CHANGE LEADERSHIP

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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: 

Intentionality

Execution

Capacity

Implementation

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

- Eye the Horizon
- Signal need to adapt
- Identify promising practices
- Terminate unproductive activities
- Launch innovations
Capacity

4 Capacities

Functional
- Collective Skills
- Knowledge

Motivational
- Willingness
- Persistence

Social
- Structures
- Trust

Technical
- Tools
- Systems and processes
Implementation

Plan the Initiative

Define Practice, Process & Indicators

Manage Implementation

Monitor Progress

Adjust Course
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)

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