

High School Redesign Learning Network

Developing Aims and Processes for Redesigning your Schools



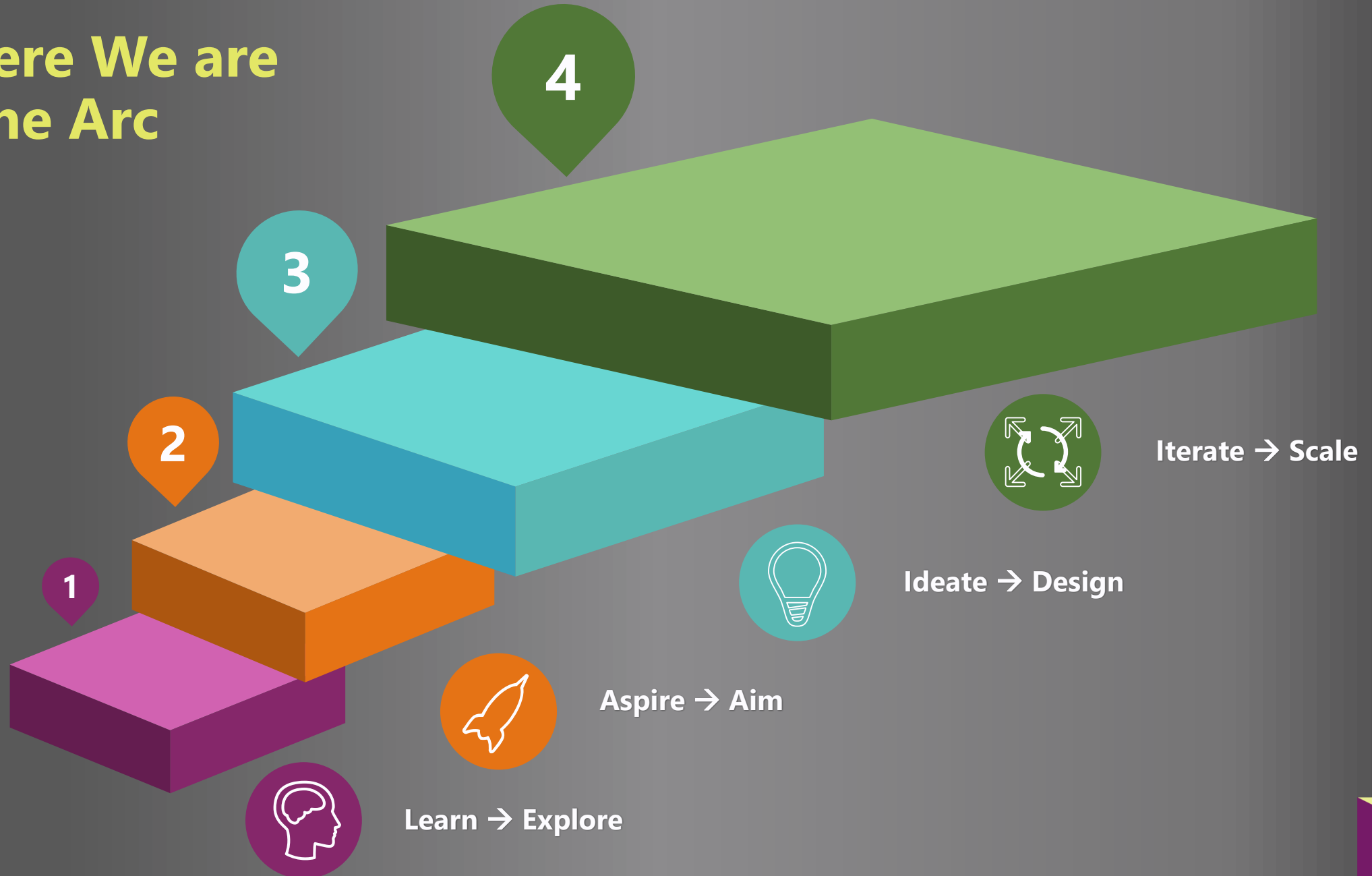
One Word Proverb



Objectives



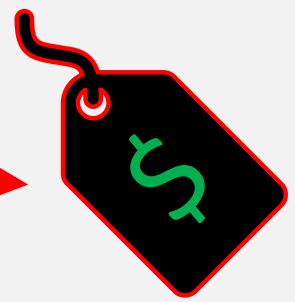
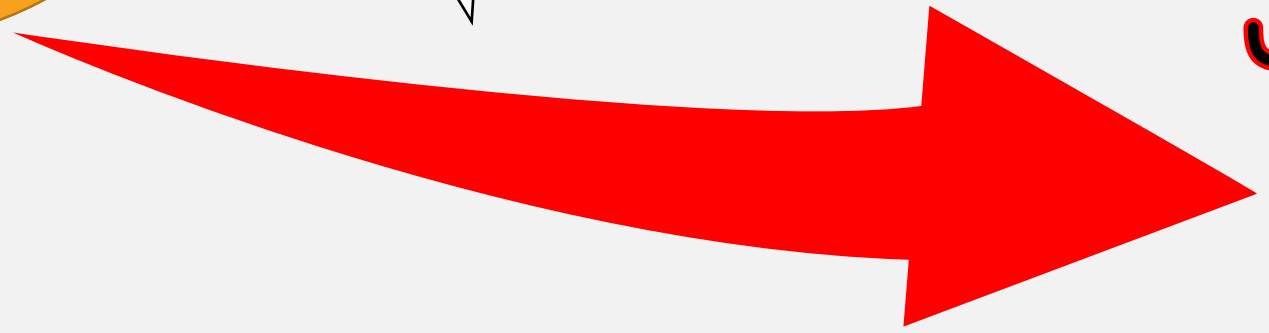
Where We are in the Arc



THE USUAL WAY WE TRY TO **GET BETTER**

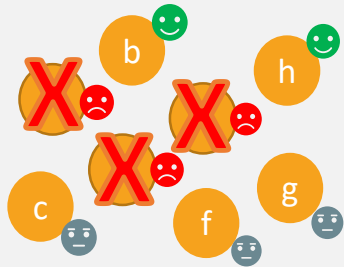


A largely un-tested and under-supported **program** is launched school-wide. The staff largely aren't bought in to the program, have weak skills related to implementation, aren't confident in the strategy, and resent the added burden. This feels like **one more thing.**

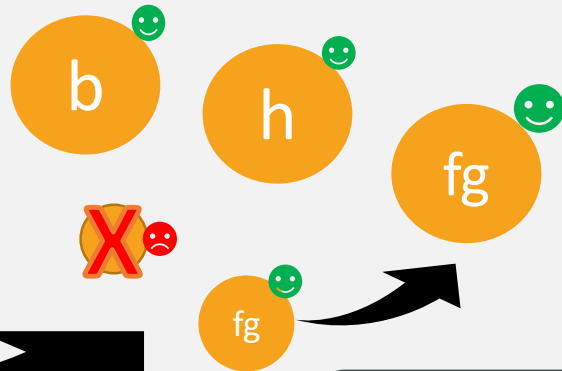


A New Way to Get Better

Identify
change
ideas &
test them
with quick
PDSAs



Test change
ideas that
“work” in
different
contexts and
slowly scale
into larger
tests



Iterate and re-test
promising change ideas
that need refinement

Continue
testing, scaling,
and combining
ideas into
“change
packages”



The design year ends
with a change package
that is ready for **full**
implementation, has
broad support, and
is set up for **success**



THE USUAL WAY

High Investment + Low Buy-In (“not my idea”) + **Low Confidence in Skills Needed & in the Overall Strategy**



Meager outcomes for students, wasted resources (🕒, 🔋, 📺), & causes collateral damage (lowered morale & trust).

