Part A: Defining the Challenge

SPREAD	SCALE OR SCALE-UP
Focus is on **replication of practice**	Focus is on **overcoming systems constraints**
The dissemination of new ideas, that have been successfully implemented, across a broader range of contexts	*Overcoming the institutional inertia and infrastructure issues that arise as new ideas spread to impact outcomes at the larger system level*
You might be facing a SPREAD problem if: ❏ New practice or intervention is proven to be effective ❏ New practice or intervention is readily available ❏ Individuals seem hesitant to take up the idea	You might be facing a SCALE problem if: ❏ There is a constraint in the system that will make it difficult for people to enact change reliably ❏ Additional resources are needed to enact intervention ❏ Implementation requires new tools, knowledge or behavior changes ❏ Systemwide policies, practices, or beliefs are impacting take up

Describe the challenge you are facing disseminating learning or implementing a new idea or practice.

We want to implement the LETRS training at our school to support teachers in utilizing strategies aligned to the science of reading. However, many teachers have set beliefs about students' capabilities and how to teach reading. he school also lacks the instructional materials to support new practices.

IS IT SCALE OR SPREAD?
(circle one)

SPREAD
Complete Part B

SCALE
Complete Part C

Part B: Considering **SPREAD**

Spreading new ideas requires people to accept and adopt new ways of being and acting in their systems. People react to change in different ways – resistance, apathy, compliance, conformance, and commitment.

Make a Plan: How might we encourage commitment to change?
(Brainstorm ideas below.)

Create the will for change in individuals and groups
How will you motivate people?

Communicate WHY the change is occurring
Why this change? Why now?

Provide information on HOW the change will take place
What kind of models will be helpful?

Get consensus on the resources and support that will be needed for the change
What might need to be removed?

Publicize the change in advance and let people have time to understand what is coming
What mindsets might you encourage?

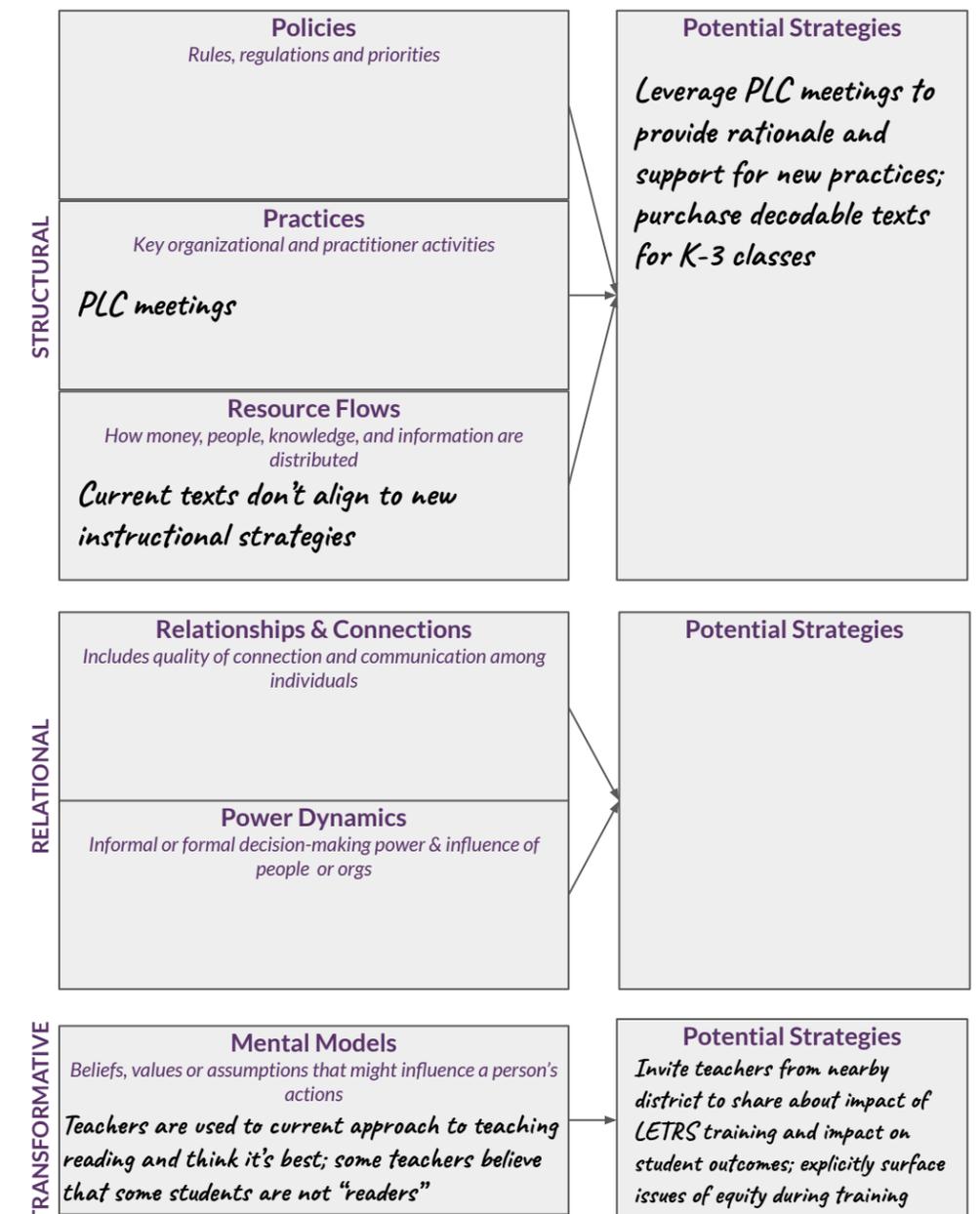# Part C: Considering **SCALE**

Scaling can be difficult because new ideas encounter an existing complex system which maintains the status quo by the nature of its design. Overcoming the complexity of an existent system requires us to consider the structural, relational, and transformational changes that may be needed to get a new idea to work reliably with quality.

