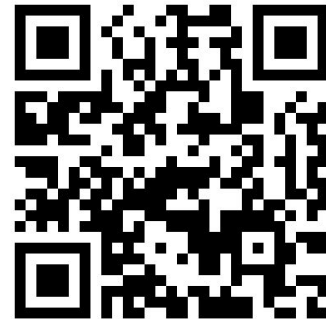


# Welcome to Principals as Change Agents!

## What are your goals for our time together?

## What do you hope to learn?

**Padlet:** Enter specific areas/avenues of change you hope we discuss today-- please scan & join.



<https://padlet.com/tgperkins/80mmtuwasdi7>

# Principals as Change Agents

*Supporting staff members' movement forward begins with building **authentic relationships** and understanding **where they are** in their journey, not just where they need to be. The **heavy-lifting of change** in a **positive culture** begins with the building principal.*

# Introductions:

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# Today's Focus

**Objective:** *Participants will demonstrate synthesis of research-based {change/growth} strategies through discussion, reflection and authentic application.*

**GOAL:** *We walk away with a better understanding of positive change components and the building principal's impact on change.*

Change is **INEVITABLE**.  
Progress is **OPTIONAL**.

— Tony Robbins

**4**

# **CORNERS**

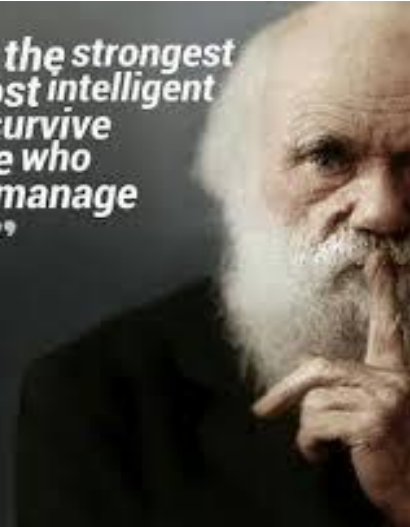
- Reason
- Reflection
- Response

What if I told you  
10 years from now  
your life would be  
exactly the same?  
Doubt you'd be happy.  
So, why are you  
afraid of change?

Are you  
really happy  
or just really  
comfortable?

*"It is not the strongest  
or the most intelligent  
who will survive  
but those who  
can best manage  
change." \*\**

Charles Darwin



# Change Theory

School leaders should **know, understand** and be able to **apply** multiple researched change theory strategies.

*What if they don't?*



Change Pathways...

# Kotter's Leading Change (Sequential Steps)

1. Establishing a Sense of Urgency
2. Creating a Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture





# Beer, Eisenstat, and Spector's Observations (1990)

1. Mobilize commitment to change through joint diagnosis [with people in the organization] of business problems
2. Develop a shared vision of how to organize and manage for competitiveness
3. Foster concerns for the new vision, competence to enact it, and cohesion to move it along
4. Spread revitalization to all departments without pushing it from the top
5. Institutionalize revitalization through formal policies, systems, and structure
6. Monitor and adjust strategies in response to problems in the revitalization process [cited in Mintzberg et al., 1998, p. 338]

# Hamel's (2000) advice to "lead the revolution"

Step 1: Build a point of view

Step 2: Write a manifesto

Step 3 Create a coalition

Step 4: Pick your targets and pick your moments

Step 5: Co-opt and neutralize

Step 6: Find a translator

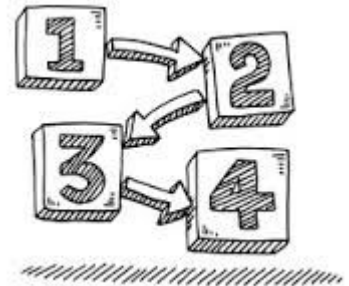
Step 7: Win small, win early, win often

Step 8: Isolate, infiltrate, integrate



# Four Imperatives of Culture Change, Reeves (2009)

1. Leaders must **define** what will **not** change.
2. Organizational culture will change with leadership **actions**.
3. Use the **right** change tools for your system.
4. Change in culture requires relentless personal attention and “scut work” **by the leader**.



# Understanding the Change Process (Fullan, 2001)

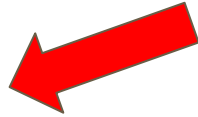
- The goal is not to innovate the most.
- It is not enough to have the best ideas.
- Appreciate the implementation dip.
- Redefine resistance.
- Never a checklist, always complexity.



# Understanding the Change Process (Fullan, 2001)

Understanding the change process is *less about innovation and more about innovativeness. It is less about strategy and more about strategizing.*

...it is rocket science.



Fullan refers to it as the psychology of being a leader of change.