THE NEW WAY

High Buy-In (“It was my idea” or “I saw the results and wanted to try”) + **Low Initial Investment** (investment increases with results) + **Time to Develop Skills + Confidence in the Overall Strategy**

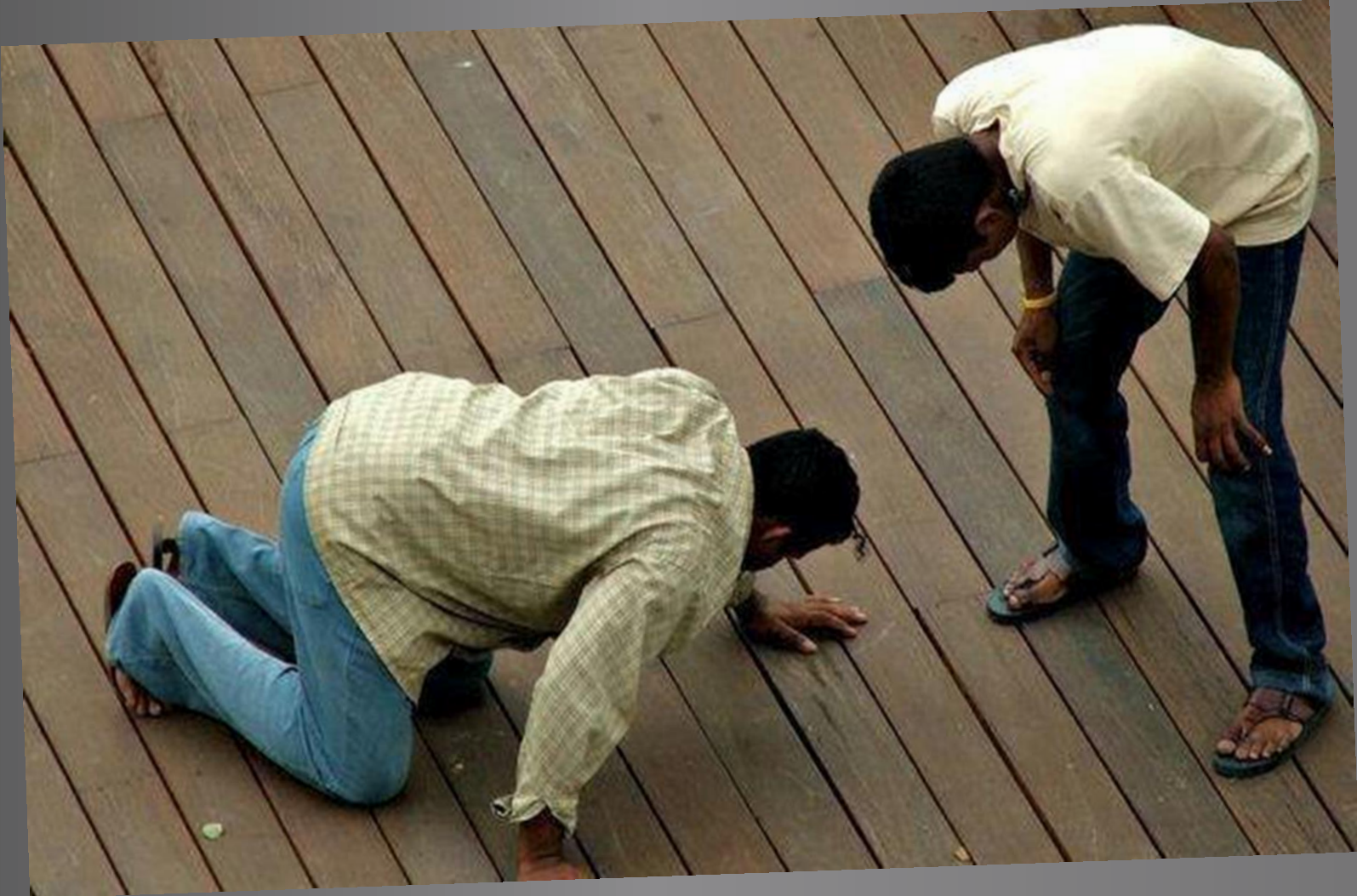


Improved outcomes for students, wisely allocated resources (🕒, 🔋, 📺), & collateral benefits (increased morale & trust).

In the **Design Network**, CEI wants to support schools to **Get Better** in the new way.