Make a Plan: How might we attend to the complexity of the system?

*Step 1: Assess System Conditions. What elements of the current system might impact implementing the change? (Consider how both the **organization's actions** and your **personal actions** have contributed to the conditions holding the problem in place.)*

Step 2: Identify Strategies. What strategies can help address these constraints? Who needs to be involved?

STRUCTURAL

Policies
Rules, regulations and priorities

Practices
Key organizational and practitioner activities

PLC meetings

Resource Flows
How money, people, knowledge, and information are distributed

Current texts don't align to new instructional strategies

Potential Strategies

Leverage PLC meetings to provide rationale and support for new practices; purchase decodable texts for K-3 classes

RELATIONAL

Relationships & Connections
Includes quality of connection and communication among individuals

Power Dynamics
Informal or formal decision-making power & influence of people or orgs

Potential Strategies

TRANSFORMATIVE

Mental Models
Beliefs, values or assumptions that might influence a person's actions

Teachers are used to current approach to teaching reading and think it's best; some teachers believe that some students are not "readers"

Potential Strategies

Invite teachers from nearby district to share about impact of LETRS training and impact on student outcomes; explicitly surface issues of equity during training

Adapted from The Water of Systems Change: Action Learning Exercise

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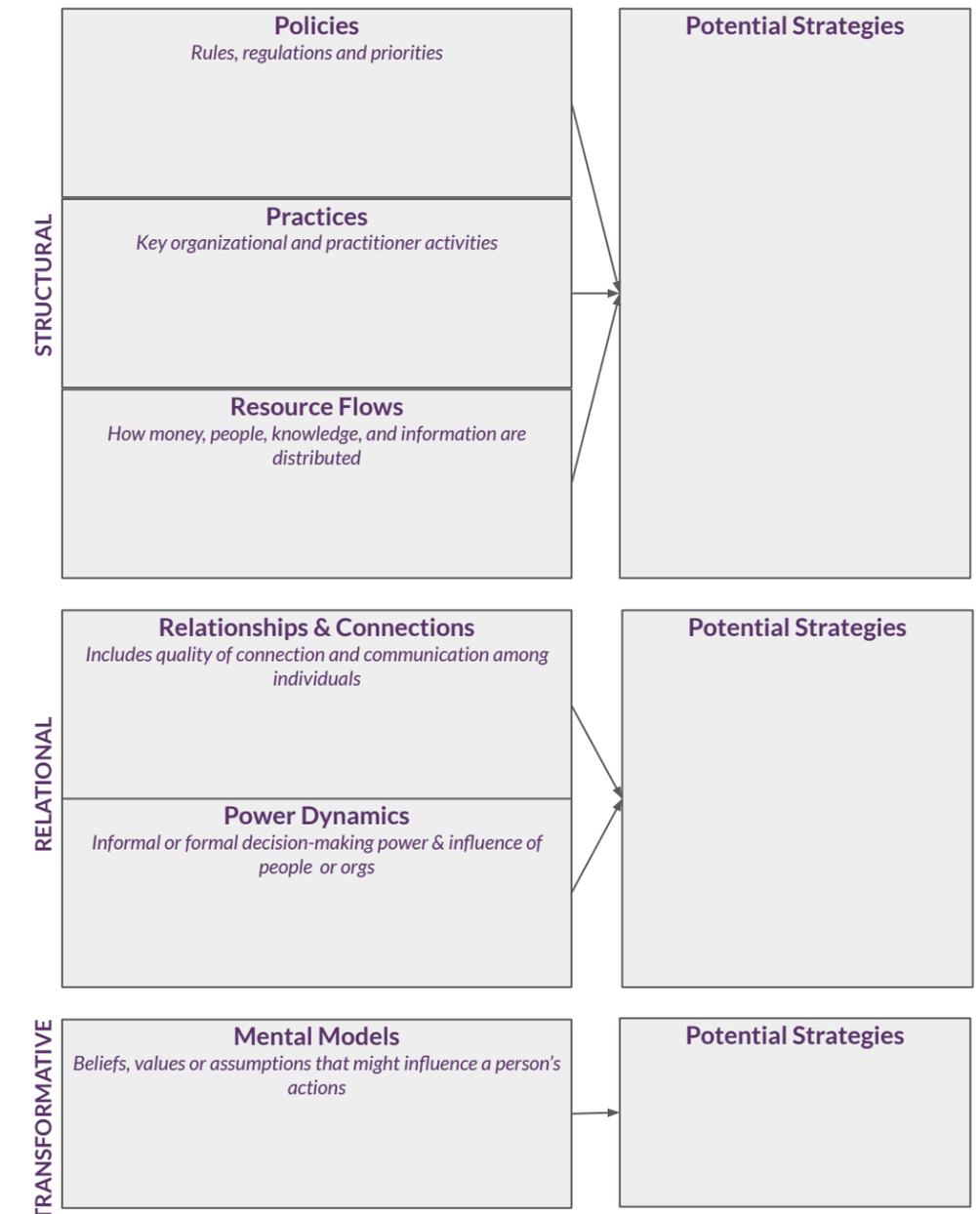*What mindsets might you encourage?*

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