

The 8 steps of change leadership

1

Identify and communicate the need for change

Tip: AI can be an emotionally charged issue for teachers. They're stretched thin and have varying technological literacy. So focus on the need for authentic assessment and for student safety/preparedness. Demystify AI with hands-on workshops and accessible PD experiences.

2

Build a guiding coalition

Tip: Change is already happening everywhere in your school. Your job is to find those change agents and support them. Your guiding coalition should include those change agents and a diverse group of influential people from across the community who see the need for change.

3

Create a vision together

Tip: Think about the desired outcomes for the change you're undertaking. What has to happen to reach those outcomes? Who has to be involved? How will they be supported? How will this vision be shared? What about the school's identity will be preserved?

4

Gather a team of supporters

Tip: This is where your guiding coalition expands into a volunteer army. Find people in the school community who are enthusiastic about the vision and eager to contribute to it. Give them the space to experiment creatively with AI. Publicly praise their contributions.

5

Remove barriers

Tip: Why did past initiatives fail? What are the concerns of those not aligned with the vision? Know that faculty don't resist change; they resist loss. Create space for that discussion, then shine a light on what is not going to change. Be an anchor of stability, a steward of identity.

6

Generate short term wins

Tip: Wins demonstrate the advantages of change. Celebrate them early and often. This could be student projects, successful lesson plans, or data that suggest change is happening. Small, short term wins are how your change will build momentum and sustain itself over time.

7

Sustain momentum

Tip: Resist the urge to declare victory prematurely. Continue to set goals, use feedback from stakeholders to iterate on policies, collaborate with and learn from other schools, and consider new ways to communicate your successes to alumni and prospective families.

8

Institutionalize the change

Tip: Focus on embedding these changes within the school's operational and educational framework to ensure longevity and continued relevance. Think about the school's mission statement, new faculty training, school handbook, and the scope/sequence of courses.