Solutionitis: The search for the perfect widget



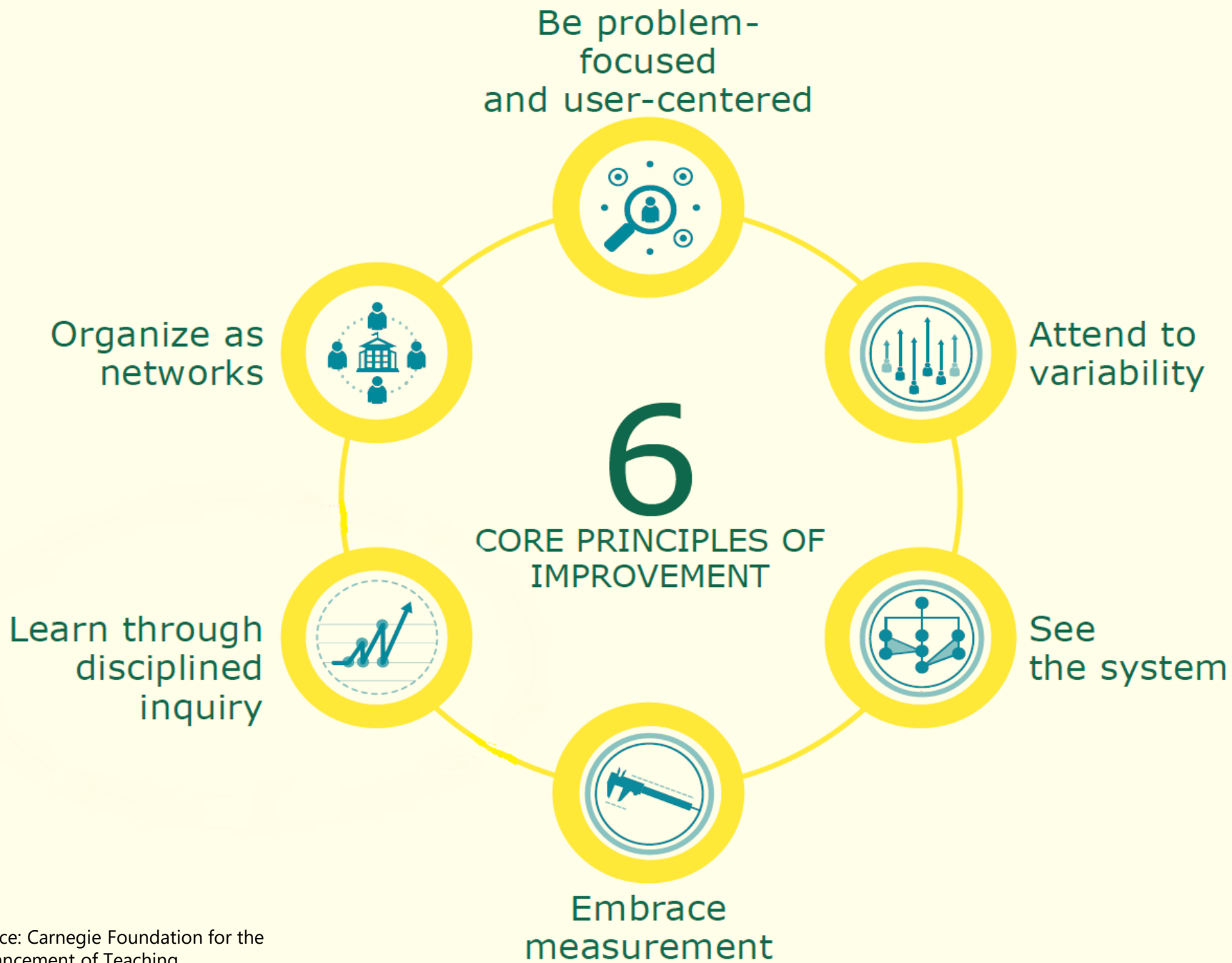


Instructions

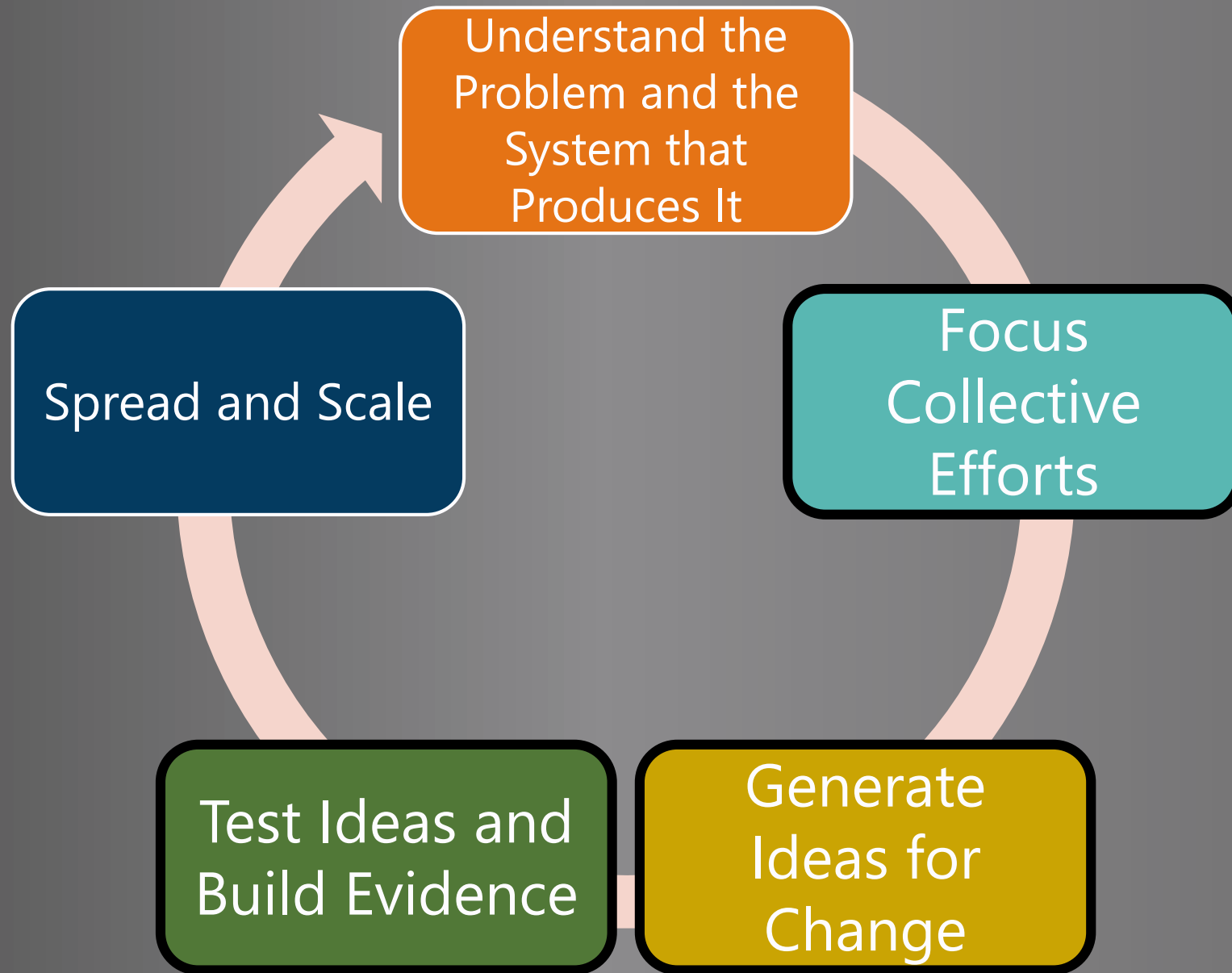
- Break into groups of 3-7 (you need at least 3)
- Assign:
 - Timekeeper (use a smartphone)
 - Recorder (use the PDSA Tracker)
- When time is called...
 - Try to spin a coin for the longest time possible
 - Record each attempt on the PDSA Tracker

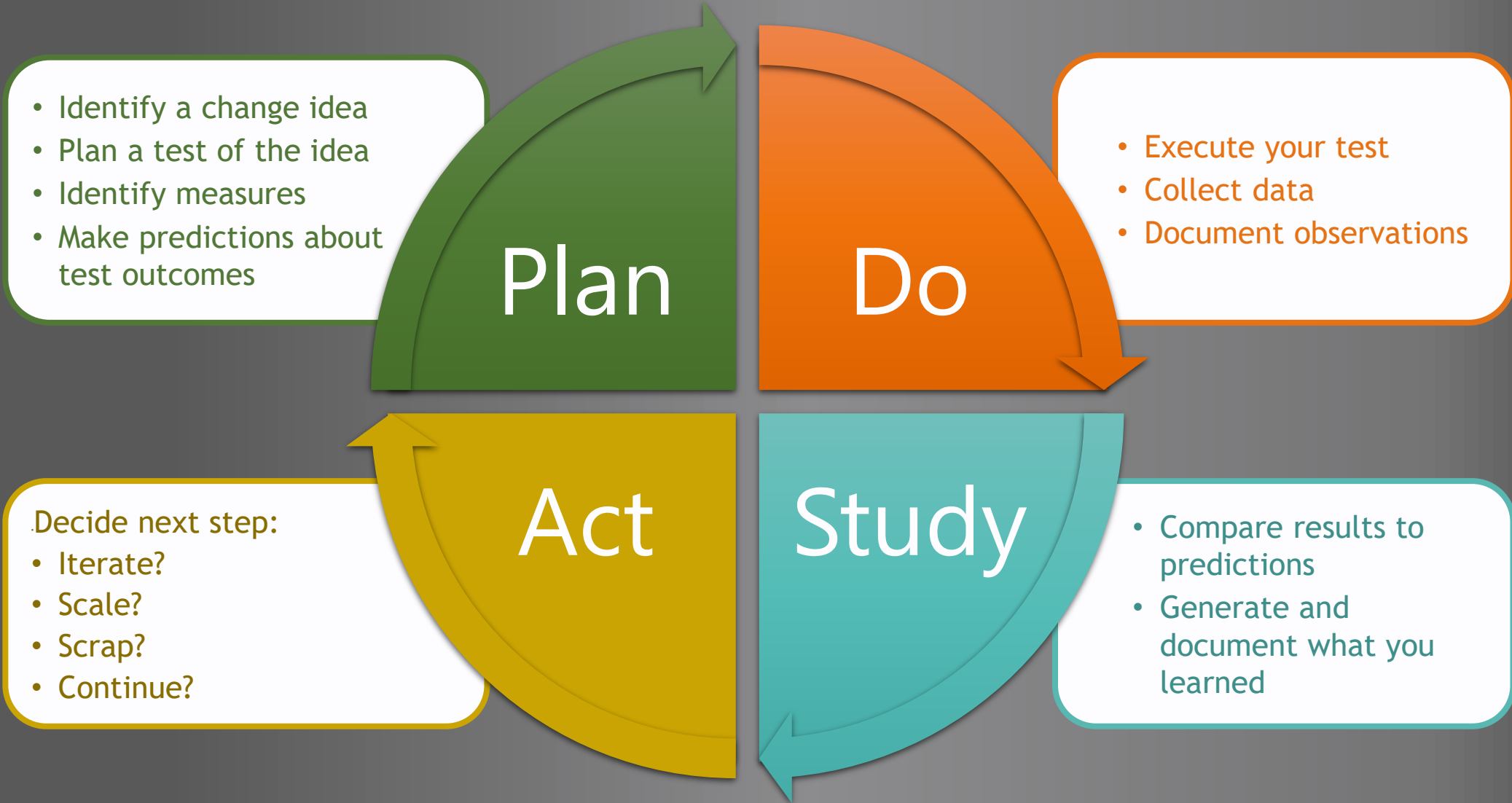
Rules

- Start timing when the coin starts spinning. Stop when it comes to a natural stopping point.
- You can use any coin, any surface, any technique, any person.
- Document each of your attempts!

