

# Implementation is Relational

## Effective Change Involves People Doing the Work

2021 K↗12 GLOBAL

IMPLEMENTATION

VIRTUAL SUMMIT

Presented by



IMPACT

Learning and Leading Group

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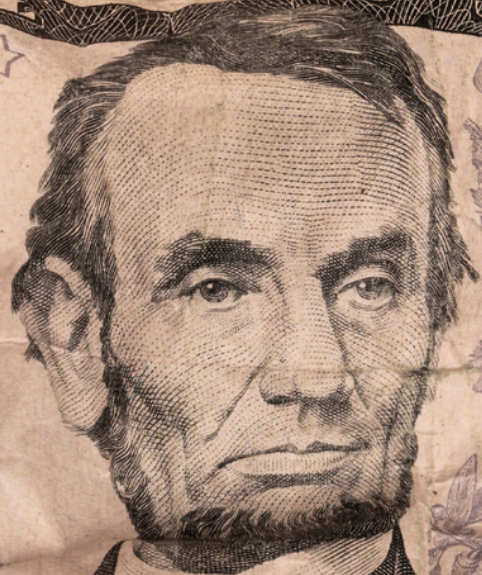
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*Rosa Gumataotao Fico*  
H<sub>2</sub> Treasurer of the United States



THE UNITED STATES OF AMERICA



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SERIES 2013

*Paul D. Miller*  
Secretary of the Treasury

H<sub>99</sub>

FIVE DOLLARS

LINCOLN

# How Might We

A session to encourage a change of perspective.



# How Might We?

A How Might We session encourages a change of perspective. We will start by focusing on how we might add human and learning-centered design elements to implementation. Next, we will add “How Might We” to the challenge or issue.

This is to illustrate that the new idea is feasible or there is a solution to the given issue.

1

Write down a challenge or issue you face in adding collaboration and relational components into your implementation.

2

Add “How Might We” at the start of the challenge or issue.



3

By the end of session identify 3–5 action items to address the new idea or challenge.

