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AN APPROACH TO CHANGE MANAGEMENT DURING COVID-19

**EXPLOELEVATE**  
INNOVATIVE SCHOOLS COOPERATIVE



# A PLAN...

- Think widely enough
- Define a small number of goals
- Listen to representative voices
- Be clear about challenges
- Foreshadow the direction
- Make the compelling case
- Make the trains run on time

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# HACKING NORMAL CHANGE PROCESS...

- What does normal process look like?
- How do people feel at the end?
- How should they feel?
- How does process affect ability to execute?
- The "The Skipped Question": How can this process set the stage for what is next?

**TRANSFORMATION STARTS FROM HERE.**



# Our Covid Change Processes So Far:

- Dialogue leading to an end
- Zoom game intensified by virtual meetings
- Illusion of shared priorities

## PROBLEM:

Risks creating mission, value, and values

# DRIFT



# #progressculture



## Progress Culture

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# Big Goal:

to transform the school into a Progress Culture, in which normal will include the ongoing ability to reflect on and respond to a changing world.

COVID19 requires not that we imagine the world will reach a new normal or stasis, but rather that we create within our school a new normal regarding how we respond to an ever changing world.



# Progress Culture

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Always make what is best for students the alpha and omega of the conversation.

Ask hard questions about why you do what we do in the context of the mission and strategic vision of the school.

**Be resolute in building in the best answers to those questions into the fabric of the school.**



## Progress Culture

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**Be thoughtful in  
defining what  
progress is.**

In other words, keep a keen eye  
on what should never change in  
the school.





# Progress Culture

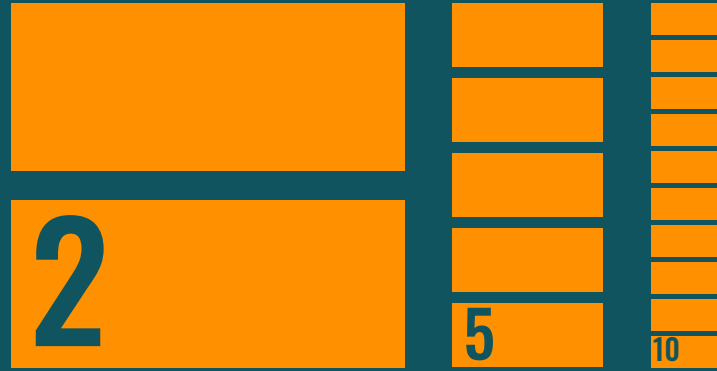
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Develop a faculty community that will be strong enough to implement the best ways forward.

Recognize the importance of inclusive and consistent communication with all constituents.

**Be prepared to and learn from others both other schools and other professions.**





# #change2510



## **TWO, FIVE, TEN:**

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# **Recipe for Success**

- Not the only way;  
not a magic wand
- But purposeful and transparent
- Replicable
- Scalable
- Can frame the expedited change  
process demanded by Covid19



# NAVIGATING PROCESS:

Sail the boat,  
don't just get in it

## The bad habits of school change:

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- Micro-managed
- Create precarious risk
- Become culturally corrosive
- Exclude people affected by potential change
- Likely to weaken community fabric right when the school needs it most



Responsible: The Leader

# TWO

## “NON-NEGOTIABLES”

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There is room for two priorities that are non-negotiable. These are the goals that, if not met, should result in abandoning or re-starting the process. The TWO is an opportunity for the leader to create the all-important frame for the process. The TWO is the CHARGE. The leader should not define more than the TWO, but the TWO allow the leader to provide the larger compass for the scope of the work.



# FIVE

Responsible: Leader  
and the Leadership Team

## “CRITICAL INGREDIENTS”

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There is room for five critical items. The hope is that all five will be largely intact at the end of the process; however, there has to be a recognition from the start that compromise and a kind of horse trading is likely. There is clarity from the beginning that while the FIVE are hugely important, there is no doubt that they may have to undergo some compromise to get to the ends of the process described in the TWO.



# TEN

Responsible:  
Leadership Team and  
other school constituents

## “WOULDN'T IT BE NICE IF' GROUP”

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These are the items that capture other hopes for the initiative. Getting all of them would be like hitting the lottery, getting six of ten would be good news. The TEN creates the chance to dream about what would be ideal. The conversation involving the TEN can also provide the leader and the leadership team with unique insight into what the school community values.



# APPROACHING A CHANGE INITIATIVE THIS WAY:

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- Creates appropriate and manageable expectations for progress. (appropriate transparency)
- Prevents an organization from overpromising and under-delivering.
- Positions the people leading the conversation to maintain focus on what is most important.

**Nothing is more important than the TWO, nothing on the list of TEN should stand in the way of getting as much out of the FIVE as possible.**





# Get to obstacles last...

If you start with them, you never get beyond them.  
Don't worry... they will still be here...



# The TWO have a hidden No. 3

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## Hidden No. 3:

At the end of the process, the community should be more ready to take on whatever is next. ...and there is inevitably a lot that will be coming next. Avoid treating this work as an end unto itself. It should serve not only the immediate challenge of opening the school year well, but also position the school to continue to move ever forward.



## Related Topics

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- The role of pilot programs during change processes.
- Prioritizing student engagement in virtual or hybrid teaching.
- Elastic Proximity as a means of understanding online teaching beyond simply a synchronous and asynchronous lens.
- Thinking about how you want to position the school before creating a plan (or perhaps more accurately, a short menu of plans).



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