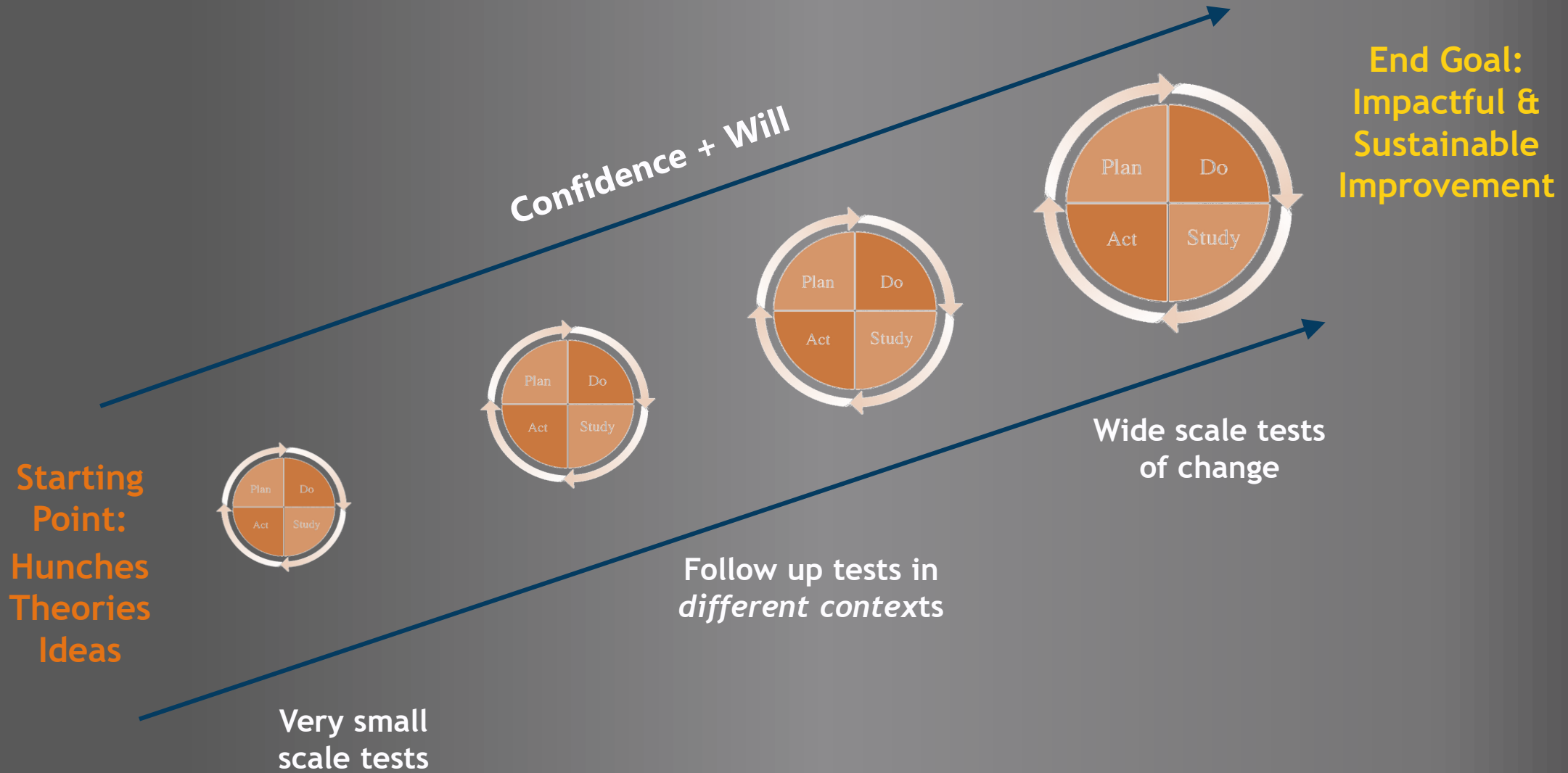


Source: Carnegie Foundation for the Advancement of Teaching





Spread and Scale



Confirming the Focus

Review your school's...

BIG aspiration



Focus



Root causes



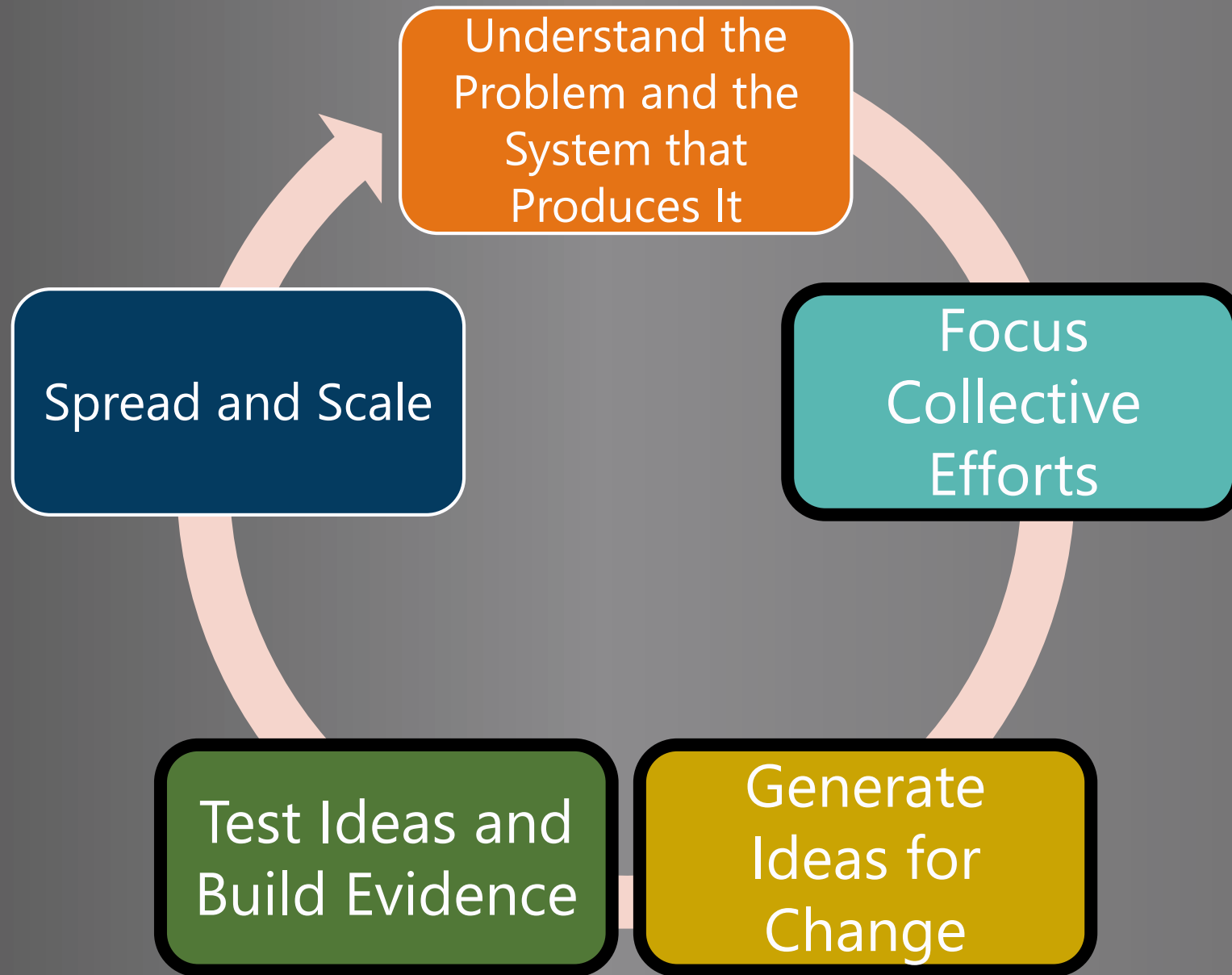
Themes



Revise and edit as necessary (15 minutes)



**Break: 15
minutes**



Aspiration

Aim

Drivers

Change Ideas

We will (increase/decrease)
(specific student-level outcome) on (specific/multiple
metrics) from (amount) to (amount)
in (specific student population)
by (specific timeframe).

Aspiration: Each and every student graduates prepared for college and career.

Aim

We will increase enrollment in our most rigorous courses from 17% to 40% in our 11th & 12th grade FRL student population by June, 2019.

Aspiration: All students feel safe and welcome in our school.

Aim

We will decrease disciplinary actions from 15% to 8% in our 9th grade students by June, 2019.

We will (increase/decrease)
(specific student-level outcome) on (specific/multiple
metrics) from (amount) to (amount)
in (specific student population)
by (specific timeframe).