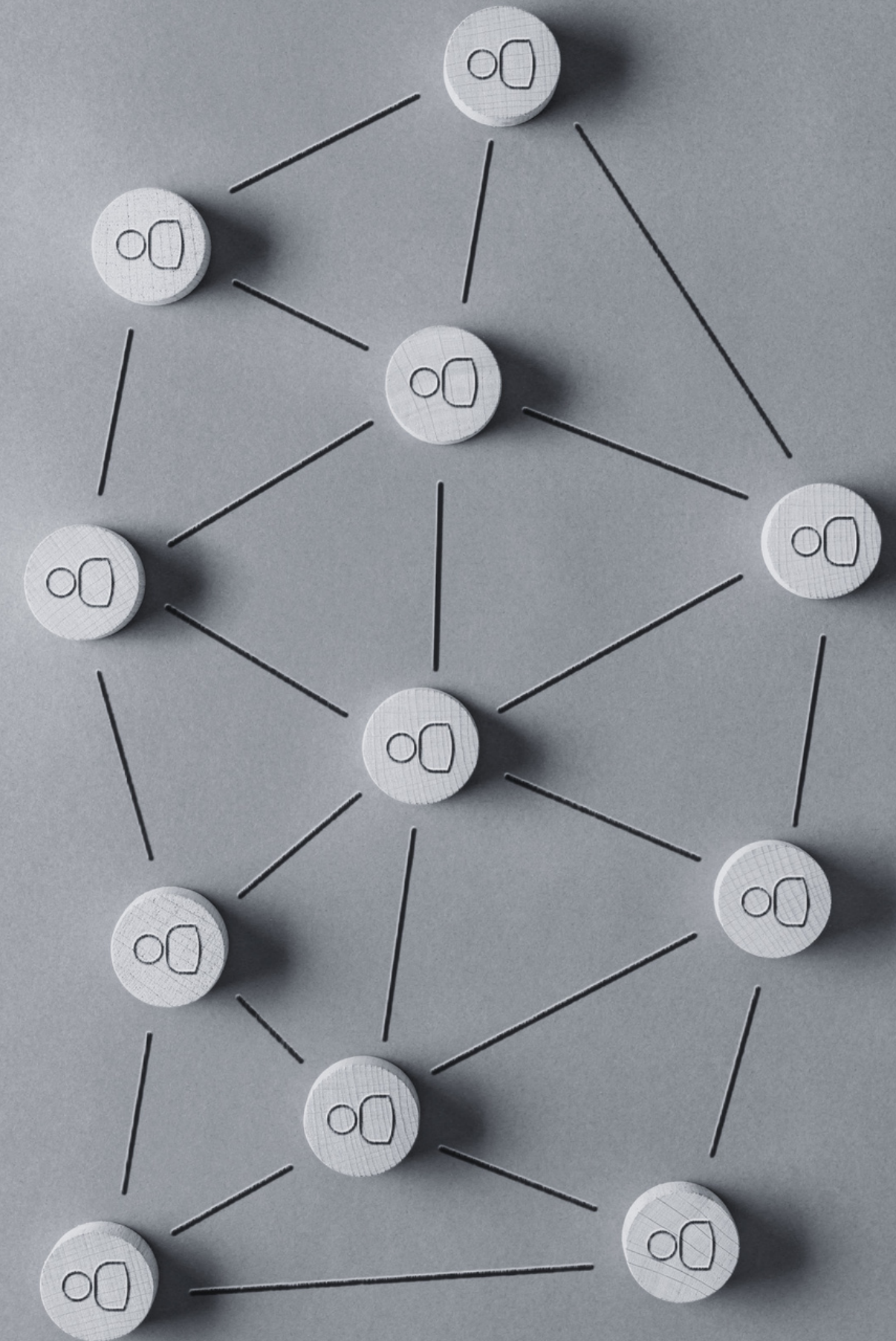


# IMPLEMENTATION IS RELATIONAL: EFFECTIVE CHANGE INVOLVES PEOPLE DOING THE WORK

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## OBJECTIVES

- ✓ Identify why relationship is an implementation strategy.
- ✓ Understand structures and processes that foster relationships as part of the implementation process.
- ✓ Apply the IMPACT Implementation Framework to guarantee that relationship is intentionally developed within your implementation design.



## What we know...where we have been

- Implementation is a process, not an event
- Implementation involves *change*
- Implementation involves *people* doing the work
- Implementation means using deliberate strategies in specific settings to adopt new practices, integrate them effectively, and *change practice patterns*. Lyon, Aaron Ph.D.
- Implementation involves **culture, climate and context**

# How might we...

ensure our implementation is **LEARNING** and **HUMAN CENTERED**?



