PHASES OF THE CHANGE PROCESS

Adapted from the work of Michael Fullan, 2007

Worksheet: Where Are We in this Process?

Questions to Ask and Answer

As you complete the worksheet, identify where the "WHY, HOW and WHAT" occurs in the change process.

INITIATION	ANSWERS & EVIDENCE	POSSIBILITIES
How have we helped the implementers understand how innovation leads to improvement for themselves as well as for their students?		
How have we mapped the theory of change and indicators of success to serve as benchmarks for assessing progress?		
How will we communicate with all stakeholders the goals of the innovations and processes and strategies for achieving them?		
How will we help stakeholders understand the rationale and urgency for the innovation?		
What resources have been made available to support the initiation and the implementation?		

OTHER COMMENTS, QUESTIONS OR CONCERNS:

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IMPLEMENTATION	ANSWERS & EVIDENCE	POSSIBILITIES
What is meant by full implementation of this innovation? What behaviors and practices are demonstrated at the early stage, mid-stage, and full implementation?		
What conditions are needed to support implementation?		
What supports are in place to meet the needs of those who are responsible for implementation?		
How are we giving feedback and ongoing professional learning to those who are implementing and leading change?		
How do we monitor and measure implementation and the results of implementation to continuously improve practice?		

OTHER COMMENTS, QUESTIONS OR CONCERNS:

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INSTITUTIONALIZATION	ANSWERS & EVIDENCE	POSSIBILITIES
How widespread is implementation?		
How many are not fully implementing the new practices?		
Have practices become routine behaviors in classrooms? How do we know?		
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?		
How will we be able to sustain the change over time?		

OTHER COMMENTS, QUESTIONS OR CONCERNS:

Vicki Bechard

September 2013