

# CHANGE LEADERSHIP

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# “Change before you have to.”

Jack Welch

- ▶ Leading change is...
  - ▶ A responsibility
  - ▶ A privilege
  - ▶ An opportunity
  - ▶ An exhilarating experience
  - ▶ A risk



# Change Leaders

1. Create an organizational change culture
2. Build the leadership capabilities of other change agents in the organization
3. Seek ways to achieve greater productivity
4. Apply metrics to gauge the effectiveness and productivity of structures, processes, and practices
5. Intentionally select innovations and avoid unproductive change
6. Account for the human dynamics of change
7. Determine the pace of change



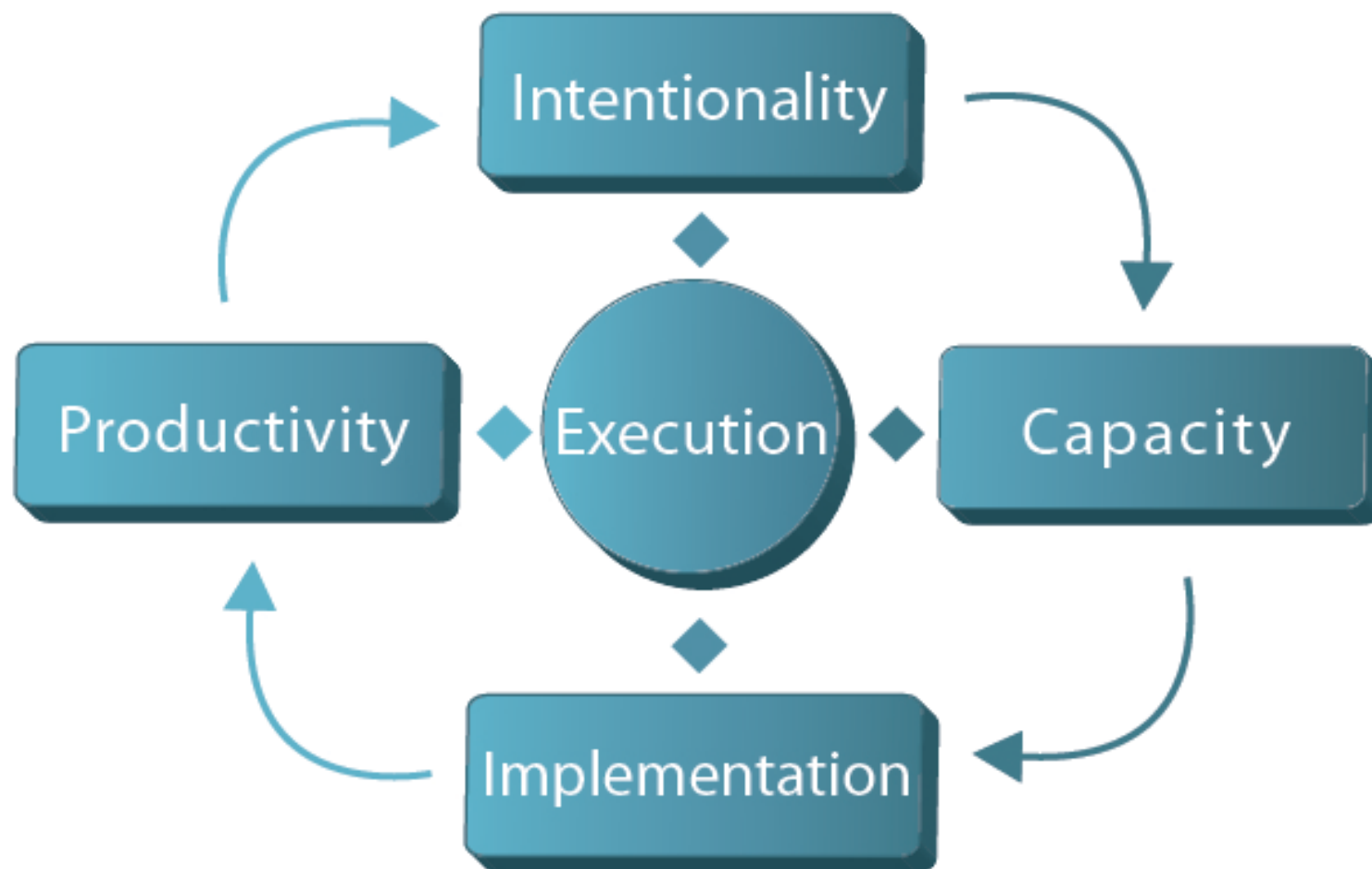
# Improvement, Innovation, Transformation