IT HAPPENS IN

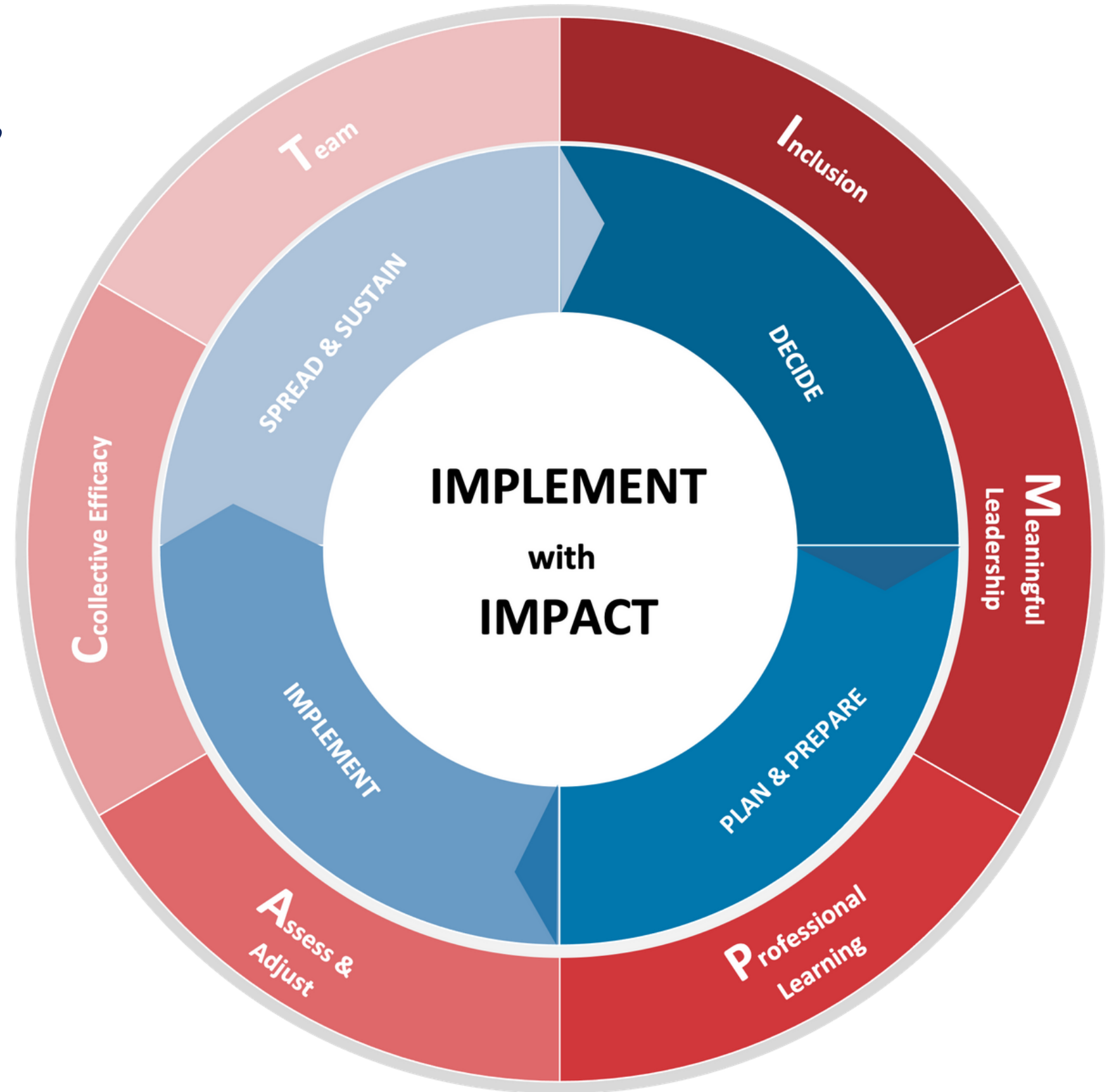
# The Outer Circle

Human and Learning Centered Design Matters



# IMPACT

Implementation Framework

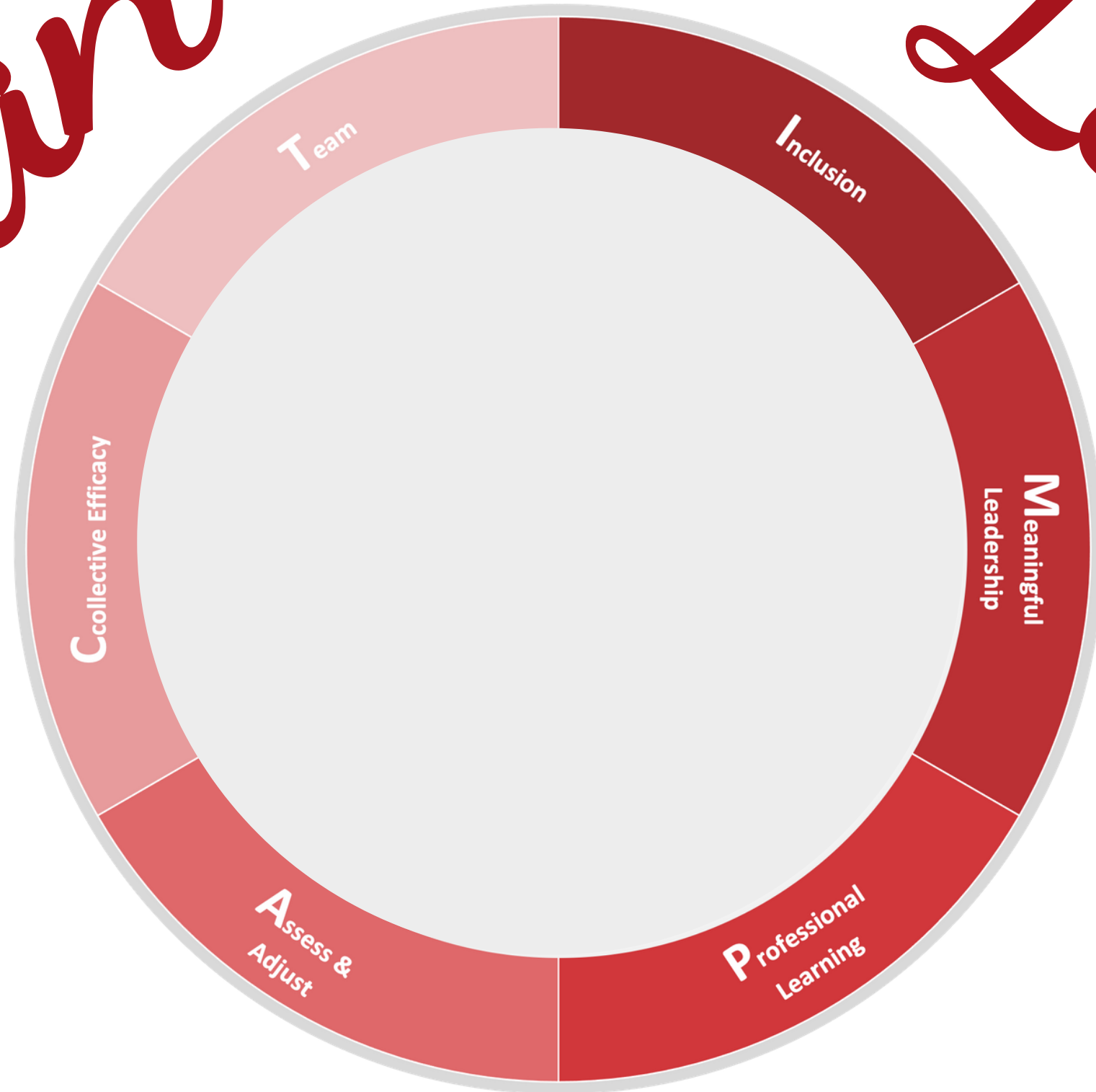




# IMPACT

Implementation Framework

*Human*



*Learning*

# It happens in the outer circle

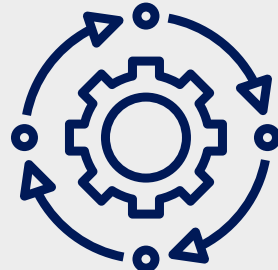
**INCLUSION**

**I**



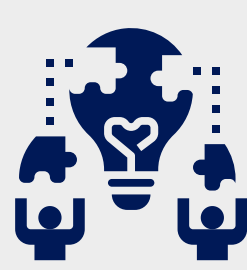
**MEANINGFUL  
LEADERSHIP**

**M**



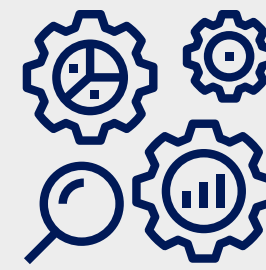
**PROFESSIONAL  
LEARNING**

**P**



**ASSESS & ADJUST**

**A**



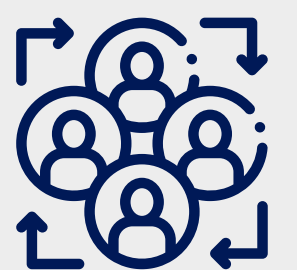
**COLLECTIVE  
EFFICACY**

**C**



**TEAM**

**T**



# It happens in the outer circle



We believe there must be a **diverse coalition of champions** made up of stakeholders that **act together towards a common vision** and purpose. Inclusive implementation takes in all perspectives intentionally.

