

**From:** *Implementing Change*

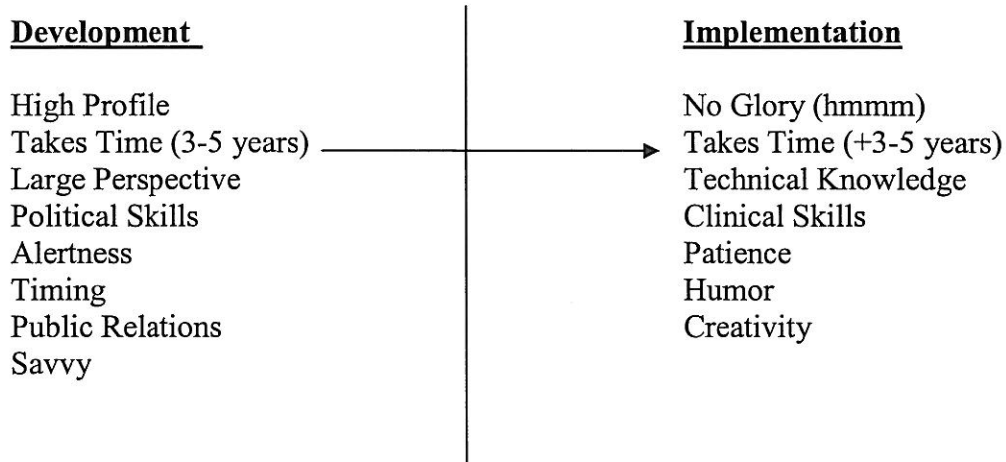
*Patterns, Principles, and Potholes* by Gene E. Hall and Shirley M. Hord

## **12 Principles of Change**

1. Change is a process, not an event
  - a. There are few shortcuts – it will take time!
  - b. Failure to address key aspects of the change process can make it add to or prevent successful implementation
2. There are significant differences in what is entailed in development and implementation of an innovation
  - a. Passion (patience) and persistence! It is that that sustains the implementation of the innovation – it is what occurs beyond the development phase
3. An organization does not change until the individual within it change
  - a. Behavior of the district depends on all individuals – even the “laggards”
4. Innovations come in different sizes
  - a. 1<sup>st</sup> order
  - b. 2<sup>nd</sup> order (large scale)
5. Interventions are the actions and events that are key to the success of the change process
  - a. “One-legged discussions” – it is the constant conversations taking place with individuals and small groups that is the key to moving forward.
6. There will be no change in outcomes until new practices are implemented
  - a. The work needs to be fully implemented to see the changes occur
  - b. Without an implementation “bridge” individuals and organizations must make a giant leap
  - c. The bridge are the supports we provide to help them make the “giant leap” we are asking them to make
7. Administrator leadership is essential to long-term change success
  - a. Bottom up movements will not sustain without support from the top
  - b. The sustainability of an innovation depends on the leadership
8. Mandates can work
  - a. *As long as there is support*, top down mandates can be successful
9. The school is the primary unit for change
  - a. It is the people working in the system that will make the change happen, even if the suggestions come from outside, so it is critical teachers and leaders are on-board with the innovation
10. Facilitating change is a team effort
  - a. Teachers play a critical leadership role
  - b. All must help facilitate the change
11. Appropriate interventions reduce resistance to change
  - a. Attention to individual needs and concerns need to be addressed
12. The context for the school influences the process of change
  - a. Community of professional learners is required (Learning Communities)
  - b. Shared vision and mission for students – student-focused

## The relationship between Innovation Development and Implementation

If you notice about OUR district, we are just emerging from the development stage and moving into the implementation phase of our Change process. Not only is our staff going through the change process, so is our organization (district). **PASSION AND PERSISTENCE!!!!!!**



- **How have we been doing as a leadership team with the development and implementation traits? Which traits have we been successful with and which do we need improvement?**
- **Which of the 12 Change principles do you think are the most critical for the work in our district?**