The heart of what differentiates a positive leader of change from one who is merely competent:

- Practice Drives Theory
- Be Resolute
- Motivate the Masses
- Collaborate to Compete
- Learn Confidently
- Know Your Impact
- Sustain Simplicity

Figure 1 Framework for Leadership

Energy

Enthusiasm

Hope



**You are now informed - Go and cause change...**



# Road map to change

Change

Relationships

Data

Culture





*Before we change, we need to know and understand our why and who we are...*

What would life be like if we all lived our why?

<https://www.youtube.com/watch?v=JXTfho6yo9g>

**Foundations of change...**

**WHAT IS YOUR WHY?**

**WHO ARE WE?**



Who are we?



Mission  
Culture  
Beliefs  
Purpose  
Traditions. Values

# Culture: Situational Awareness

- Having your pulse on the staff, their feelings, energy and attitude
- Use this information to predict what is most needed during change
- Use this information to positively influence the culture

# Culture: Situational Awareness

- Accurately predicting what could go wrong/right from day to day
- Being aware of informal groups and relationships among the staff
- Being aware of issues in the school that have not surfaced but could create discord

(source: School Leadership That Works, Marzano, 2005 )

# *Culture: Situational Awareness*

How does a building principal increase  
Situational Awareness?



# Culture: Choose the right change approach

- Building Principals must use the right change approach for “your” system
- To change the collective behaviors and beliefs of the complex organizations we call schools, leaders must apply the “right combination” of change tools, varying their strategies to meet the changing needs of the system.

(Reeves, 2009)

# *Do you know what Type Of Change Are You Making?*

## First Order Change:

- Day-to-day changes or corrections a school often faces

## Second Order Change:

- Changes that are dramatic departures from the past



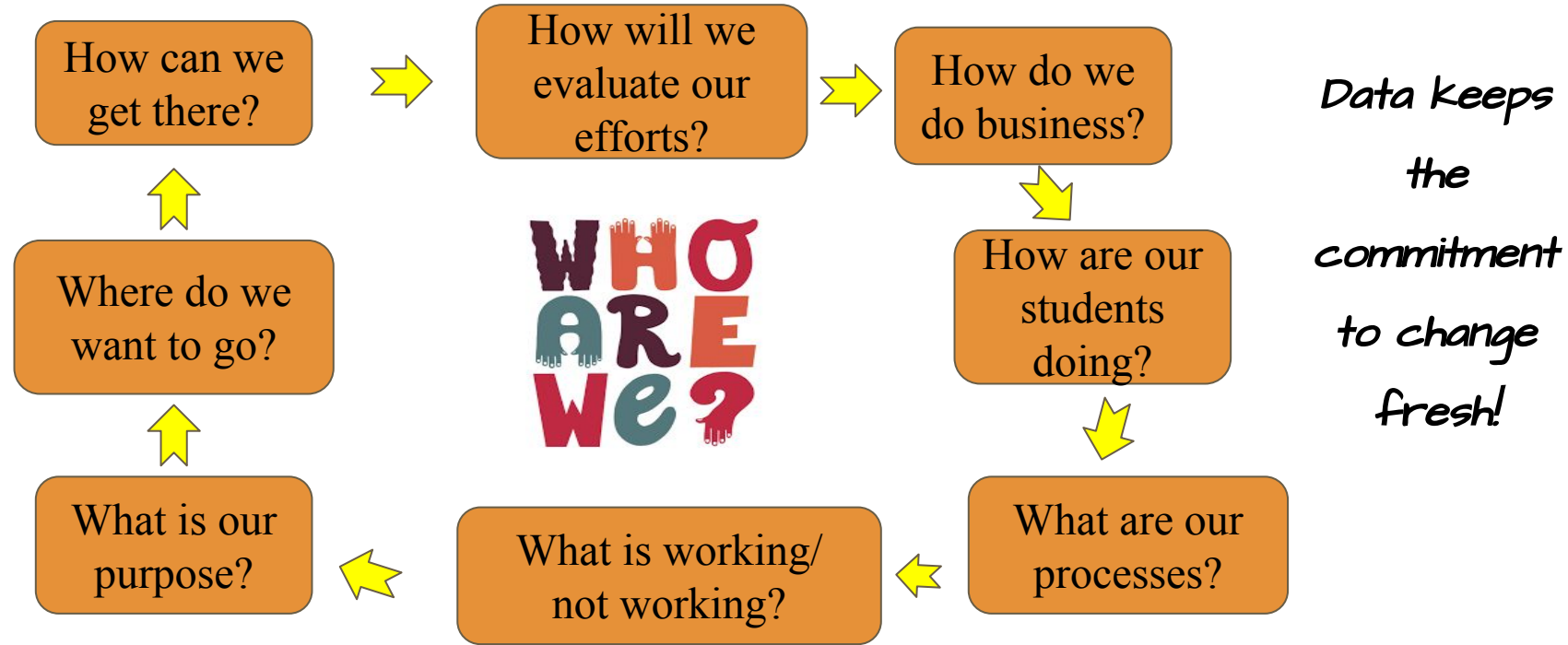
Data tells the story...in different ways.