- SMART
- Aligned to aspiration
- Focused on outcomes, not metrics

Now we know
what we want
to **Get Better**

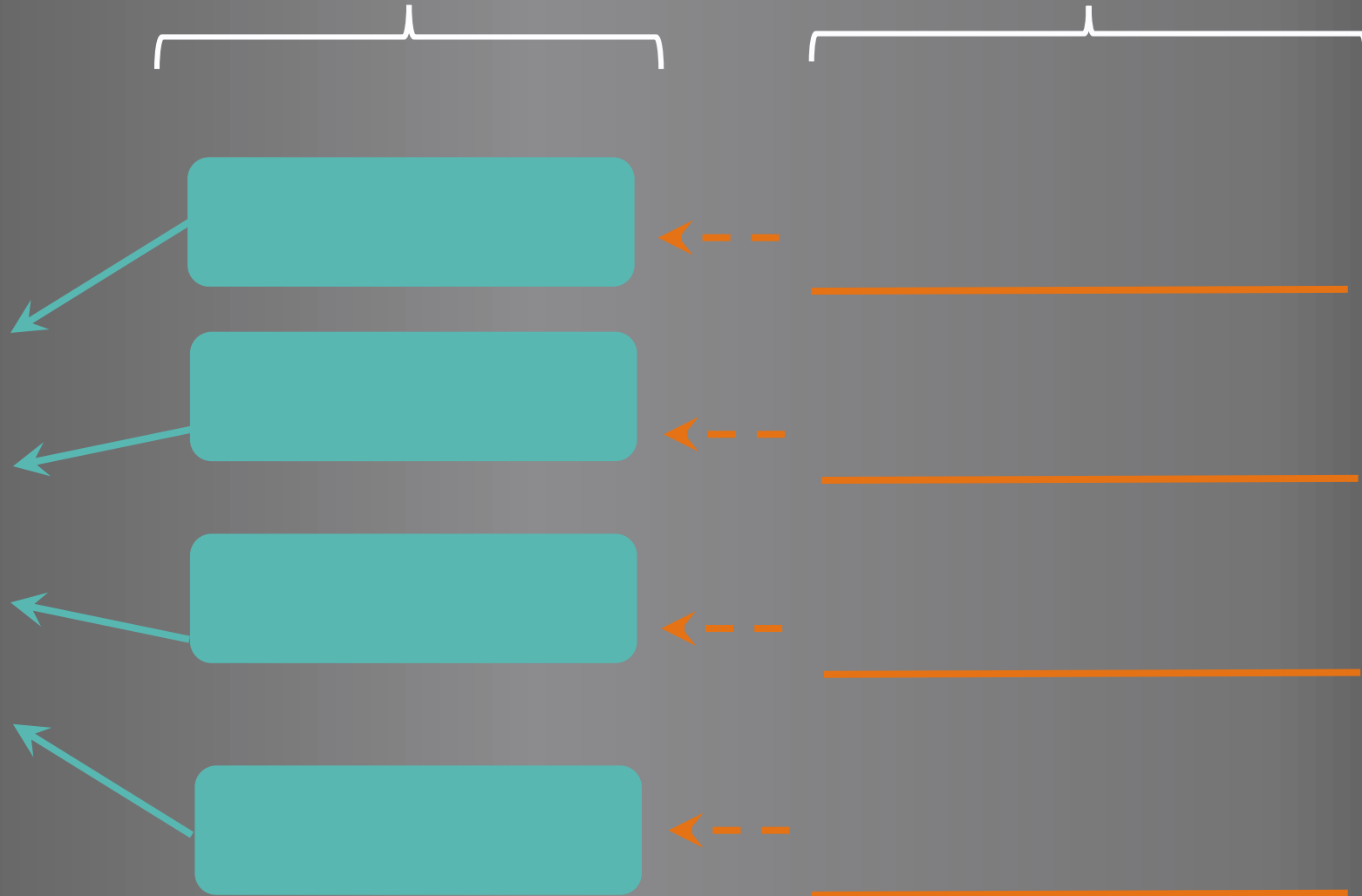


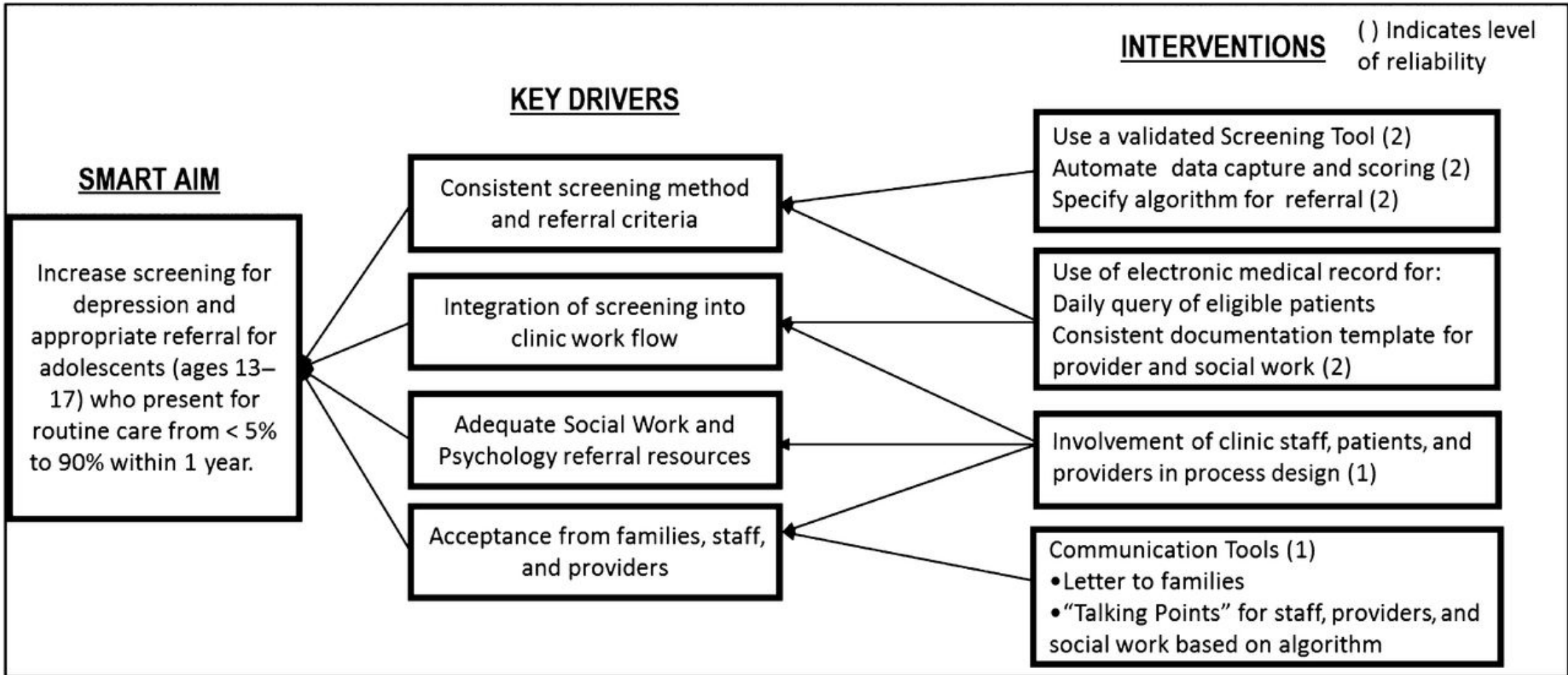
What goal are you working toward?

Drivers: What conditions need to be in place to reach your aim?

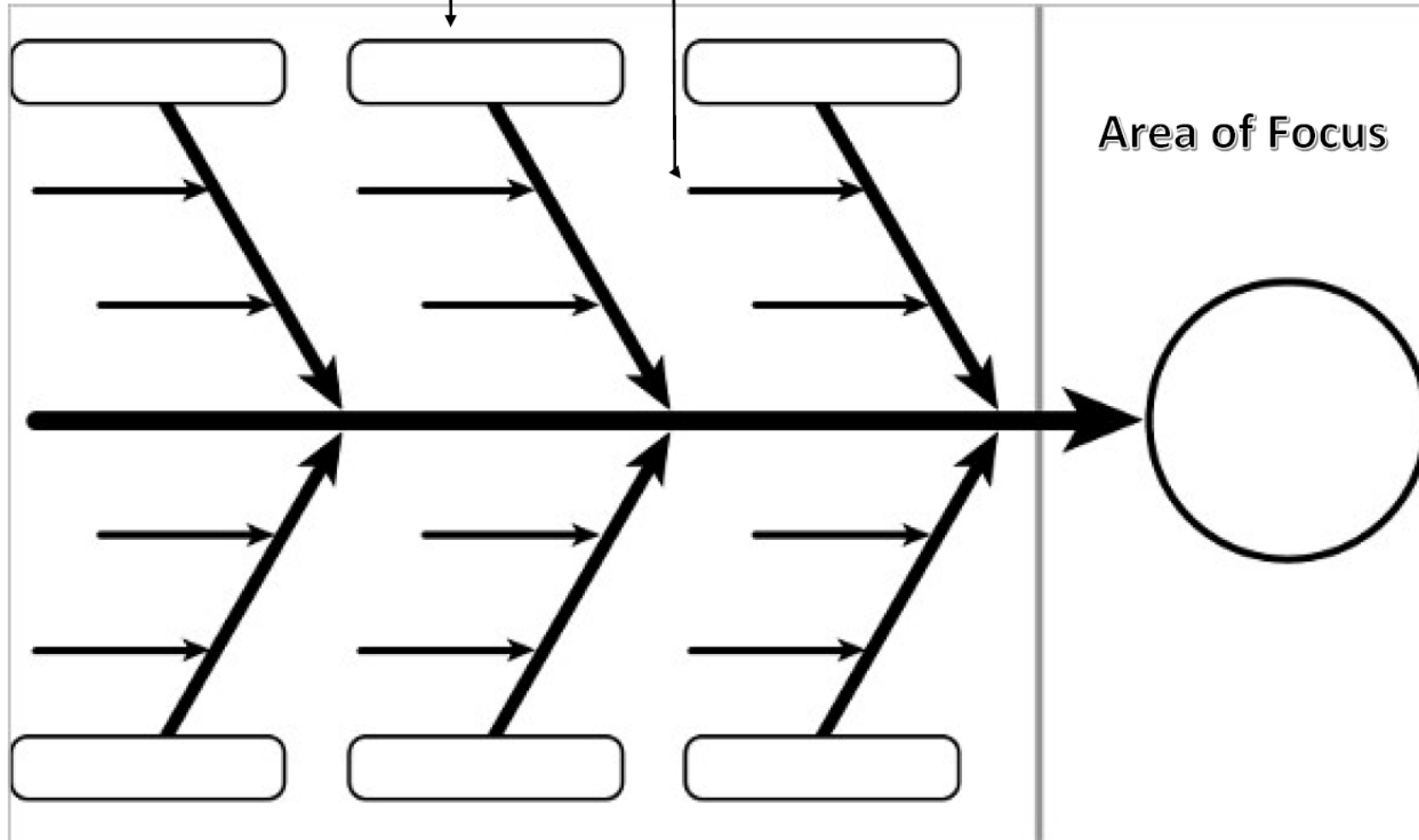
Change Ideas: What changes in practice do you think will create those conditions?

