

**Notes from NEHSA session “Managing Change with Effective Leadership”**  
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Link to order “Gone Through Any Changes Lately?” (the slinky video)

<http://media-products.com/catalog/slinky-video-c-25.html>

Small group discussion notes on challenges related to the Kotter model of organizational change

**From the groups that discussed ENERGIZE**

- Getting buy-in
  - Identify peer champions to lead the change
- Attitude/Behavioral change
  - “Poison” morale ———> whole center
    - I.D. source – support to change via P.D. plan
    - Last resort: discuss ‘goodness of fit’ of person to program
    - Hire for attitude!
  - Ongoing communication/status updates ———> celebrating program and individual milestones re: change
- Crisis mode condenses process --- shortchanges beginning steps
- Sharing the vision and getting people on board
- Unified presentation and having champions
- Sense of urgency may create fear
- Clear communication regarding the vision/5 year goals
- Momentum is needed
- Introducing or reflecting on the standards (guide)
- Strategies;
- Ask questions, don’t assume
- Create a climate that lends itself to asking questions
- Communicate with everyone

### From the groups that discussed **LEAD**

- Example: MONITORING
  - Stakes are high; stress is high
  - Clear expectations
  - Creating staff support
  - VISION, VISION, VISION —————> keep going back to it!
  - Needs to be a positive message!
  - Unified team/vision: everyone working together
- Reassuring staff – management needs to provide support consistently, not just crunch time. Change of mindset.
- Staff recognition\*\*\*
- Teacher/advocate model—transitions
- Mid-management/management structure
- How to get people “on the bus” or “off the bus” – celebrating those successes vs confronting challenges

### From the groups that discussed **PERSIST**

- Follow up on the initial start-up. Getting out to follow-up with staff
- “Stick to it”-ness
- Time factor—making the time to go back to see if it’s still happening
- To have the energy to keep going and overcome the resistance
- Be positive!
- Don’t forget to reassess to see if it’s still working
- Effective, timely communication—with EVERYONE!
- Dealing with other changes—like training new staff with the new initiatives
- Sustain leadership involvement
  - Should show what next steps should be
  - Keep conversation going with staff/parents on all levels and get feedback and share
- Tie results to new behaviors
  - Using data – ex. Attendance rates for individuals
  - Communicating it