

## MAKING IT HAPPEN

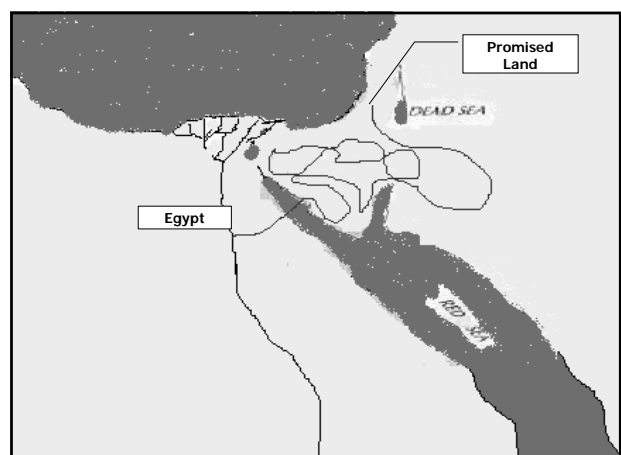
### Strategies and Frameworks

Nick Norris

## THEMES

- SCHOOLS AND THEIR COMMUNITIES ARE THE KEY TO CHANGING PRACTICES
- TEACHERS WILL BRING IT ABOUT
- THE SYSTEM WILL SUPPORT SCHOOL COMMUNITIES IN THEIR WORK ON SPECIFIC MIDDLE SCHOOL INITIATIVES

## CHANGE



## FOUR MESSAGES

- Change is a social journey – it happens in groups
- Finding the way is easier if everyone uses the same map
- Goals come before strategies
- Results come from alignment, not from working harder

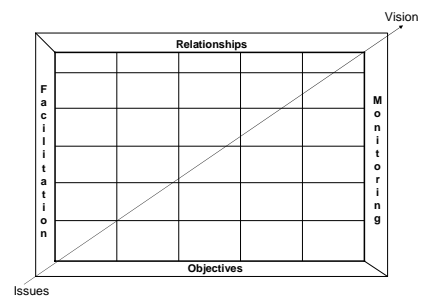
## THE STRATEGIC ACTION FRAMEWORK

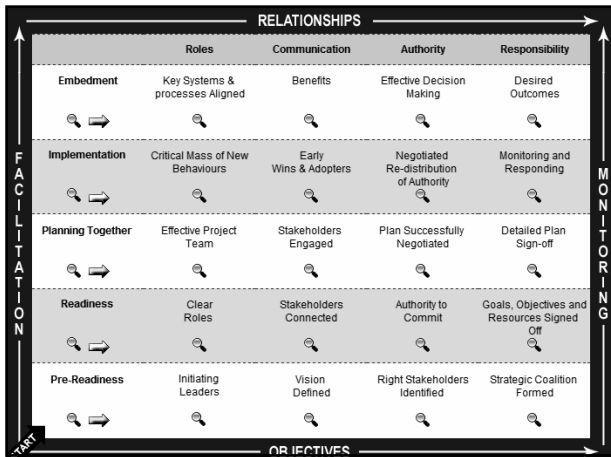
Principles  
Pathway  
Tools  
Information

## PRINCIPLES – 7S's

- **Small:** Start small and grow
- **Strengths:** Work with the strengths of people who want or need to be involved
- **Success:** Work with the people with the greatest potential for success
- **Speed:** Move at a rate that enables all stakeholders to become and stay engaged
- **Sustainable:** Make sure that whatever is undertaken can be sustained in the long term
- **Simultaneous:** Work simultaneously – that is, with all stakeholders at all times
- **Scrutinize:** Ensure the entire process to develop, implement and sustain a change is monitored, reviewed and reported.

## FOUR STRATEGIC DRIVERS



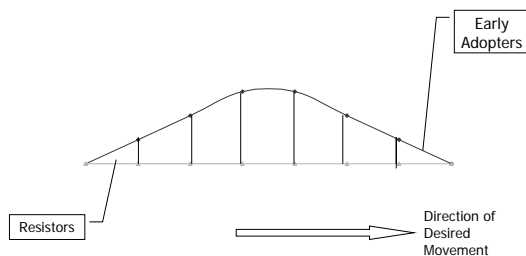


## PRE-READINESS

DESIGNED TO:

- MAKE SURE EVERYONE KNOWS WHAT'S GOING ON BEFORE DOING ANYTHING
- GIVE PEOPLE ENOUGH INFORMATION TO DECIDE HOW THEY WANT TO BE INVOLVED
- FORM A GROUP TO START THE JOURNEY

