CARNEGIE FOUNDATION SUMMIT
on
IMPROVEMENT IN EDUCATION 2021
VIRTUAL

6C. The Psychology of Change in Improvement

Patrice Dawkins-Jackson, Associate, Networked Improvement Science and Director, Post-Baccalaureate Fellowship Program, Carnegie Foundation for the Advancement of Teaching

Uma Kotagal, Senior Executive Leader, Population and Community Health, Cincinnati Children's Hospital Medical Center; Senior Fellow, Carnegie Foundation for the Advancement of Teaching

Simone Palmer, Associate, Networked Improvement Science, Carnegie Foundation for the Advancement of Teaching

Niesha Jones, Program Associate, Raise Your Hand Texas

Derek Pike, Assistant Principal, Denver West High School, Denver Public Schools

Tinkhani White, Director of School Improvement, Chesterfield County Public Schools

The session will begin shortly.

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Use the chat function to share a bit about yourself and what is on your mind!
- *Name and organization*
- *What do you hope to learn most about the human side of change?*

I. Use the chat function.

II. Please share a bit about yourself and what is on your mind!

- *Name and organization*

- *What do you hope to learn most about the human side of change?*

How to access materials for today

Carnegie Staff

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Hospital Medical Center;
Senior Fellow, Carnegie
Foundation

Hannah Weissler
Post-Baccalaureate
Fellow, Collaborative
Technology

Session Objectives

- Learn about the content and purpose of the IHI Psychology of Change Framework.

- Interact with the framework to deepen your understanding of the psychology of change in leading improvement work

- Learn from K-12 leaders about how the domains described in the framework apply to real-life scenarios

- Identify methods for activating agency that can be applied to your own context

Our Time Together
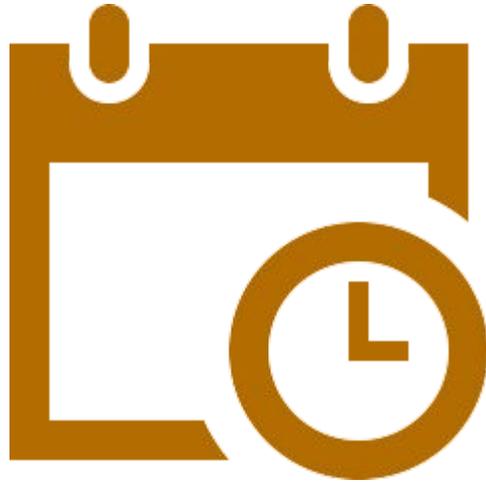
- Welcome & Introductions
- Introduction to the Framework
- Stories from the Field
- Small Group Discussion
- Q & A
- Resources

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Conversational Norms

- Be curious rather than certain
- Value one another's interpretations
- Listen for what is new and different
- Be open to testing your own assumptions
- Be willing to be uncomfortable
- See confusion as an opportunity for creativity

(created from *Willing to be Disturbed-Wheatley)*

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Who's in the Room?

Option A

Option B

Option C

Option D

IHI Psychology of Change Framework to Advance and Sustain Improvement

What Holds Us Back?

- The rate at which improvements spread relies at least in part on people.

- People's resistance to change comes from fear.

  - Fear of failure, of losing control, of moving from habit to uncertainty

The Adoption Curve- Everett Rogers

Psychology of Change

The science and art of human behavior as it relates to transformation

- Focuses on the people directly and indirectly affected by improvement

- Recognizes the inherent value in each person, regardless of identity or position

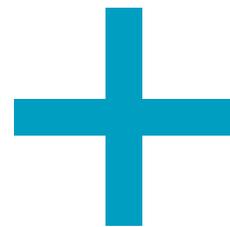- Aims to activate people's agency in the face of fear

Source: Hilton K, Anderson A. *IHI Psychology of Change Framework to Advance and Sustain Improvement*. Boston, MA: Institute for Healthcare Improvement; 2018. ihi.org/psychology