AIM:

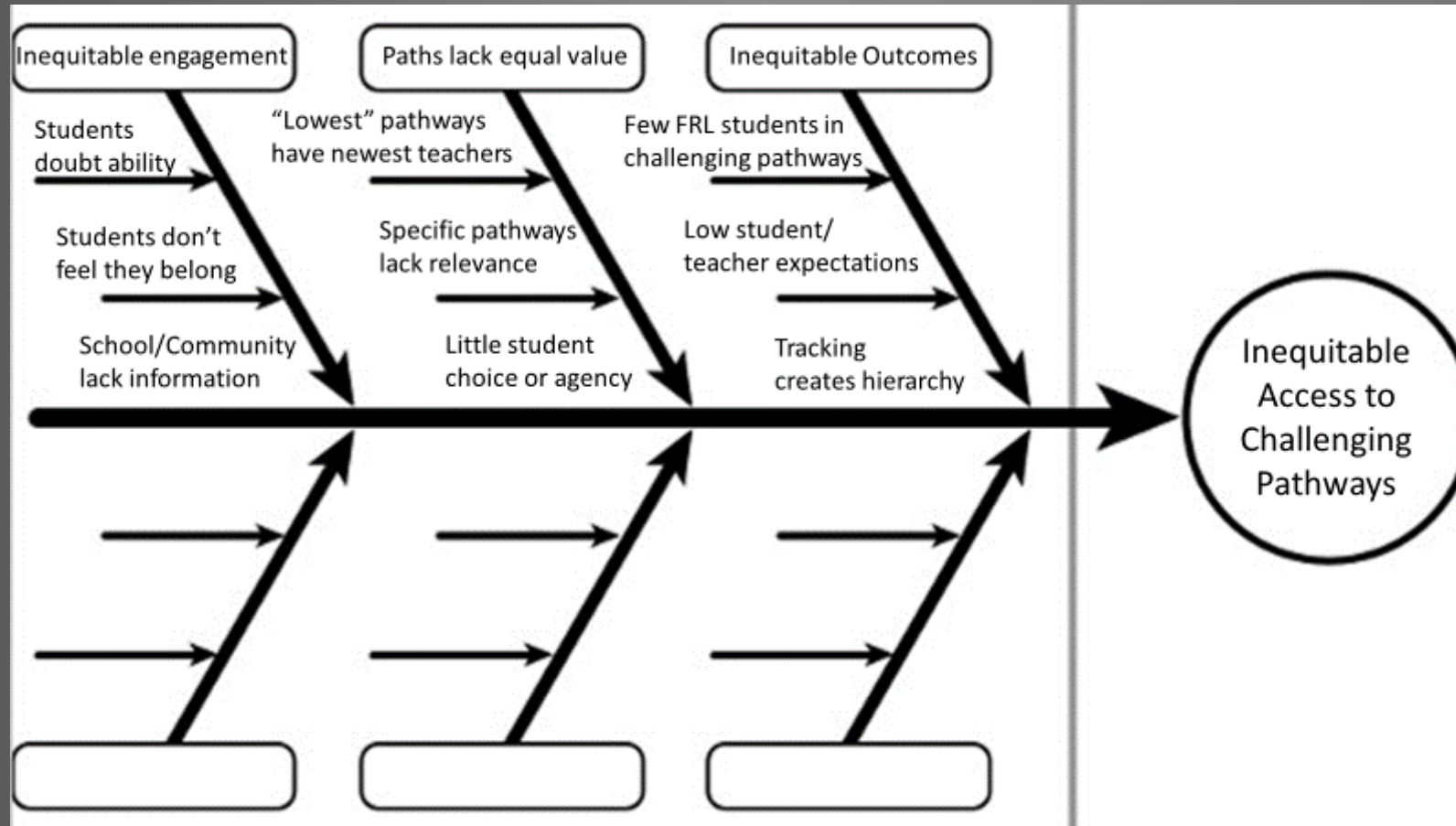




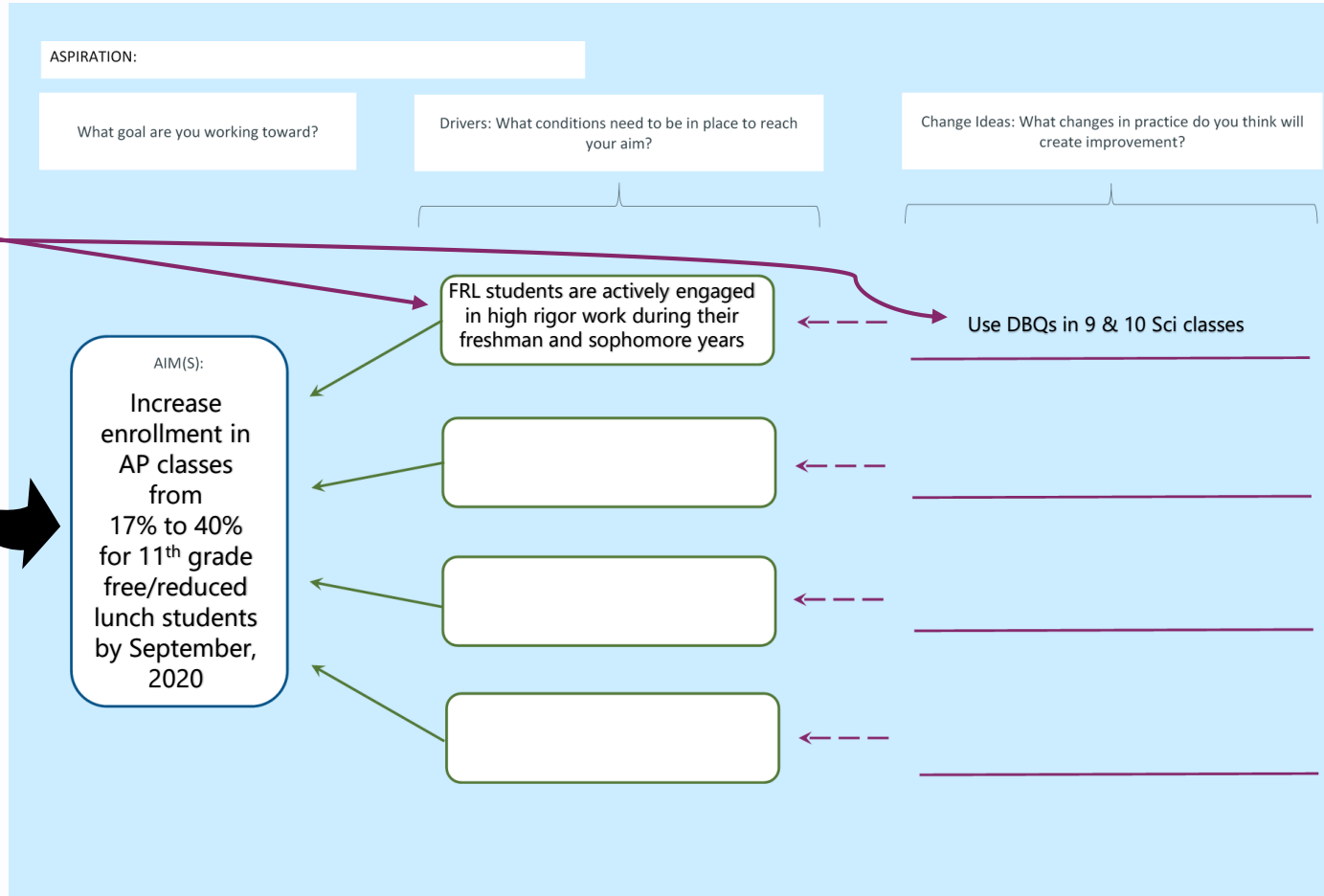
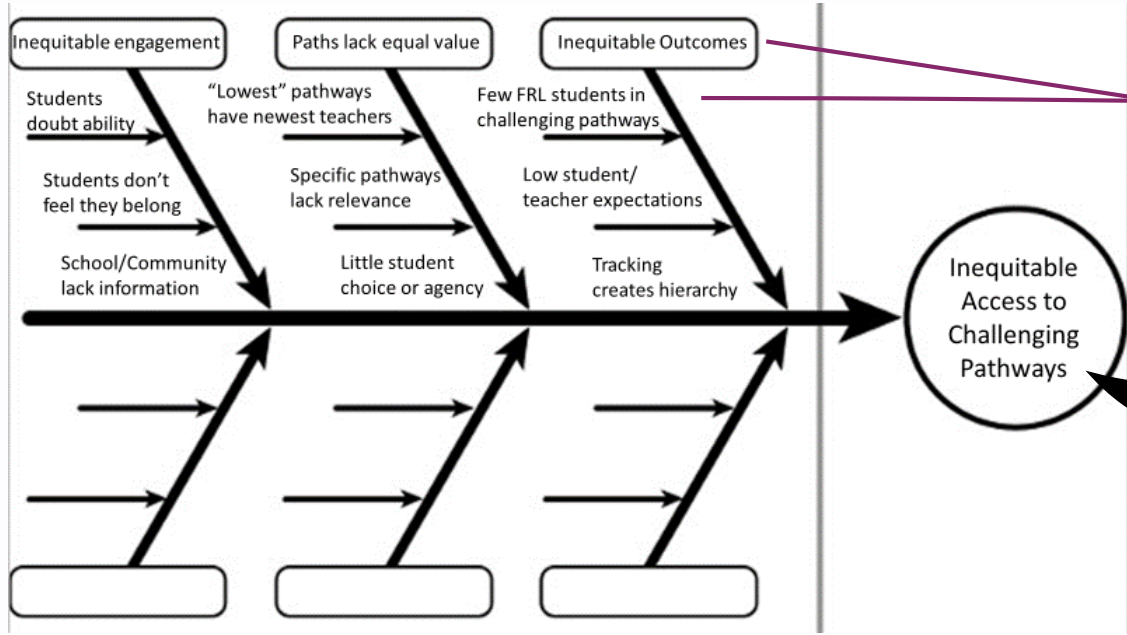
FISHBONE DIAGRAM: Identify the “major themes” (problems) and “perceived root causes” (radicals) that emerged from the data inquiry.



Fishbone Diagram



From Fishbone to Driver Diagram



Creating Your Drivers

In your teams...

Use the driver diagram template to identify drivers that you think will lead to your aim

