

LEADING EDUCATION SYSTEMS TOWARDS CONTINUOUS IMPROVEMENT
 SUPPLEMENTAL RESOURCES

Resource	Description	Key dispositions	Core practices	Levers of transformation
IHI Psychology of Change Framework: IHI. (n.d.). Retrieved from http://www.ihl.org/resources/Pages/IHIWhitePapers/IHI-Psychology-of-Change-Framework.aspx	The Institute for Healthcare Improvement offers a framework and describes methods that leaders can use to attend to the human side of change and to advance and sustain improvement in their organizations.	X	X	
King, K., Prince, K., Swanson, J., & Romero, M. (n.d.). The Education Changemaker’s Guidebook to Systems Thinking [Scholarly project]. In Knowledge Works. Retrieved September 4, 2021, from https://knowledgeworks.org/resources/education-changemakers-guidebook-systems-thinking/	This guidebook introduces education stakeholders and changemakers to the theories, language, mindsets and tools of systems thinking for the purpose of informing approaches to systems change.	X	X	
Schein, E. H., & Schein, P. A. (2021). Humble inquiry: The gentle art of asking instead of telling. Berrett-Koehler.	Schein describes how to engage with others from a place of curiosity, humility, and vulnerability in service of building trust and supporting continuous learning and improvement.	X	X	
Toussaint, J. & Ehrlich, S. Five Changes Great Leaders Make to Develop an Improvement Culture. NEMJ Catalyst (August 7, 2017). Retrieved from https://catalyst.nejm.org/doi/full/10.1056/CAT.17.0419	Based on work with 40+ healthcare executives, this article describes specific shifts in leaders’ dispositions and practices that can pay big dividends for their organizations’ continuous improvement efforts.	X	X	
Toussaint, J., Barnas, K., & Adams, E. (2021). Becoming the change: Leadership behavior strategies for continuous improvement in healthcare. New York: McGraw-Hill.	Grounded in the authors’ experience leading transformational change across ThedaCare health system, <i>Becoming the Change</i> offers practical advice for leaders learning to support continuous improvement across their organizations.	X	X	
Hinnant-Crawford, B. N. (2020). Improvement Science in Education: A Primer. Stylus Publishing, LLC.	<i>This primer illustrates the use of improvement science methodology and tools in education to equity and social justice.</i>		X	
Russell Ackoff on Systems Thinking [Interview by R. Ackoff]. (2019, February 1). Retrieved September 04, 2021, Harvard from https://www.leancompetency.org/video/russell-ackoff-on-systems-thinking/	<i>Dr. Russell Ackoff, a pioneer in operations research and systems theory, discusses continuous improvement through the lens of systems thinking. [Timestamp 1:32 - end]</i>		X	

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The Shingo Institute. The Shingo Model (2014). Utah State University. Retrieved from https://shingo.org/shingo-model/	Principles are like gravity - they are true whether or not you decide to believe in them. Journeys into continuous improvement often begin with tools; however, transformative and sustainable change only comes from principle-based leadership. The Shingo model gives a solid framework for those seeking to better understand how to lead systematically.	X	X	X
Clark, T. (2020, April 8). The Four Stages of Psychological Safety [Web blog post]. Retrieved September 4, 2021, from https://www.porchlightbooks.com/blog/changethis/2020/the-four-stages-of-psychological-safety	<i>Clark describes progressive stages of psychological safety in organizations and invites leaders to reflect on their role in creating the prerequisite culture of safety for transformation.</i>		X	X
Bryk, A. (2020, July) Improvement in Action: Advancing Quality in America's Schools . Harvard Education Press.	<i>In Improvement in Action (2020), Dr. Tony Bryk offers case studies of exemplary improvement efforts in the field of education. Chapter 2 describes how New Visions built an analytic infrastructure and supported process improvement to enable its partner schools to more effectively use data to advance improvement toward improving graduation rates in New York City. Chapter 6: Transforming a School District describes how Superintendent Dr. Patricia Greco led the School District of Menomonee Falls on a journey to transform from underperforming to continuously improving.</i>		X	X
Continuous Improvement: What it means and how it's being applied in a Wisconsin School System. (2019, March). Retrieved September 4, 2021, from http://my.aasa.org/AASA/Resources/SAMag/2019/Mar19/TOC_Mar19.aspx	<i>In its March 2019 edition, the AASA School Administrator magazine focused on continuous improvement in school districts. Articles in this issue explore Menomonee Falls' approach to improvement in both instruction and operations and describe tools and tactics that district leaders can use to advance organizational excellence.</i>		X	X
Grunow, A., Hough, H., Park, S., Willis, J., & Krausen, K. (2018, September). PACE - Towards a Common Vision of Continuous Improvement for California . Retrieved September 6, 2021, from https://edpolicyinca.org/publications/towards-common-vision-continuous-improvement-california	<i>Part I (pp. 3-22) of this report reviews the history of continuous improvement in other sectors, offers definitions of continuous improvement and continuously improving organizations, and offers a vision of what successful continuous improvement in education could look like.</i>			X