&



# Data → Continuous Improvement → Change



# Possible tools...

- **Gallup Engagement Survey™**
- **Eklund Consulting:** School Workplace Satisfaction Survey™
- **Search Institute™ (40 Assets)**



# Relationships-Relationships-Relationships

- Know your people, their mindset and their talents.
- Growth mindset is based on the belief in change.

"Although people may differ in every which way--in their initial talents, aptitudes, interests, or temperaments, everyone can change and grow through application and experience." Dweck, 2008

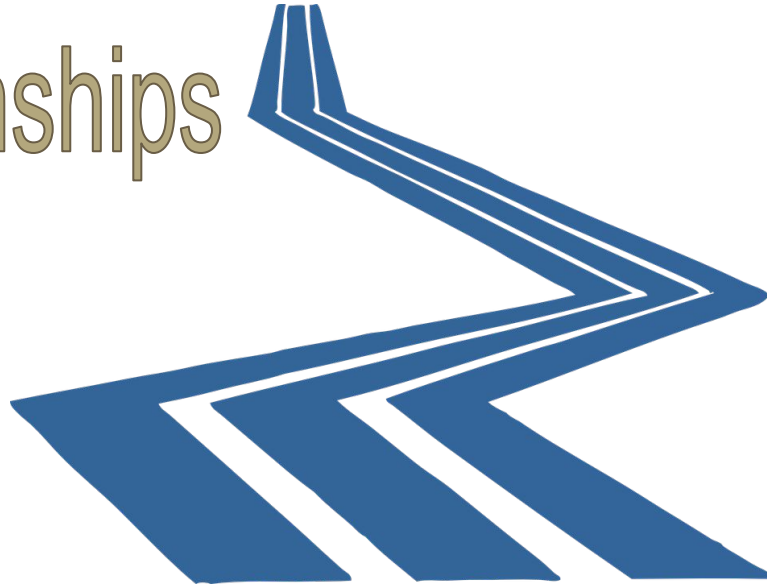
# Road map to change

Change

Relationships

Data

Culture



**Put in the work before the work is needed.**

Most of us spend too  
much time on what is  
urgent and not  
enough time on what  
is important.

Stephen Covey

# ***What change(s) are on your horizon?***

One to One

***New reading curriculum***



***Consolidating school districts***

***POPULATION/ DEMOGRAPHICS***

**Staffing**

**Increase/decrease of enrollment**

# ***Thank you for participating today!***

## **Objective:**

*Participants will demonstrate synthesis of research-based {change/growth} strategies through discussion, reflection and authentic application.*