- Start with 3-4 drivers. You can add to your diagram as you learn through testing ideas.

Electronic version

<http://bit.ly/HSRPortfolio>

- Go to your school team's subfolder
- Use "Driver Diagram Template"

Aspiration

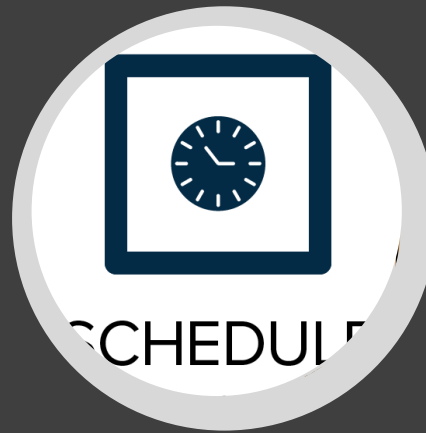
Aim

Drivers

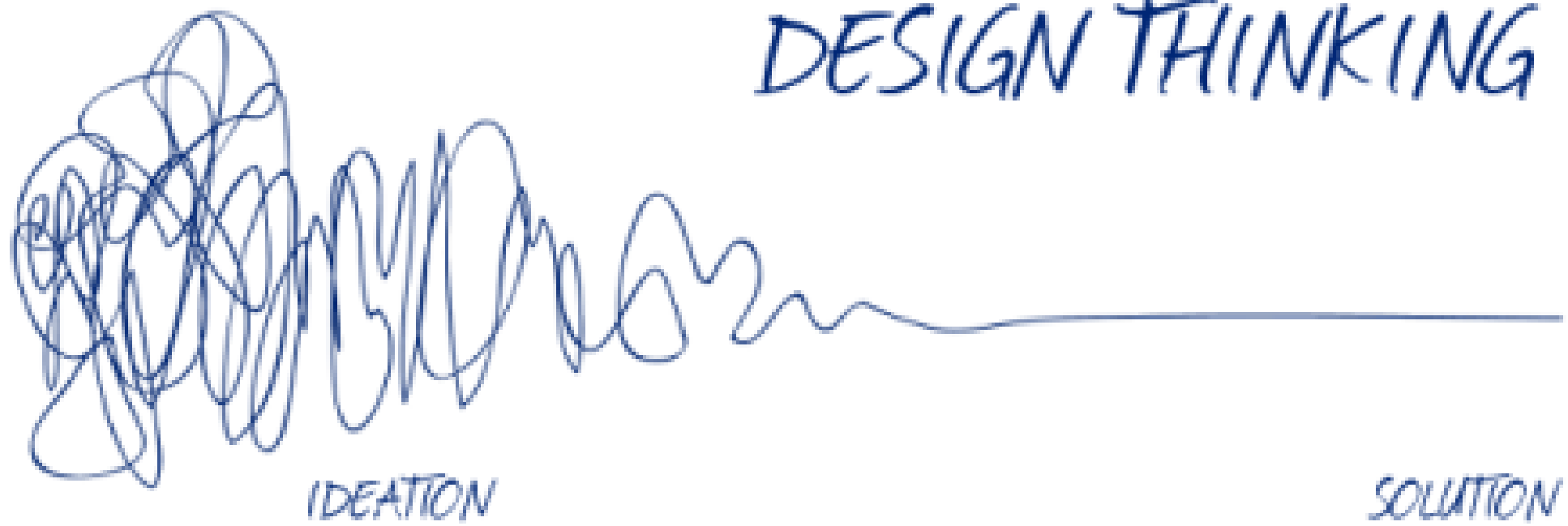
Change Ideas

What is a change idea?

- A change in practice that you think will lead to improvement
- Consider these LEVERS for CHANGE when ideating change ideas.



