

## Calming the Turbulent Waters of School Change - F-72

ISACS Conference 2018, Detroit, MI

November 9, 2018

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### Outline of Presentation

- I. The Voices of Change in Schools: Common Themes
  - A. "Why do we need to change? We're fine the way we are!"
  - B. "We've never done it that way!"
  - C. "We tried that before...it didn't work."
  - D. "We can't do that...it's not who we are."
  
- II. How Does Change Effect Us?
  - A. It can cause *anxiety*; a threat to the familiar (Shein, 1991).
  - B. Our response can be *fight it or flee from it* (Cannon, 1932).
  - C. It creates *fear*; representing a threat to our identity (Debbiec and LeDoux, 2014).
  - D. It can *hijack our emotions* (Goleman, 1995).
  - E. It causes an *irrational response* (Holmer, 2014).
  - F. Our responses may be *unconscious* (Phelps. 2006).
  
- III. What are the implications when there is a fear of change?
  - A. Change causes turbulence.
  - B. Defensiveness is normal.
  - C. Change is hard.
  - D. Reason will be lost.
  
- IV. What Can We Do To Prepare for Change
  - A. Reduce the threat - climate of inquiry, openness and trust (Argyris, 2006)
  - B. Manage the reactions - create safe spaces
  - C. Confront the conflicts; creatively (Bailie, 2018) and optimally (Kegan, 2009)
  
- V. Navigating Change
  - A. Where are you on the bridge? Is your change technical (new skills) or adaptive (new mindsets)?
  - B. How strong are your supports? Is your community ready for change?
  - C. How turbulent are the waters below? What are the risks of failure? Celebrate the small successes.
  - D. What does the other side look like? What is your vision and how urgent is it?
  - E. The "Unfreezing Principle" (Schein). Manage change by...
    1. moving from *loss* to *commitment*.
    2. moving from *old* to *new* competencies.
    3. moving from *confusion* to *coherence*.
    4. moving from *conflict* to *consensus*.

### **Recommended Additional Resources:**

*Immunity to Change*, by Rober Kegan and Lisa Laskow, 2009

*The Human Side of School Change*, by Robert Evans, 1996

*Change or Die*, by Alan Deutschman, 2005

*Difficult Conversations*, by Stone, Patton and Teen, 1999

*Fierce Conversations*, by Susan Scott, 2002

*LeadingConflict.com*, by John W. Bailie, Ph.D., 2018

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- Organizational and Leadership Coaching Certificate, Northwestern University, 2015
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