**What's your...**

**Goal:** *A better understanding of positive change components and the building principal's impact on change.*

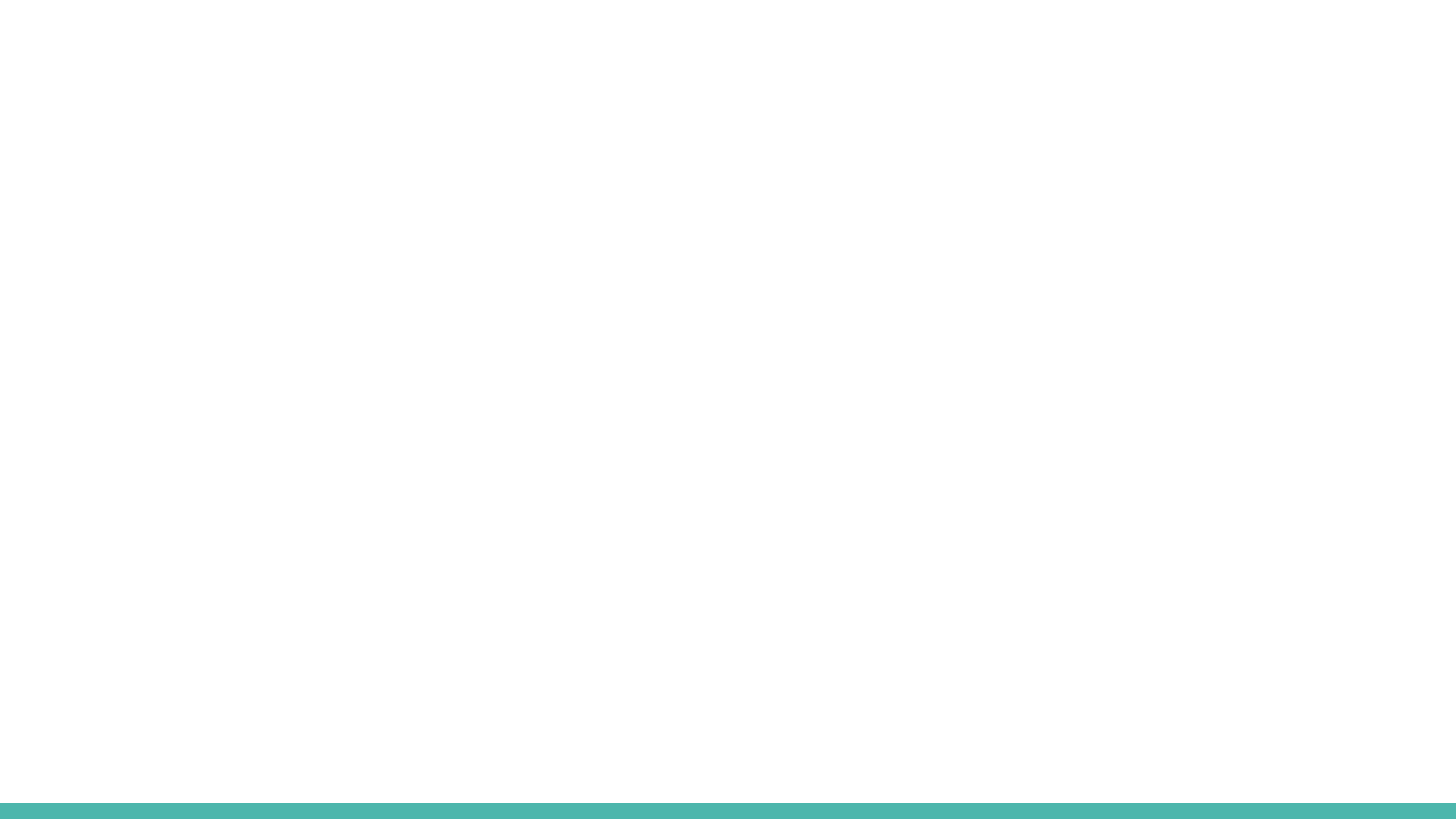


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# References:

- School Leadership That Works, Robert Marzano, 2005
- The Speed of Trust, Stephen Covey, 2008
- Mindset, Carol Dweck, 2006
- Leading in a Culture of Change, Michael Fullan, 2001
- Data Analysis for a Continuous School Improvement, Victoria Bernhardt, 2013
- Leading Change in Your School, Douglas Reeves, 2009
- Google images



# Why videos

Amazing grace- why video

<https://www.youtube.com/watch?v=JXTfho6yo9g>

Apple example TED talk what is your why

[https://www.youtube.com/watch?v=c\\_CZKQFnjAo](https://www.youtube.com/watch?v=c_CZKQFnjAo)

"THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY, NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW."

— SOCRATES

[www.gatedesign.com](http://www.gatedesign.com)

  
**KEEP CALM AND EMBRACE CHANGE**

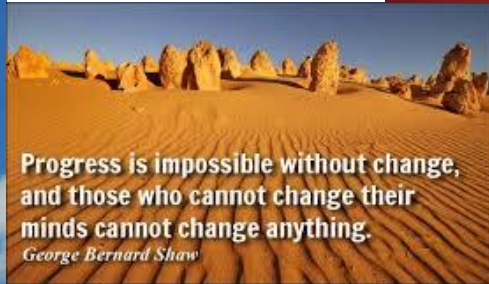
"IF YOU CHANGE THE WAY YOU LOOK AT THINGS, THE THINGS YOU LOOK AT WILL CHANGE."

- UNKNOWN

[restorationmarketingblog.com](http://restorationmarketingblog.com)


**YOUR LIFE DOES NOT GET BETTER BY CHANCE, IT GETS BETTER BY CHANGE.**

- JIM ROHN (1920-2001) -  
[inspirationboost.com](http://inspirationboost.com)



Progress is impossible without change, and those who cannot change their minds cannot change anything.

*George Bernard Shaw*

 BrainyQuote

“ You change your **life** by changing your **heart**. ”

Max Lucado

IT TAKES COURAGE TO LET GO OF THE FAMILIAR AND EMBRACE THE NEW.

[CALCUMNOW.COM](http://CALCUMNOW.COM)

don't make change too complicated just begin

"ANY CHANGE, EVEN A CHANGE FOR THE BETTER, IS ALWAYS ACCOMPANIED BY DRAWBACKS AND DISCOMFORTS. "

**Arnold Bennett**  
[inspirationboost.com](http://inspirationboost.com)

Are you really happy or just really comfortable?

 Vilje E. Frank  
[www.gohardff.com](http://www.gohardff.com)

When we are no longer able to change a situation – we are challenged to change ourselves.