Without inclusive implementation, apathy and rebellion can find their way to the surface.

# What if we include?

- **IMPLEMENTERS** in the *Design process* from the get go...



## **NORMS**

- **State views and ask genuine questions**
- **Share all relevant information**
- **Use specific examples and agree on what important words mean**
- **Explain reasoning and intent**
- **Focus on interests, not positions**
- **Test assumptions and inferences**
- **Jointly design next steps**
- **Discuss undiscussable issues**
- **Presume Positive Intent**

*No progress will be made in the absence of learning from and with the group.*

# What if we include?

- IMPLEMENTERS in the *Design process* from the get go...



# It happens in the outer circle

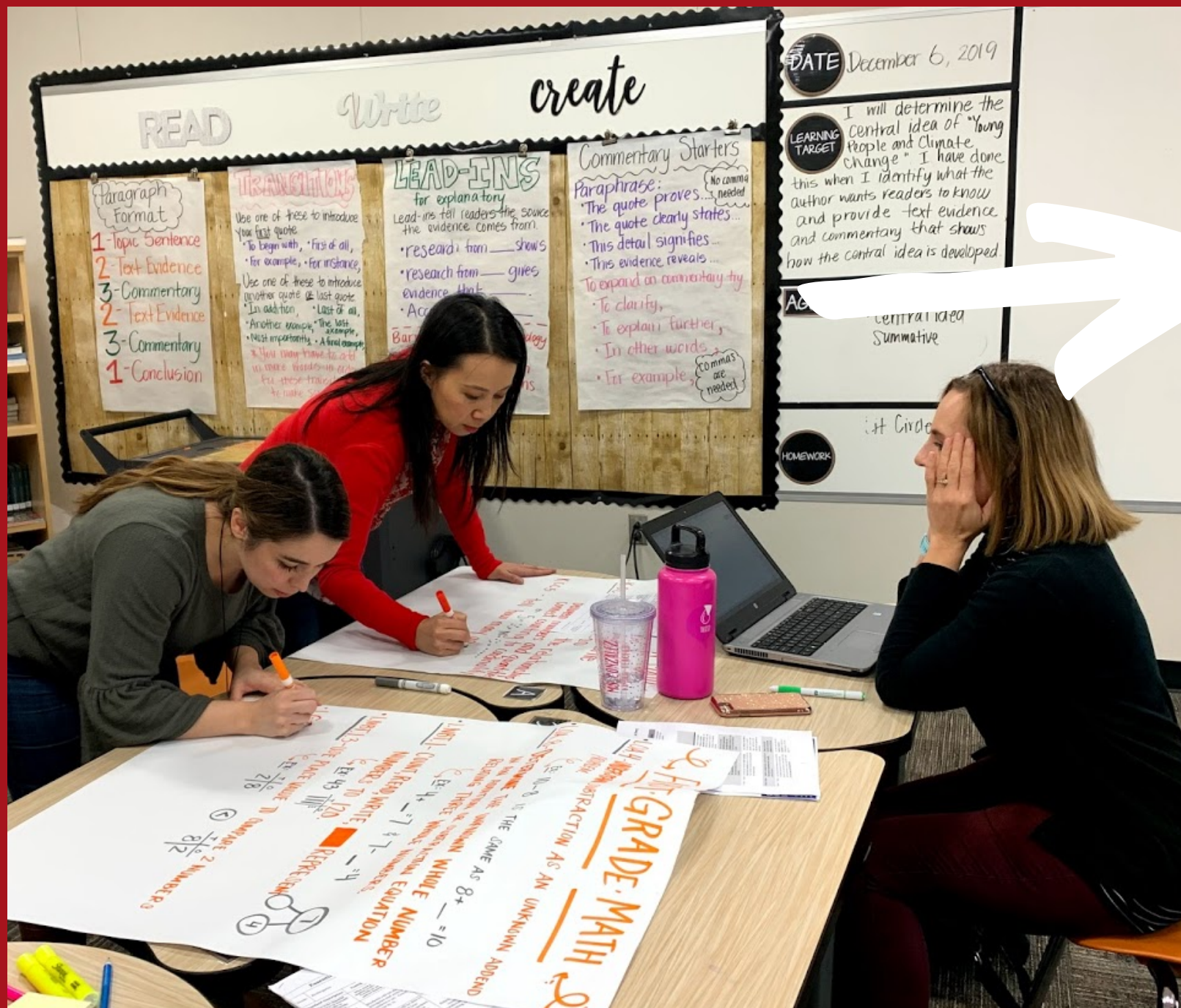


Meaningful Leadership intentionally bridges the knowing–doing gap by **creating and maintaining structures** for shared learning and co–creation across the system. It creates **teaming structures that work together horizontally and vertically** to create opportunities for implementers to understand their role and their level of authority and responsibility in the innovation and implementation process.

Work is meaningful when implementation is **co–created, inclusive, significant, and connected**. When you disseminate change and leave implementers out of the process of co–creating it, you miss the opportunity to create ownership, understanding, and internal action. (Donohoo, 2020)

## What if build structures to make meaning of the work?

- Design structures for collaboration, learning and improvement...



- Time is provided for District Implementation Team (DIT), Building Implementation Team (BIT) and Grade Level Teams to meet
- Resources and funding is allocated to the work
- Coaches and implementers are trained in the innovation itself, given time to *skill up to scale up*
- Professional Learning Communities improve implementation of the innovation by regularly meeting and providing feedback to the BIT and DIT
- Feedback loops are developed and adhered to utilizing protocols and data
- Inclusive structures are built throughout the system.