- ▶ Improvement—reducing the gap between actual practice and the standard of practice
- ▶ Innovation—change in standard practice; what people do and how they think about their work (first-order change)
- ▶ Transformation—restatement of the organization's mission, values, and goals and manifested in substantial structural reconfiguration (second-order change)



# Framework for Change Leadership

Cycle of Change:  Information Exchange: 

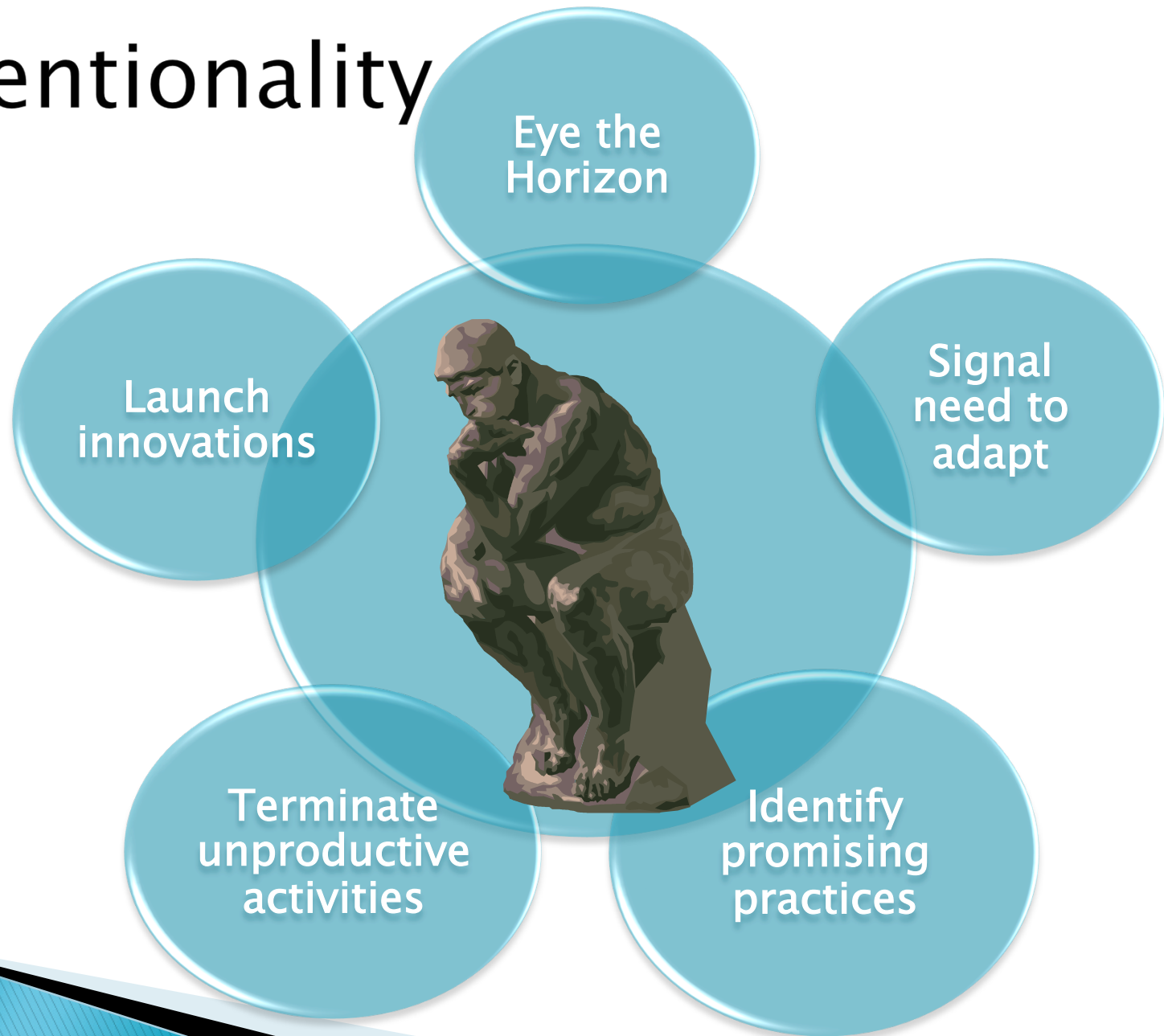


# Execution

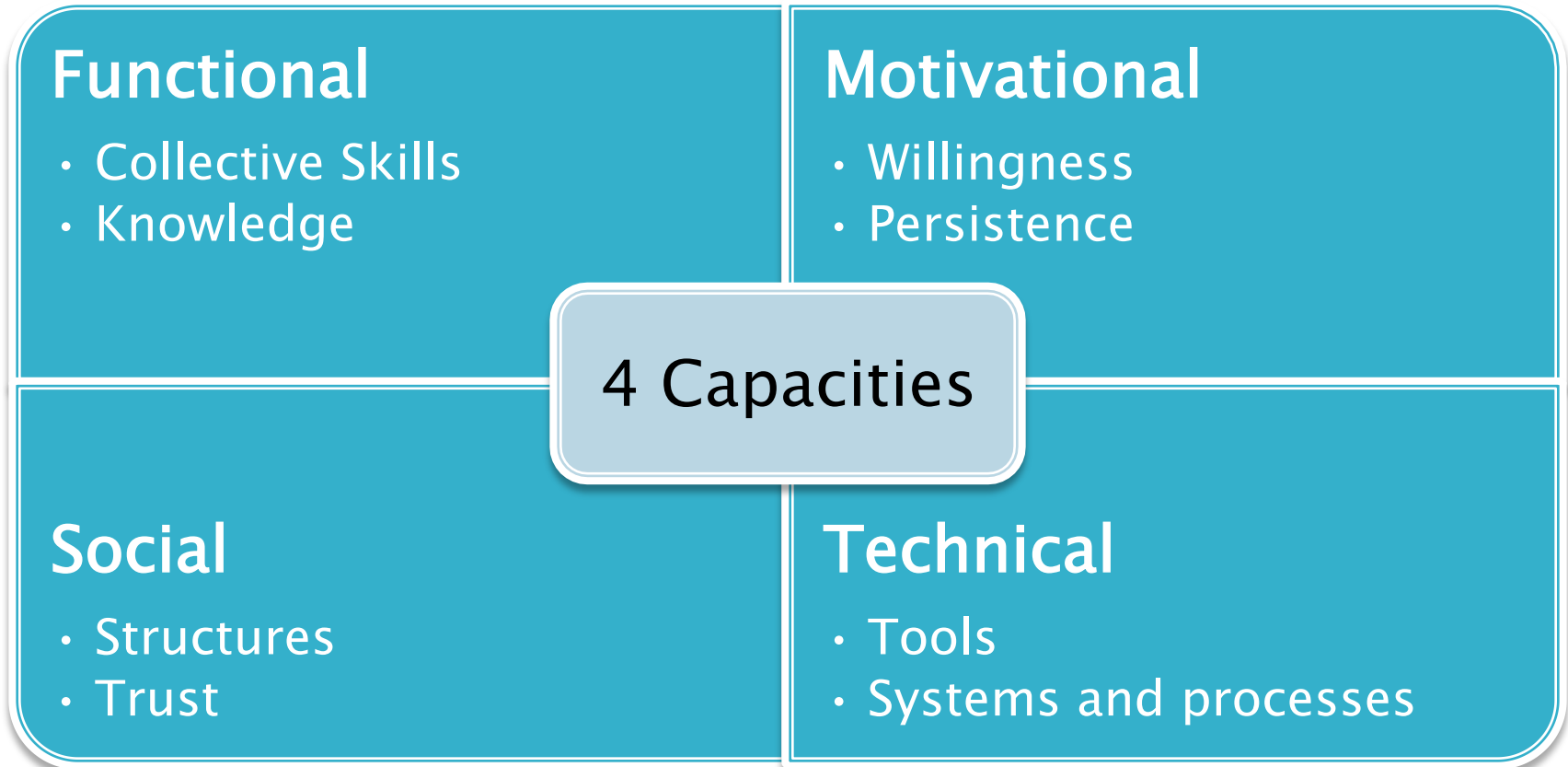
- ▶ Leadership Team – leader and cabinet
- ▶ Commanding the flow of information
- ▶ Communicating the mission, values, goals, strategies
- ▶ Making key decisions



