

Effective Implementation & Progress Monitoring



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Top 10 ways to improve implementation

1. **Shared Vision and Purpose**

- The first step in developing more effective schools is describing the school you seek to become.

2. **Communication**

- Communication is the heart of education. School communication is a dynamic part of education success.
- Effective two-way communication is cited as a necessary trait for success at all levels of education, from school board to superintendent , to principal, administrator, and teacher.

Rowicki, Mark A., Running Head: Communication Skills for Educational Administrators, Educational Management, Alabama, 1999

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3. Readiness

- Is defined as...
 - Willingness to do something;
 - The state of being fully prepared for something

4. Identify Critical Features

- Critical features include:
 - Non-negotiables
 - “Looks like”
 - “Sounds like”

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5. **Complexity of Implementation**

- Making implementation and outcomes understandable for all stakeholders, including their roles in implementation.

6. **Leveraging Change**

- Change today is more complex, and is often more transformational in nature. The pace of change is ever increasing. This means we must spend more time making sense of it all, learning about things that go well and not so well, and spend more time as managers helping people cope with the change.

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7. **Capacity Building**

- The process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world.

8. **Measurement and Progress**

- From a school change standpoint, there are two basic reasons to measure progress towards goals. First, assessment helps us be accountable to our plans. Second, good measures provide a means of establishing guidelines for further improvement.

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9. Feedback and Support

- May include the following....
 1. Status/stage of initiative implementation
 2. Competencies needed for implementation fidelity
 3. Leadership support necessary for initiative sustainability
 4. Systems necessary to support initiative implementation
 5. Continuous improvement cycles to eliminate barriers and optimize systems to improve implementation

10. Leadership

- **Technical leadership** - Does the leadership have the skills to support and evaluate technical implementation of the chosen strategy/activity?
- **Adaptive leadership** – Does the leadership have skills such as conflict management, collaboration, and servant leadership to evaluate and address issues beyond technical implementation? (E.g. cultural issues) and to devise solutions beyond technical solutions?