Psychology of Change

AGENCY

The ability of an individual or group
to choose to act with purpose

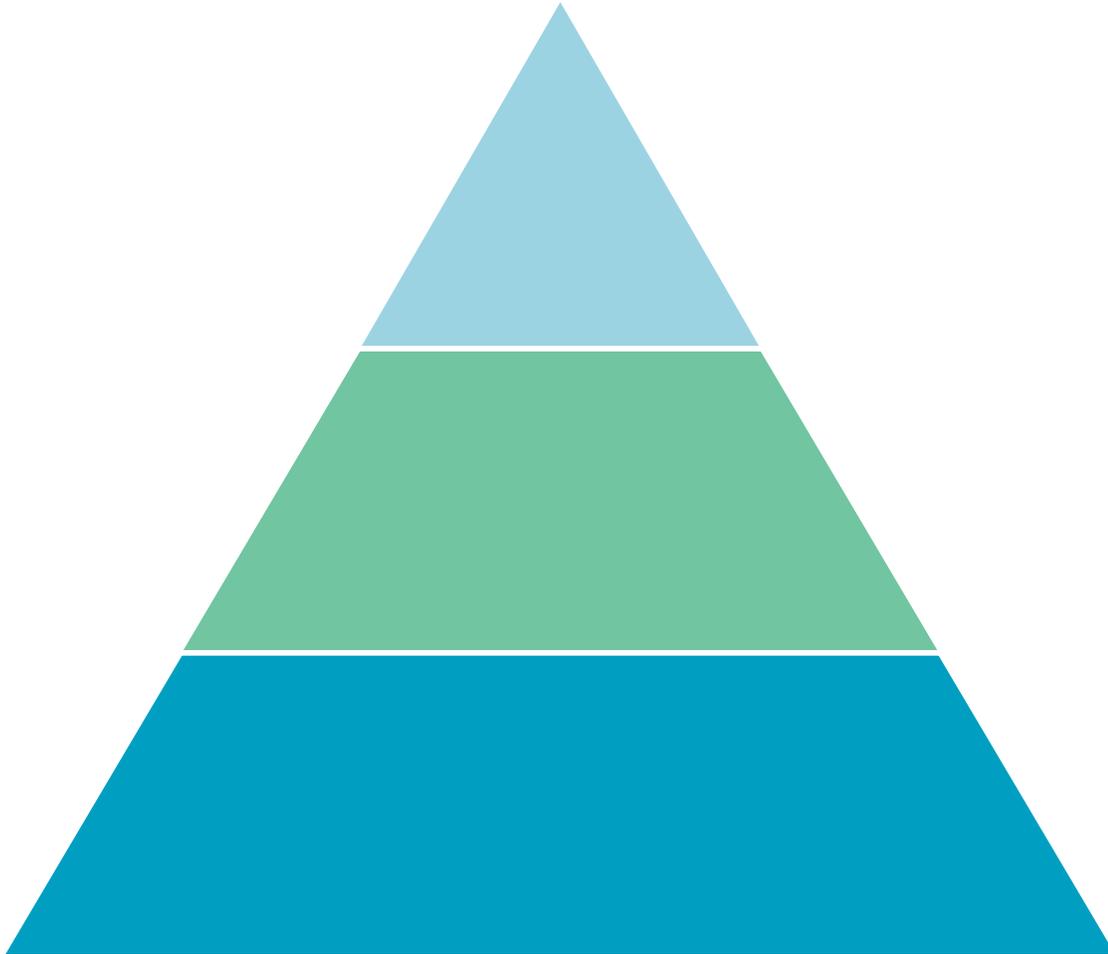### Power

The **ability** to
act with purpose

➕

Courage

The emotional resources
to **choose** to act

Three Levels of Agency

Self:
An individual's agency to make his or her own choices

Interpersonal:
The collective agency of people acting together

System:
The structures, processes, and conditions that support the exercise of agency within and across institutions and organizations

IHI Psychology of Change Framework

Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanized people's individual and collective commitment to act.

Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

Activate People's Agency

Distribute Power

People can contribute their unique assets to bring about change when power is shared.

Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see, and commit to one another.

