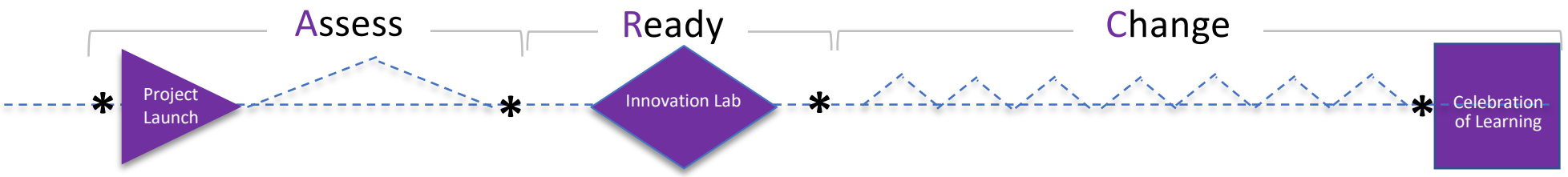
Worked Out Example of *Complex* Change: Early Literacy (2 Years)



Assess (Year 1, July to Feb)	**Ready** (Year 1, March to June)	**Change** (Year 2, July to June)

• Set up Early Literacy project * (July)
  • Identify project goals with leadership team
• **Launch project** (September)
  • Assign core team
  • Gather initial thinking
• Scan environment (October - January)
  • Conduct internal and external stakeholders and expert interviews
  • Hold observations and site visits
  • Research trends, best practices, and recent scholarship
• Leadership self-assessment (ongoing)
  • Identify self-coaching activities
• Analyze input and data * (February)
  • Define problem to be solved
  • Set Early Literacy goals
	• Prep for collaborative Innovation Lab (March)
	• Get people ready (ongoing)
	  • Initiate self-awareness contemplative practices
	  • Begin shifting staff management to Leader-Leader model
	  • Break silos to make climate of participation and inclusion
	• Hold **Innovation Lab** to: create a vision of future; describe current state; generate ideas (April)
	• Develop action plan and make formal document * (May)
	• Get approvals and resource commitments (June)
		• Plan Early Literacy work implementation (July - October)
		  • Identify quick wins and assign them for implementation
		  • Assign dedicated team with project manager and budget
		  • Identify tasks and set up pilots
		• Experiment and Reflect (November – May)
		  • Hold regular learning check-in meetings to share work in progress, reflect, and plan next iteration
		  • Coach for performance
		  • Communicate progress and celebrate interim wins to boost energy and commitment
		• Transform into new standard * (June)
		  • Integrate Early Literacy learnings into mission and strategy
		  • Institutionalize policies and programs
		  • Hold a **celebration of learning** and sustaining leadership practices

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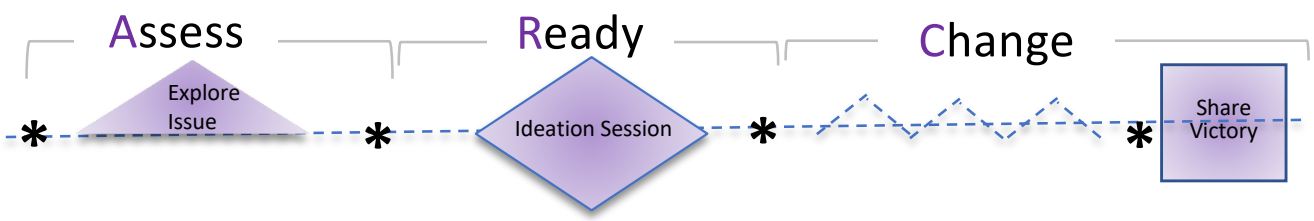
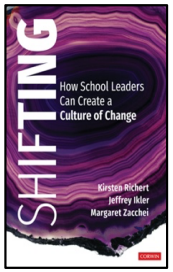
Worked Out Example of *Simple* Change: Positive Hallways (4 Months)



Assess (October)	**Ready** (November)	**Change** (December - January)

• Explore issue *
  • Gather initial thinking about an issue to be addressed
  • Include diverse representation
  • Consider root causes
  • Define problem to be solved
• Leadership self-assessment (ongoing)
  • Identify self-coaching activities
	• Prep for collaborative innovation session
	  • Break silos to ensure participation and inclusion
	• Hold **Ideation Session** to generate ideas for how to achieve new results *
	• Identify top ideas and suggest next steps
		• Identify quick wins and implement
		• Put small pilot in place and schedule and hold learning review(s)
		• Build on pilot to implement more widely
		  • Coach for performance
		  • Communicate progress
		• Institutionalize policies and programs *
		  • **Share victory** at an all-staff and/or town hall meeting



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