# It happens in the outer circle



No progress will be made in the absence of learning from and with the group.

There needs to be sufficient preparation and planning for **collaborative professional learning** to effectively assist the implementers in adopting and **gaining competence in the new skills**, new **attitudes**, and **beliefs** for implementation to succeed.

“Even the best-designed professional development may fail to produce desired outcomes if it is poorly implemented” (Darling-Hammond, et al., 2017). The inverse is also true; even the best-designed implementation will fail if **high quality, job-embedded and collaborative professional learning about implementation and the innovation is poorly designed.**

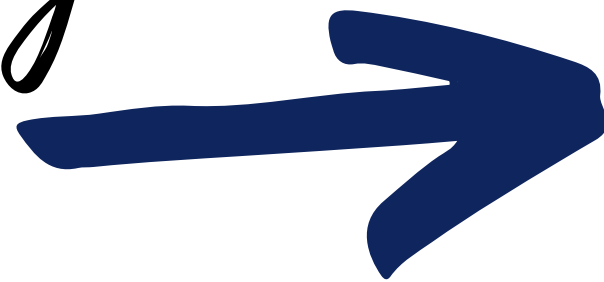
*What People See*

WHEN THEY SEE A HIGH FUNCTIONING SYSTEM



*What is happening*

PURPOSEFUL, COLLABORATIVE SKILL DEVELOPMENT



# What if we?

- **Develop a comprehensive robust professional learning plan that includes:**
  - **scheduled time for learning, training and collaborating**
- **Include implementation strategies that are human and learning centered:**
  - **Including implementers to...**
    - **identify the problem you need to solve**
    - **co-create the solution**
    - **plan implementation strategies**
    - **participate in cycles of improvement to increase implementation effectiveness and implementer skill**
    - **co-learn to increase implementation capacity in innovation effectiveness**

# What if we acquire new skills together?

## HOW?

Build your implementation plan around the active ingredients of your intervention:

Location:

Interventions:

When planning for implementation, a broad range of strategies are available to educators. Some will be very familiar (such as training, coaching, audit, and feedback) and some less so (such as using implementation advisors or train-the-trainer strategies).

### Implementation Strategy(ies)

- Training
- Coaching
- Audit
- Educational Materials
- Policy
- Communication
- Other

### Other Details (tasks, dates, individuals responsible, etc.)

### Description of Integrations Strategies

## THE INTERVENTION:

LOCATION:

PROBLEM:

### Active Ingredients:

Features we need to adopt closely (that is, with fidelity) to get the intended outcomes.



Summarize the intervention and how it will address the problem to the problem.

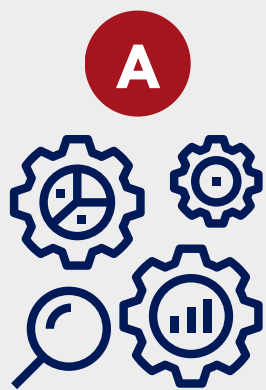
## • Use protocols:

- to guide learning, build new skills and habits
- build equity into the conversation
- Build
- surface problems
- to engage meaningfully in text
- improve culture
- intentionally embed adult learning into your practices to improve student outcomes
- build agreements
- coaching, lesson study, peer observation

- Develop a learning centered approach
- WHY-WHAT-HOW

# It happens in the outer circle

## ASSESS & ADJUST



In order to improve implementation quality and effectiveness, implementers need to engage in a process of **continuous improvement**. Implementation is a learning process. Strategic implementation requires **teams** of implementers to use **learning as a way to improve implementation quality and effectiveness**.

Engaging in **collaborative and iterative continuous improvement cycles** means grappling with dilemmas associated with change, including but not limited to time, resources, and focus.

# What if we?

- Require teams of implementers to use learning as a way to improve implementation quality and effectiveness. It involves asking the right questions:
  - What are we trying to accomplish through these implementation strategies?
  - How will we know if the implementation strategies are effective?
  - What evidence will we collect to determine implementation effectiveness?
  - What changes to the implementation do we need to make and why?
  - How do we know that the new implementation changes we are making are actually improving implementation quality and effectiveness?



# It happens in the outer circle



Building collective efficacy is the most powerful human-centered things an organization can do. **Beliefs affect behavior.** When a team beliefs in their collective ability to make the necessary changes needed, **their behaviors and actions follow.**

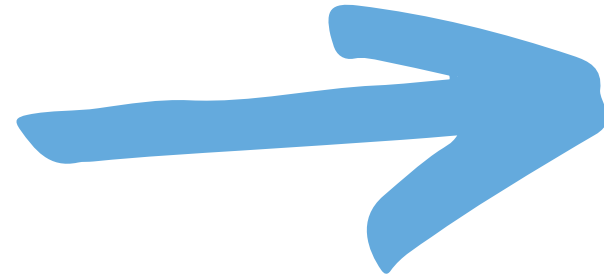
“Collective teacher efficacy refers to a staff's shared belief that **through their collective action** they can positively influence student outcomes, including those who are disengaged and/or disadvantaged.”