Domain Glows and Grows

Our Guest Panelists

Tinkhani White
Director of School Improvement, Chesterfield County Public Schools
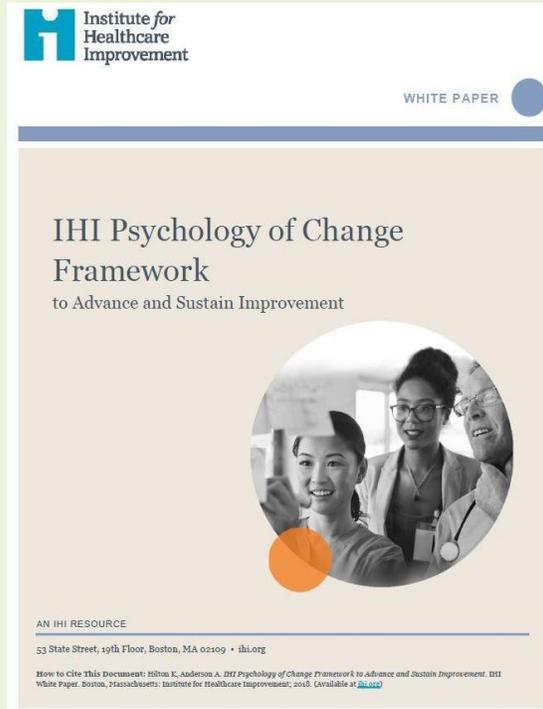
Derek Pike
Assistant Principal, Denver West High School, Denver Public Schools

Niesha Jones
Program Associate, Raise Your Hand Texas

Individual Reflection

- What stood out to you about the IHI Framework overall and/or any of the specific domains? How is it similar or different to framework(s) that you have utilized in your work? Is there anything missing?

- What are the barriers and challenges you face in your own context as related to the human side of change? How did you relate to the stories that the panelists shared?

- Share a practice, method or approach that you have used to activate people's agency.

Small Group Discussion (random groups of 3) (15 min)
- Introduce yourselves (<1 min)
- Select facilitator and recorder (<1 min)
- Group discussion-share reflections (12 min):
  - Round robin (1-2 min each)
    - What stood out to you about the IHI Framework overall and/ or any of the specific domains? How is it similar or different to framework(s) that you have utilized in your work? Is there anything missing?
    - What are the barriers and challenges you face in your own context as related to the human side of change? How did you relate to the stories that the panelists shared?
  - Discuss what stood out as people shared their reflections (5 min)
  - Share a practice, method or approach that you have used to activate people's agency. (1 min each)
- Recorder adds key highlights and questions to the Mural.

Using the Screen Sharing Feature

Mural Instructions

Instructions: Recorder--please select one of the small squares for your group, zoom in and click on the post-its to add highlights from your group's discussion (one idea per post-it),

Brekaout task card Image

Discussion Highlights

Discussion Highlights

Discussion Highlights
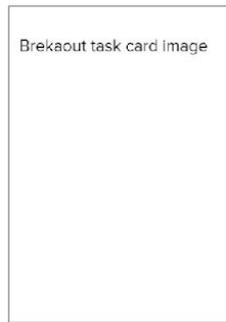
Instructions: Recorder-- In the space below, click on the post-its to add questions from your group (one per post-it).
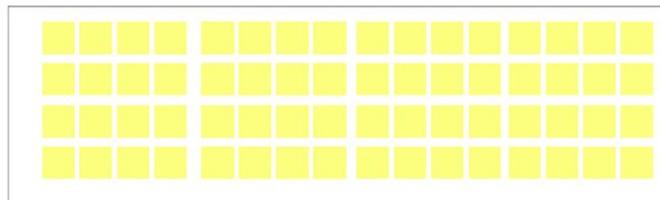
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(created from *Willing to be Disturbed-Wheatley)*

Breakout Discussion

Small Group Discussion (random groups of 3) (15 min)
- Introduce yourselves (<1 min)
- Select facilitator and recorder (<1 min)
- Group discussion-share reflections (12 min):
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  - Discuss what stood out as people shared their reflections (5 min)
  - Share a practice, method or approach that you have used to activate people's agency. (1 min each)
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BREAKOUTS IN SESSION

Gallery Walk

- What resonates with you, surprises you or causes you to shift your thinking?

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Please post in the chat:

- What self-work do you need to do to build your capacity in the psychology of change in your own improvement work?

- What new tool, method or approach will you adopt to apply to your own context?

Help us improve!

Access the evaluation link in the session's description in the Summit web platform.

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Guest Panelists Contact Information

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