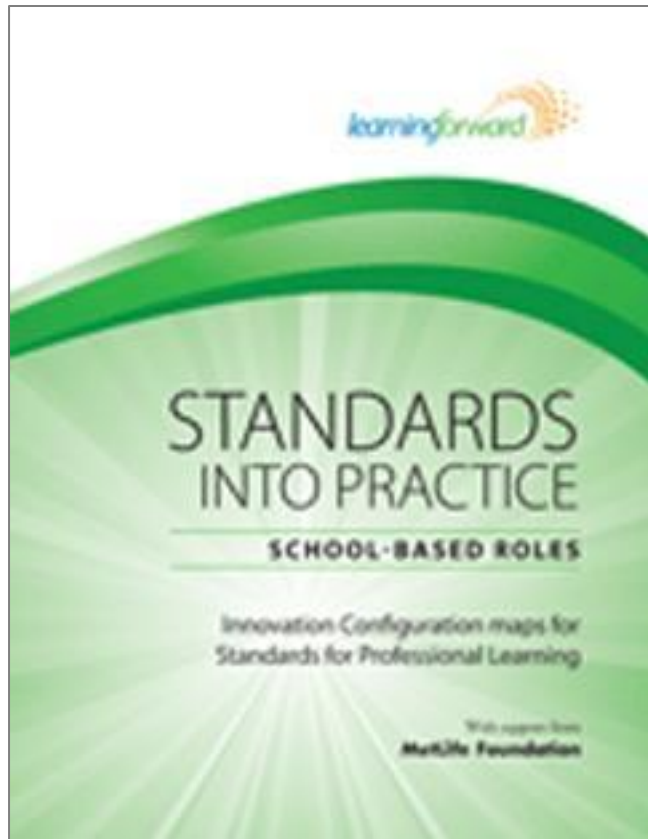
- Prepare and execute professional learning plans for individuals, teams, schools, and districts
- Monitor plans quarterly
- Provide resources to support acquisition of learning

Create Urgency for Change

Strategies	Tactics
Introduce data to highlight the need for change	
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Standards for Professional Learning Innovation Configuration

- Innovation Configuration (IC) maps precisely define quality and measure fidelity of an innovation
- IC maps are tools for assessing the degree to which implementation approaches the ideal or fidelity



Create Urgency for Change

Strategies	Tactics
Introduce data to highlight the need for change	
Use Concerns-Based Adoption Model to address need	
Develop capacity to apply research on change to support implementation of professional learning	

Missing Standards

- What happens if a standard is missing?
- What standard might be missing in your context?

Managing changes in practice HANDOUT 6.3

Learning Communities	Leadership	Resources	Data	Learning Designs	Implementation	Outcomes	Educator effectiveness and student results
	Leadership	Resources	Data	Learning Designs	Implementation	Outcomes	Pockets of excellence
Learning Communities		Resources	Data	Learning Designs	Implementation	Outcomes	Lack of support
Learning Communities	Leadership		Data	Learning Designs	Implementation	Outcomes	Resistance
Learning Communities	Leadership	Resources		Learning Designs	Implementation	Outcomes	Lack of focus
Learning Communities	Leadership	Resources	Data		Implementation	Outcomes	Inadequate learning
Learning Communities	Leadership	Resources	Data	Learning Designs		Outcomes	Unsustained change
Learning Communities	Leadership	Resources	Data	Learning Designs	Implementation		Misalignment of goals

Adapted by Learning Forward Senior Consultant Chris Ryan from Argyres, D. (1987). *Managing complex change*. Pittsburgh, PA: The Enterprise Group, Ltd.

- Of the missing standards and their implications, which seems most useful in helping you recognize solutions to a similar problem?
- What insights did you gain about professional learning from this chart?

Learning Forward-Oregon

- Thank you!
- Please complete the surveys and exit slip to help us shape Learning Forward-Oregon
- Sign up to receive Learning Forward-Oregon emails
- Attend our partner's meeting this spring (date TBD)