DESIGN THINKING



Three overlapping circles are arranged in a triangular pattern. The top circle is orange and contains the text 'start small'. The bottom-left circle is blue and contains the text 'Bias to Action'. The bottom-right circle is red and contains the text 'Fail Forward'. All text is in a white, handwritten-style font.

start
small

Bias
to
Action

Fail
Forward

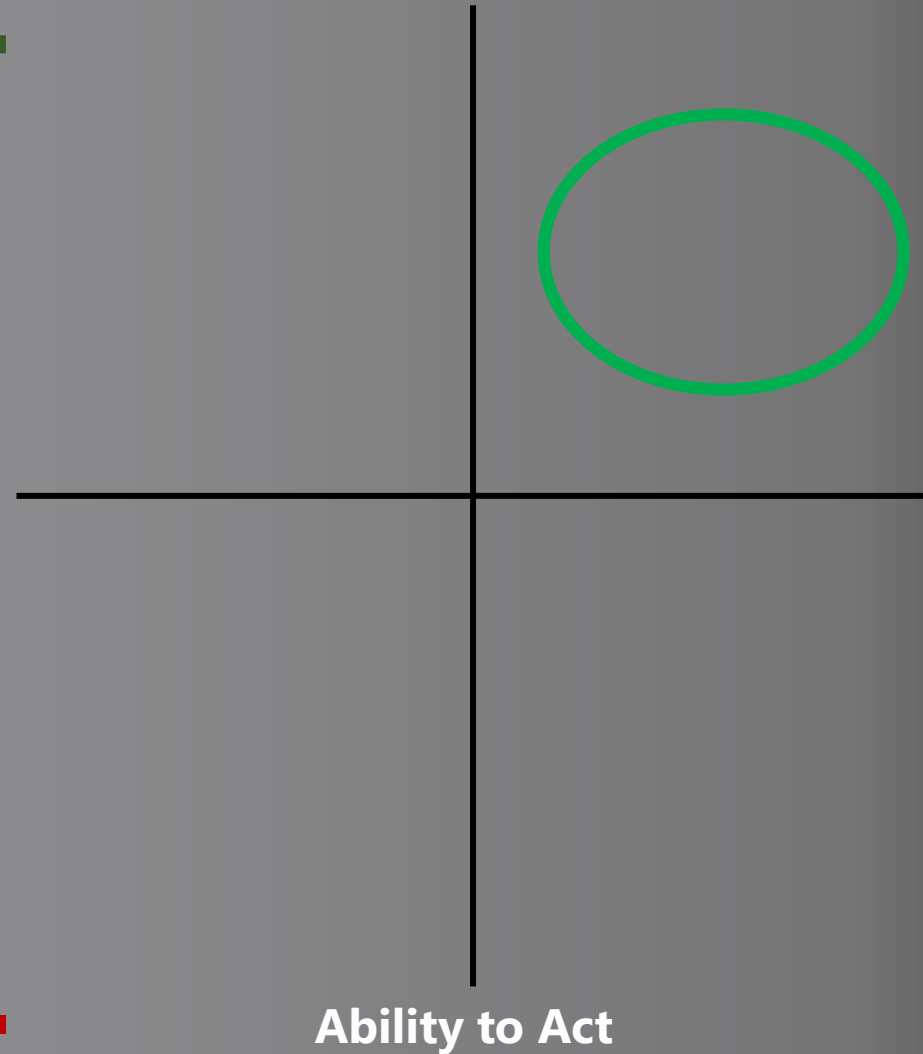
Brainstorming Change Ideas

In your teams...

- 1) Take 5 minutes to individually brainstorm change ideas
- 2) “Yes, and” your team’s ideas on your chart paper (10 minutes)
- 3) At time, start organizing your ideas according to this matrix
- 4) Select 1-2 ideas to test



Alignment to Aim and Drivers



Ability to Act



Wrapping up to Friday:

- Housekeeping
- Framing Friday



***TOMORROW
TOMORROW
TOMORROW***

High School Redesign Learning Network

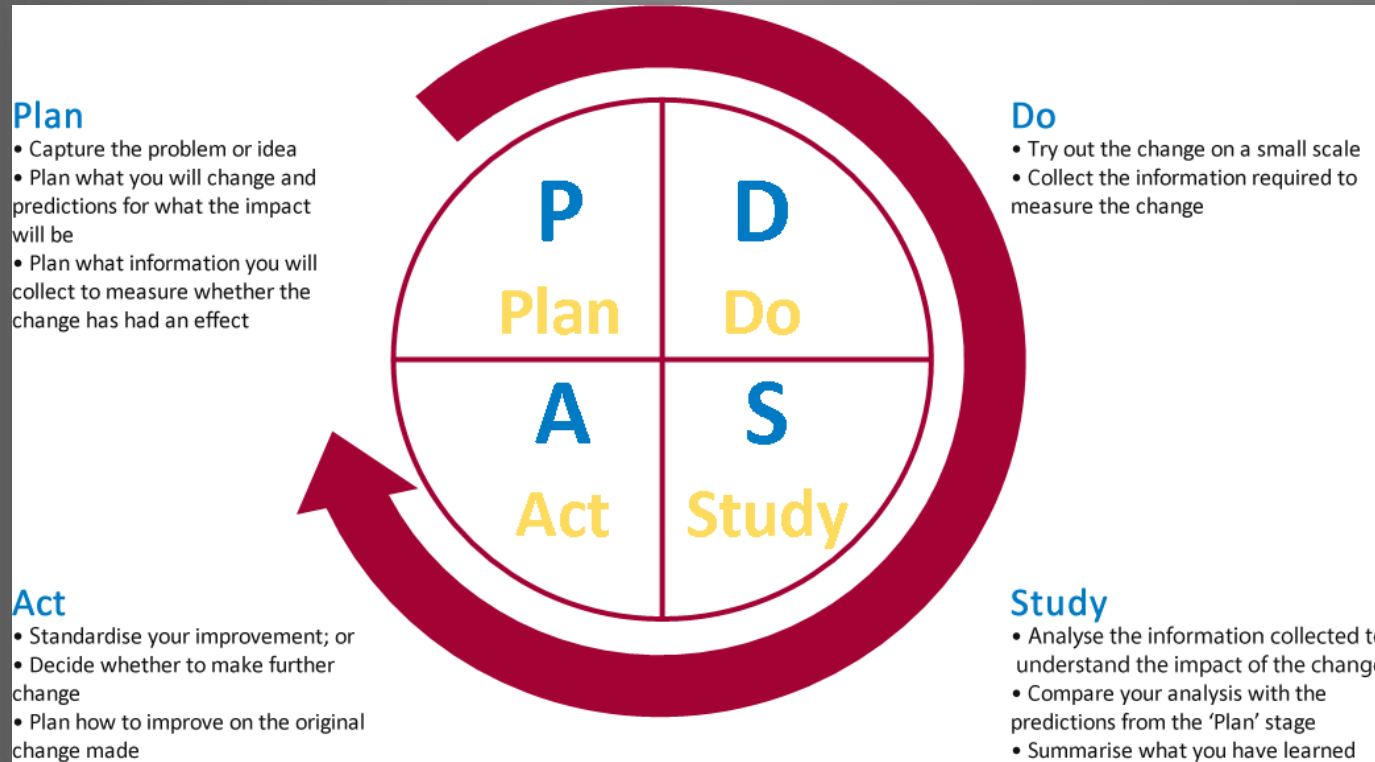


**IT'S
FRIDAY!**



Plan: Test the change idea that you can increase the odds of winning an R/P/S bout by subliminally implanting moves in your opponent's heads.

Do: Test the subliminal implantation by getting 3 participants to try the change idea during the opening Showcase stoke.



Act:

Study:



Looking Back...

... and Forward

*Develop and
Plan First PDSA*

Planning Your PDSA

Use the PDSA Planning Guide

- Just the first page!

Today or later: Put your plan in the Google doc version of the Planning Guide:

<http://bit.ly/HSRPortfolio>

- Go to your school subfolder
- Use "PDSA Planning Guide"

PDSA Consultancy *RAPID!*

1. **Clients** present Driver Diagram from aspiration to intended outcome. (3 minutes)
2. **Consultants** ask factual and probing questions. (2 minutes)
3. **Consultants** talk with each other about the Clients' plan. **Clients** silently listen! (8 minutes)
 - What did we hear? What do we think of this idea?
 - What thoughts do we have about the SIZE and SCOPE of this idea?
 - What obstacles and barriers would we expect to see?
 - What measurements might they require to analyze impact?
4. The **Clients** reflect on what they heard and on what they are now thinking. (2 minutes)

Switch and repeat!

Work Time: Finalize your PDSAs



Break: 15 minutes





ANALYSE



ANALYSE

What fundamental mindsets were missing and caused the effort to fail?

What critical practices or skills were missing, didn't work, or weren't developed?

What barriers, obstacles, and systems conditions got in the way of the effort's success?

Affinity Group Share Out



Next Steps

- ☑ Return & determine who might need to be in on this PDSA
- ☑ Hang driver diagram in the office
- ☑ Implement your PDSA
- ☑ Reflect on process with your affinity group (CEI supported)
- ☑ Engage your FACULTY:
 - Share the aspiration, aim, and PDSA you created
 - Share the implementation and outcomes to date
 - THEY collect data through empathy-building
 - THEY define an aim within the shared aspiration
 - THEY engage in the PDSA process