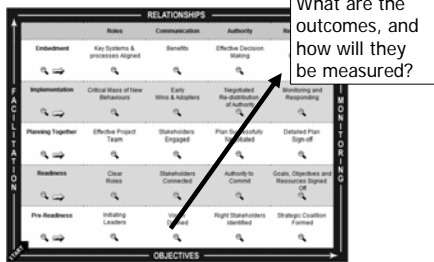
## WORK WITH THE PEOPLE MOST LIKELY TO SUCCEED



## PRE-READINESS FOR A PROJECT TEAM

<i>Roles</i>	<i>Communication</i>	<i>Authority</i>	<i>Responsibility</i>
Early Adopters – who leads?	What are we trying to achieve? Connect to the bigger picture	Do we have the right people?	Project Team is formed when it has the right people

## PRE-READINESS FOR A STRATEGIC COALITION



## READINESS

DESIGNED TO:

- AGREE ON GOALS BEFORE STRATEGISING
- GET AUTHORITY TO PROCEED
- NEGOTIATE INTERDEPENDENT RELATIONSHIPS

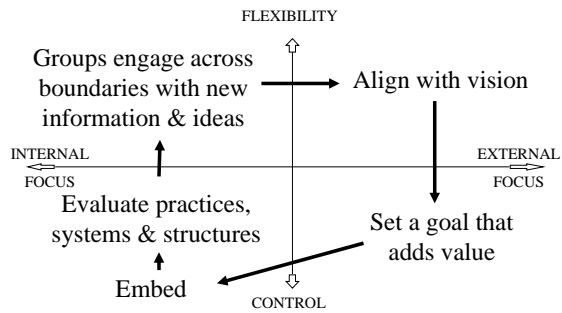
## READINESS FOR A PROJECT TEAM

<u>Roles</u>	<u>Communication</u>	<u>Authority</u>	<u>Responsibility</u>
Clarify team roles	Talk to other people who are affected by the work, get their input to the goal	Keep going back to other stakeholders to get their authority	Team goal and resources clear, rough plan scoped

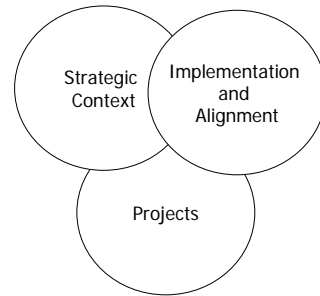
## THREE TYPES OF PLANNING

- Strategic Planning
- Implementation Planning
- Project Planning

## IMPLEMENTATION AND ALIGNMENT



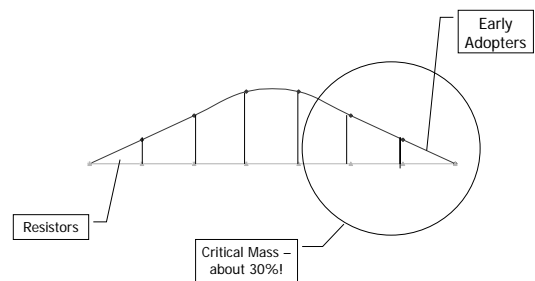
## INTERDEPENDENT RELATIONSHIPS



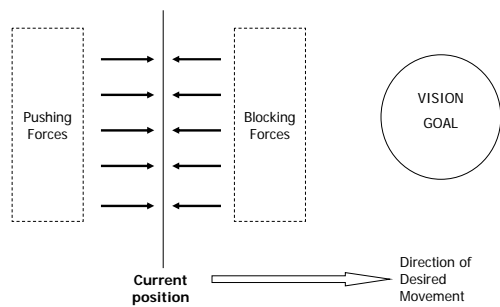
## TOOLS FOR ALIGNMENT

- TRANSPARENCY
- PROBLEM SOLVING
- DECISION MAKING
- NEGOTIATION

## THE CONCEPT OF CRITICAL MASS



## HOW TO SHIFT THINGS WHEN YOU'RE NOT IN CONTROL



## 5. EMBEDMENT

- NEW PRACTICES, SYSTEMS AND STRUCTURES THAT ALIGN WITH THE VISION ARE PUT IN PLACE PROGRESSIVELY TO REPLACE THOSE THAT DON'T
- EMBEDMENT HAS OCCURRED WHEN THE NEW ONES ARE SUSTAINABLE
- TELL PEOPLE ABOUT THE RESULTS

## RESILIENCE, ENGAGEMENT, SUCCESS

- RESILIENCE – the capacity of the system to identify and remove obstacles to progress
- ENGAGEMENT – of influential people at all levels, taking a journey together
- SUCCESS – a way of *knowing* we are successful, and letting *others* know about our success