Hite & Donohoo p xv 2020

**Implementation requires collective efficacy.**

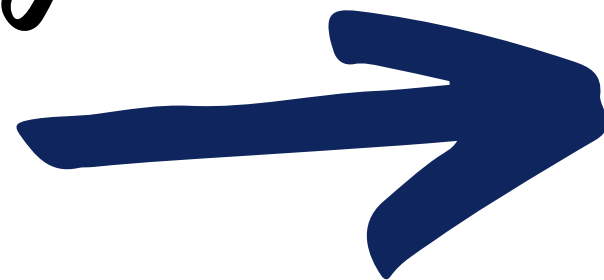
# What People See

TEAM COMPETENCE AND CONFIDENCE BREEDS  
COMPETENCE AND COLLECTIVE SUCCESS.



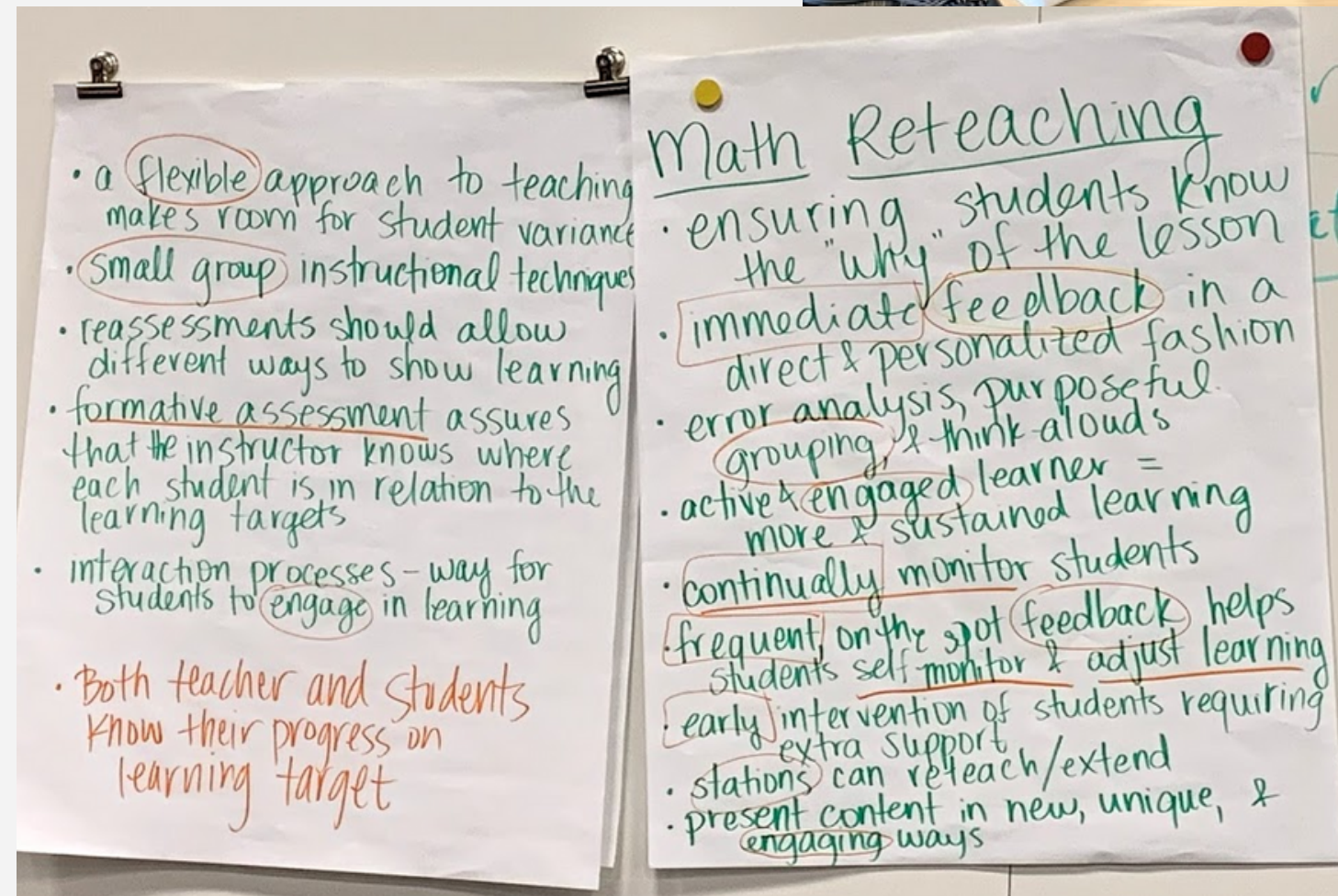
# What is happening

"COLLECTIVE EFFICACY IS MORE COMPLICATED THAN  
MAKING TEACHERS FEEL GOOD ABOUT THEMSELVES."  
HATTIE



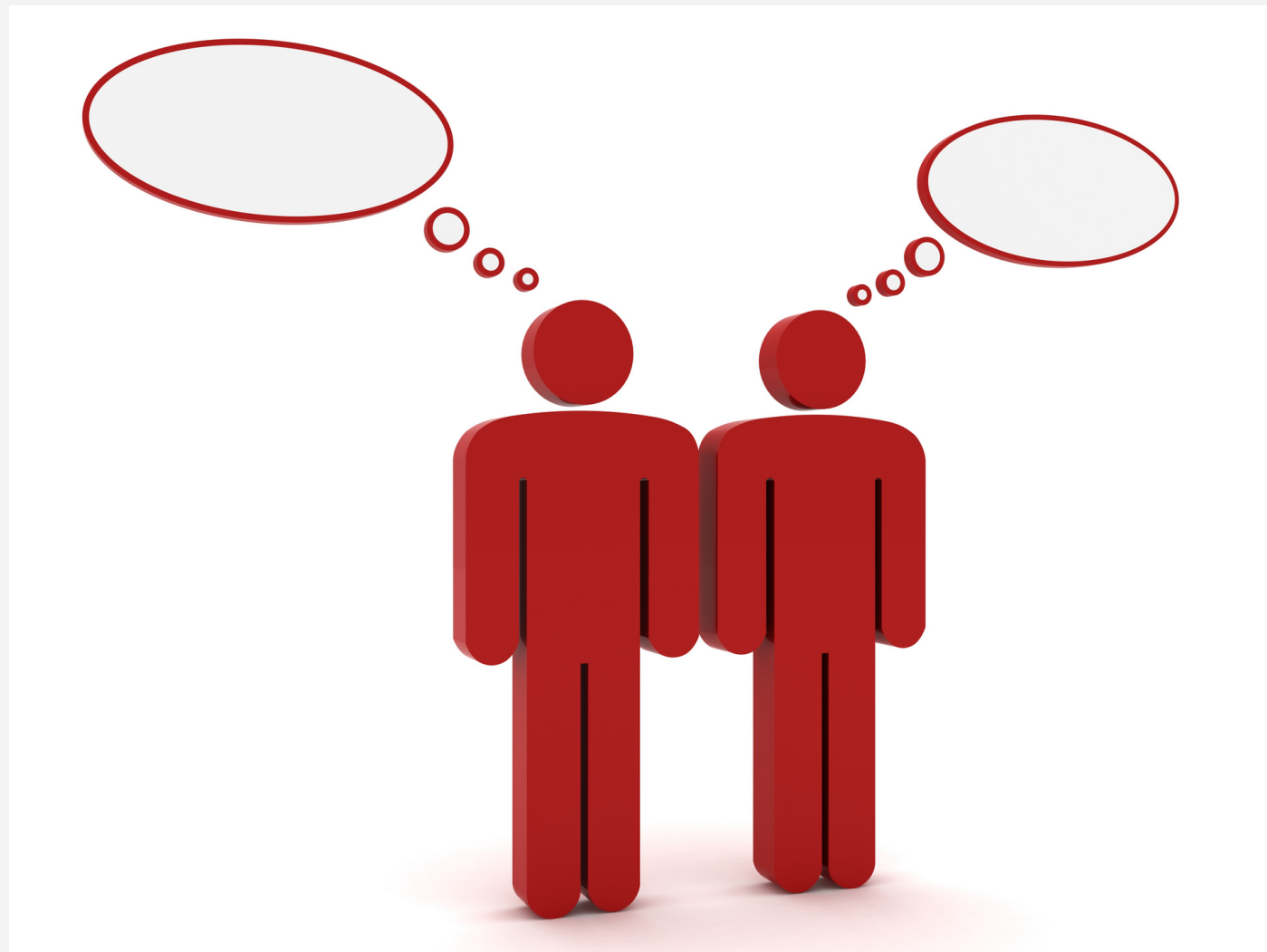
*Doing the work  
together.*

## What if we build structures to support collective efficacy?



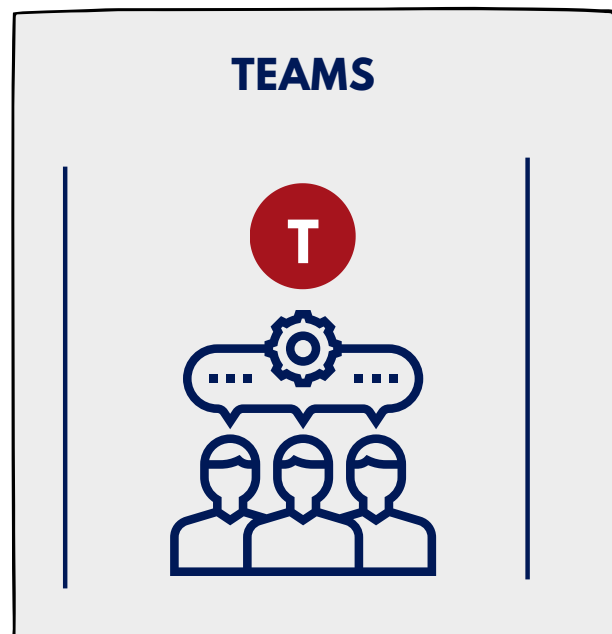
- **Enabling Conditions to Collective Efficacy:**
  - Gaining consensus on goals
  - Empowering teachers
  - Cohesive teacher knowledge
  - Embedding reflective practices
- **All accomplished through supportive leadership**  
*Hite and Donohoo 2021*

**Which enabling condition of collective efficacy is a strength for your organization? Which is a stretch?**



- **Enabling Conditions to Collective Efficacy:**
    - **Gaining consensus on goals**
    - **Empowering teachers**
    - **Cohesive teacher knowledge**
    - **Embedding reflective practices**
  - **All accomplished through supportive leadership**
- Hite and Donohoo 2021*

# It happens in the outer circle



Strategic and effective implementation requires an implementation team. They do the work of implementation. In other words, they are **responsible for operationalizing your organization's change.**

**"Implementation teams live in both possibility and accountability."**

**Carney & Pizzuto 2020**

Implementation teams help you move from **hoping it happens to making it happen.**



BUY-IN

RESOURCES

LEADERSHIP

INDIVIDUAL OR COLLECTIVE BELIEFS & VALUES

CULTURE, CLIMATE, CONTEXT

PROFESSIONAL LEARNING

**IMPLEMENTATION TEAMS**  
**(HOW)**

What we know

What we do

**"Implementation teams bridge the gap  
between what we know and what we do."**

**- Carney & Pizzuto, 2021**

# IMPLEMENTATION TEAM

A collaborative team of people accountable to the success of the implementation.

