

PHASES OF THE CHANGE PROCESS

Adapted from the work of Michael Fullan, 2007

Overview: Where Are We in the Change Process?

Questions to Ask and Answer

Answer the questions in each phase and determine where your district/building is in the change process. **Check ✓** areas of **strength**. Mark with an **“X”** areas to **improve** or address.

INITIATION	✓	IMPLEMENTATION	✓	INSTITUTIONALIZATION	✓
How have we helped the implementers understand how innovation leads to improvement for themselves as well as for their students?		What is meant by full implementation of this innovation? What behaviors and practices are demonstrated at the early stage, mid-stage, and full implementation?		How widespread is implementation?	
How have we mapped the theory of change and indicators of success to serve as benchmarks for assessing progress?		What conditions are needed to support implementation?		How many are not fully implementing the new practices?	
How will we communicate with all stakeholders the goals of the innovations and processes and strategies for achieving them?		What supports are in place to meet the needs of those who are responsible for implementation?		Have practices become routine behaviors in classrooms? How do we know?	
How will we help stakeholders understand the rationale and urgency for the innovation?		How are we giving feedback and ongoing professional learning to those who are implementing and leading change?		Based on the level of implementation, what needs attention from both leaders and primary implementers ---- A. Deeper implementation? B. Sustaining what we have implemented? C. Or some combination of both?	
What resources have been made available to support the initiation and the implementation?		How do we monitor and measure implementation and the results of implementation to continuously improve practice?		How will we be able to sustain the change over time?	

Leaders’ actions and behaviors determine whether institutionalization is achieved. *Those behaviors that support institutionalization are:*

1. Developing constancy of purpose by sustaining commitment to implementation over time.
2. Creating a safe space to challenge and explore assumptions so that dissonance, disruption, or dissatisfaction doesn’t derail implementation and success.
3. Telling the truth about what is really going on so as to invite efforts toward continuous improvement.