



Change Happens!

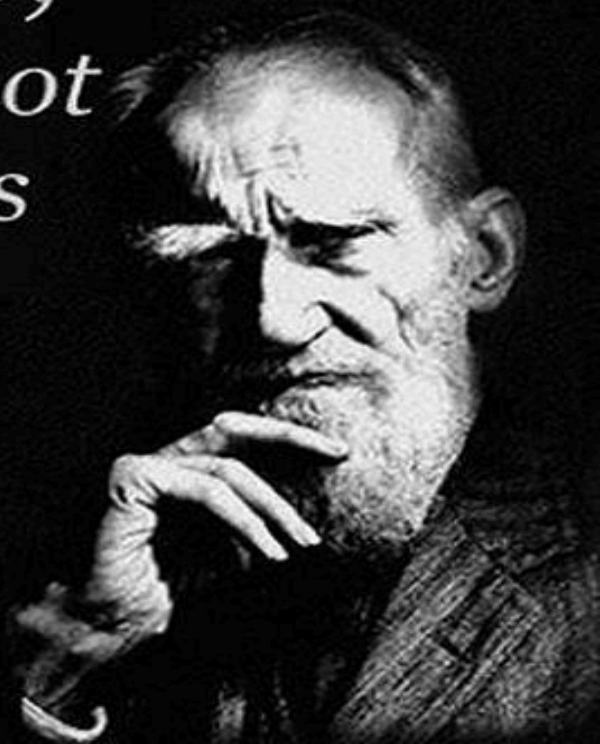
10 **Strategies** to Ensure **Success** When it Does

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*Progress is impossible
without change,
and those who cannot
change their minds
cannot change
anything.*



- George Bernard Shaw



The Relationship between Leadership and Management

+ Leadership and + Management

Good leadership and guidance,
combined with good processes and
management expertise combine for long
term success



The Relationship between Leadership and Management

+ Leadership and — Management

Transformational efforts from change may be successful short term, but fail in the long run due to poor accountability, effort or expertise.



The Relationship between Leadership and Management

- Leadership and + Management

Short term results are possible, but transformational, long-term impact is difficult without vision and strategic guidance from the top.



The Relationship between Leadership and Management

— Leadership and — Management

Transformational efforts go nowhere, or don't move past initial conversation or conception.



*When the winds of
change blow, some will
build walls, while
others will build
windmills – Chinese
Proverb*



How ready is your **board** for change? How ready are **you**?

- Does your board embrace a challenge?
- Is change seen as an opportunity...or a threat?
- Do you seek assistance when a gap in expertise or understanding is apparent?



How ready is your **board** for change? How ready are **you**?

- When your district has come through a change, has your board reflected on what could or should have been done differently?
- Does your board recognize that attitude and culture affect behavior?



Is your board **staying ahead**?

- Do you anticipate potentially high risk situations for change and prepare accordingly?
- Do you “read” your staff and leadership team well in regard to these situations? Do you talk with colleagues about potential scenarios?



Is your board **staying ahead?**

- Does your board question and reaffirm policies and practices, even when things are going well?
- Does your board do a good job of staying focused on the big picture?



Is your board **keeping up**?

- If the change “came out of nowhere” or you find yourself caught unaware, how quickly are you able to stabilize and move forward?
- Can you maintain control or does the situation control you?



Is your board **keeping up**?

- Do you find yourselves figuring things out “as you go along”?
- Do you ever think something “could have gone a lot better”?



Is your board **falling behind**?

- Are you unable or unwilling to control the message?
- Are you forced to accept results or consequences as a result of an inability to recognize or respond to change?



Is your board **falling behind**?

- Do you feel your good reasons for action are misunderstood?
- Are you unable to find the right way to make a change you know is needed?



Strategy #1

Determine the Need

- Leaders gather evidence and find consensus among themselves that the need for change is present.
- Leaders are able to demonstrate and illustrate a need and establish a sense of urgency toward finding positive and impactful solutions.



When Change **NEEDS** to Come

Leadership means identifying and weighing evidence that determines a need to change.

This is, in fact, the **critical first step in leading through change.**



Strategy #2

Form the Change Team

- Good leadership forms the team to guide and plan for the change. This could be the board, a committee of the board, or the full leadership team.



- The Board
 - Provides the vision and the rationale
 - Provides support and tools for success
 - Expects results and accountability
- The Change Team
 - Has the ability to implement the vision
 - Coaches and skill positions
 - Great communicators



Strategy #3

Communicate the Vision

- Good leaders know that a change plan will require strategies to communicate in order to build internal and external support.
- Transparent, clear and consistent communication will help overcome resistance.



Communicate, communicate and communicate some more!

- Change creates a craving for information.
- Keep people apprised of what is happening...both directions!
- Don't make promises...except about progress!



- In all stages of change, allow for the conversation. Questions, debate and disagreement are honorable.
- Emphasize that unethical or manipulative behaviors or rumors aren't acceptable at any point.



Strategy #4

Empower others

- Good leaders understand that others are necessary to impact results.
- Take steps to ensure that staff understand they are critical to the success of any change plans.



- Embrace the words “temporary”, “trial-based”, “flexible”.
 - Recognize that during change, priorities and processes must be more flexible.
 - Understanding this may help staff embrace any new reality resulting from the change.



Strategy #5

Provide resources and support

- Good leaders will ensure that steps necessary during the change effort are realistic and possible.
- Good leadership celebrates small improvements and accomplishments along the way



Strategy #6

Institutionalize the Change



Good leadership will reinforce positive momentum and alter policies, systems or structures to support progress.



- Consider policies and processes affected by new changes.
- Stay conscious of consistency!

**Hello. My
name is
consistency, and
I am related to
SUCCESS.**



Strategy #7

Sustain Change and Momentum

- Good leaders discuss and plan for ways to maintain progress and momentum.
- Good leaders discuss transition steps and listen for signs of confusion or unrest.



Do roles need to change in order to maintain momentum?

Consider training and development that might be necessary.



Strategy #8

Monitor and Evaluate

Community and/or staff surveys

Specific conversations within the chain
of command

Benchmarking



Strategy #9

Celebrate Success

- Acknowledge the work that has been and will continue to be done.
- Remind stakeholders of the gaps that have been filled or success that has been achieved.
- Give credit where credit is due.



**WE ARE GOING IN
THE RIGHT
DIRECTION.**

**THE KEY
MESSAGE**



Strategy #10

Prepare for the next Change!

- What might happen as a result of the first?
- Continue two-way communication tactics.



Know Your Stakeholders

- Identifying **and understanding** your key stakeholder groups is critical as you lead through change.
- Strategizing leading each group through the change to maximize effort and results.



Know Your Stakeholders

- Time and capacity are limited; each stakeholder group requires different attention.
- Assess each stakeholder group for interest and position.
- “Does this person/group have the power/interest to further/block our objectives during this change?”



Power & Interest Prioritization

HIGH POWER	KEEP SATISFIED	MANAGE CLOSELY
LOW POWER	MONITOR	KEEP INFORMED
	LOW INTEREST	HIGH INTEREST





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