

## Guidebook Revisions

### **I. Initiate a Systemic Change Effort**

1. Assess and enhance facilitator readiness
2. Establish or redefine your relationship with a school district
3. Assess district readiness for change, and sign a contract for the analysis phase

### **II. Analyze Educational Needs and Values of the District and Community**

4. Form the Starter Team (Old 5)
5. Develop the Starter Team dynamic (Old 6)
6. Develop an agreement with Starter Team for conducting the analysis (New)
7. Redesign events 8 and 9 (New)
8. Analyze changes in educational needs (New)
9. Analyze stakeholders' values about education (New)
10. Develop an agreement for a systemic change initiative (New)

### **III. Develop Starter Team Capacity** (Done simultaneously with Phase II)

11. Develop understanding of systems, design, mental models, and GSTE (Old 7, 17)
12. Assess district and community capacity for change (Old 4)
13. Identify current change efforts (Old 9)
14. Redesign event 15 and pursue funding for Phase IV (Old 12)

### **IV. Create and Develop Teams**

15. Expand Starter Team into the Review & Recommendation Team and develop team dynamic (Old 13) (All at once vs 5 or 10 people at a time?)
16. Form the Design Team and develop team dynamic (Old 14) (Include redesign)
17. Develop team capacity and form pyramid groups (Old 15 and rest of 7) (Use activities that apply ideas to the district, including old 10 & 11)
18. Redesign Phase V (Old 16)

### **V. Design the New System**

### **VII. Implement and Evolve the New System**

## **Revisions to consider for Events 4 and 5**

### **Event 4. Form the Starter Team**

Describe pros and cons of different selection processes.  
Discuss selection process with the superintendent.  
Discuss pros and cons of including an “opposition” leader.  
Give uniform selection criteria to all those who select a Starter Team representative, including commitment requirements.  
Have the teacher association leadership decide how to select their representative.  
Include a student representative or preferably two.  
Have principals select a principal representative.  
Have the teacher association head communicate team progress with teachers.

### **Event 5. Develop the Starter Team dynamic**

Kinds and levels of trust need to evolve during the process.  
Trust-building exercise: Prisoner Dilemma Game.  
Importance of training in dialogue, especially as the circle widens.  
Address how to involve the disenfranchised.  
Address issue of conscious evolution.  
This should initiate the continuous event of capacity building in systemic change.

**Event 6**  
**Develop an agreement with the Starter Team**  
**for conducting an analysis**

**Goals**

- Develop buy-in and ownership of the Core Team for conducting a self-analysis in the schools and community

**Steps**

1. Discuss what analysis is and why it is important. Discuss pros and cons of the analysis.
2. Prepare an agreement that lays out goals and values for the analysis.
3. Periodically share with constituents. This should be done by individual members and by the team as a whole. You could have focus-group meetings with constituents, or put out a newsletter or email distribution. This should initiate the continuous event for communicating with constituencies.

**Event 7**  
**Redesign events 8 & 9**

**Goals**

- Redesign events 8 and 9

**Steps**

1. Discuss why redesign is important.
2. Read and discuss principles of systems design (move to Event 11).
3. Review and redesign Events 8 and 9.
4. Periodically share with constituents. This should be done by individual members and by the team as a whole. You could have focus-group meetings with constituents, or put out a newsletter or email distribution.

## **Event 10**

### **Develop an agreement for a systemic change process**

#### **Goals**

- Decide whether or not to initiate a systemic change process.
- If yes, develop and sign an agreement with all stakeholder participation.

#### **Research**

Identify the critical moments, positive and negative.

#### **Three Options for Design**

Total system change

One year at a time change

Parallel system change