Focus on Implementation of Evidence-Based Practice

A Collaborative Team with a Focus on Full and Effective Use of the Innovation

Collective Inquiry into Effective Change Drivers and Enabling Contexts and Structures

Action Oriented: "Making it Happen"

A Commitment to Using Fidelity Measures and Continuous Cycles of Improvement

Results Oriented implementation results

# PLC

A team of educators who collaboratively work to improve teaching skills and the academic performance of students.

Focus on Learning

A Collaborative Culture with a Focus on Learning

Collective Inquiry into Best Practices and Current Reality

Action Oriented: Learning by Doing

A Commitment to Continuous Improvement

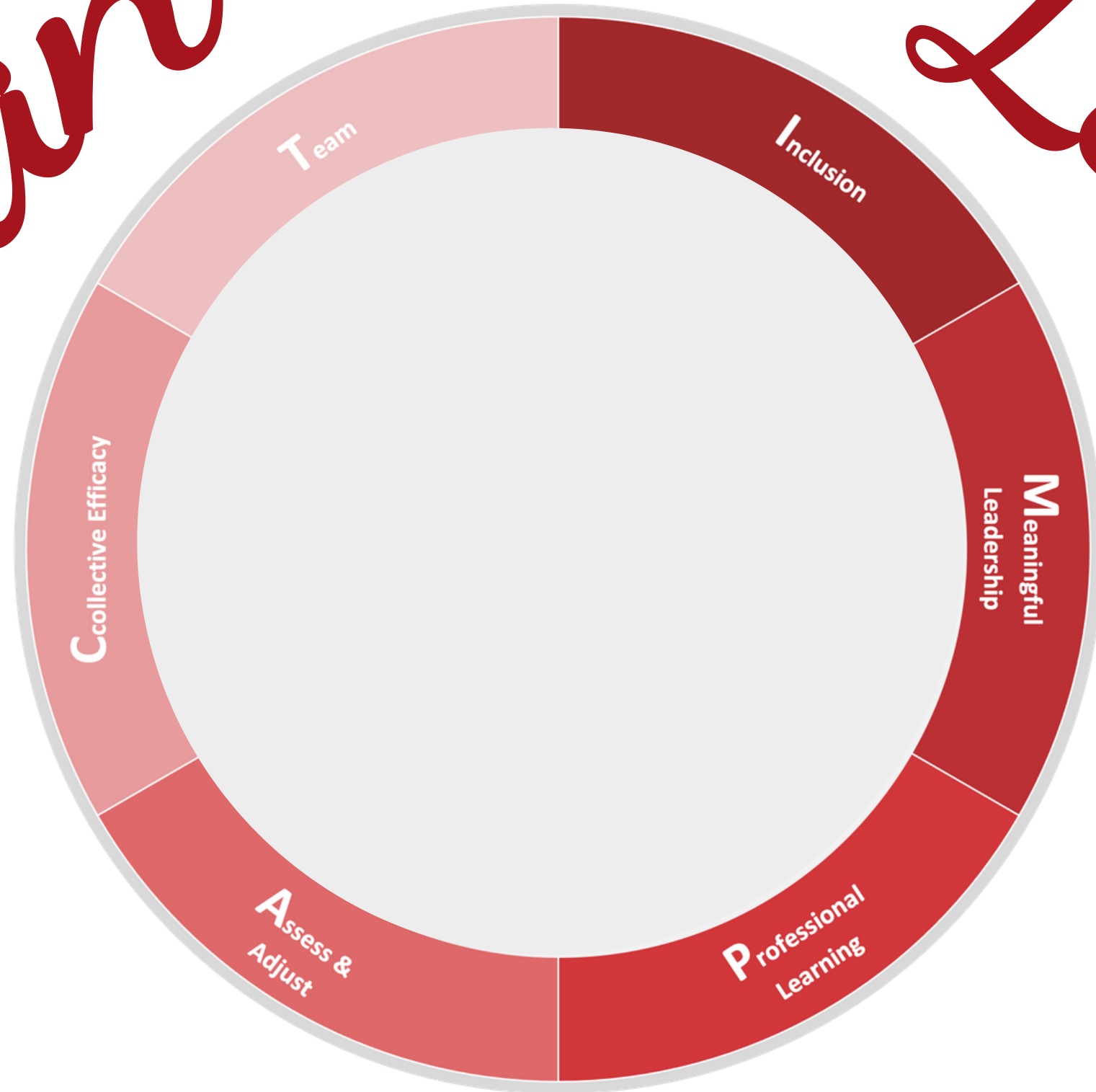
Results Oriented student learning results



# IMPACT

Implementation Framework

*Human*



*Learning*

# How Might We

include **human and learning-centered design** elements into implementation?



Reflection time...review your notes



What are three actions you can take to add human and learning centered design to your implementation?

*Time for Action*

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①

②

③





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DOLLARS

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**THANK YOU!**  
**Get started and get better!**