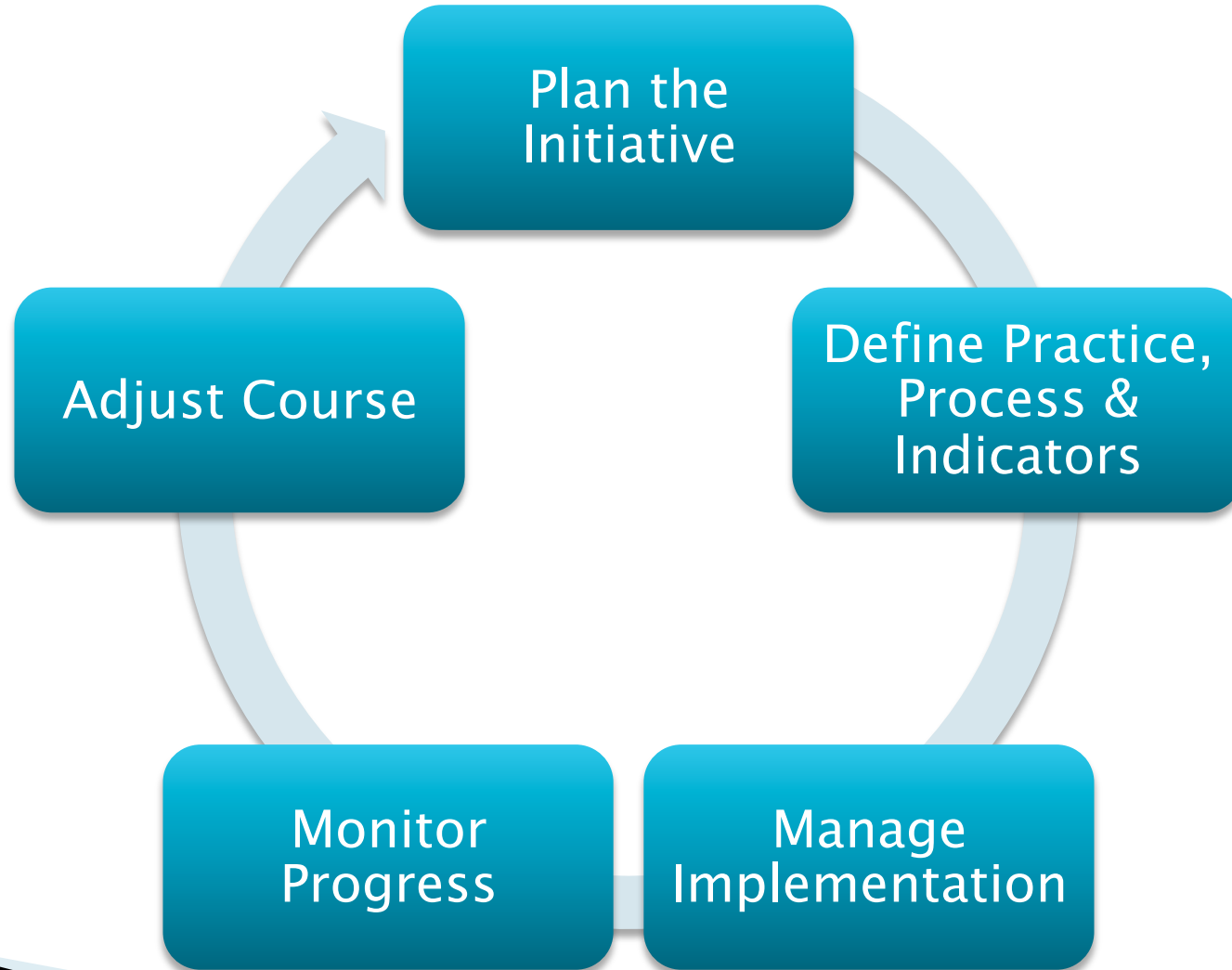
# Intentionality



# Capacity



# Implementation



# Productivity

Goal  
Attainment

Effectiveness

Role  
Expectations

Standards of  
Practice

Productivity  
Enhancements

Standards of  
Practice to  
Cost

Actual  
Productivity

Effectiveness  
to Cost



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Change Leadership: Innovation in State Education Agencies (S. Redding, 2012)

[www.adi.org](http://www.adi.org) See Download ADI Publications

