



District  
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Group

10 LESSONS TO REMEMBER

# Leading Change That Lasts

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# 10 Lessons to Remember

## Leading Change That Lasts

Change is difficult, particularly in public education. But amid rising student needs, evolving standards and accountability systems, new mandates, and a rapidly moving world and economy, change is continually required to drive improvements in student outcomes. To effectively lead lasting change, leaders need to focus on both the process and the people involved. Here are a few lessons to remember as you work to lead transformative change.

### 1 Passion and authenticity are essential.

Leaders must feel passionate about the change effort in order to lead with authenticity and to sustain the effort through the inevitable ups and downs of the process.

### 2 Appeal to people's rational and emotional sides to create urgency.

Use a combination of data and anonymized stories and quotes to create a compelling case for change.

### 3 Assemble a powerful guiding coalition by going beyond hierarchy and roles.

Include individuals from all levels and functions and from outside existing structures. Include Pride Builders, Trusted Nodes, and Change Ambassadors in the guiding coalition.

### 4 Create a vision for change that can be communicated succinctly.

Strong visions for change are clear, simple, and situation-specific. They should be built collaboratively and illustrate where the district is moving "from" and where it is going "to."

## **Rally the help of a volunteer army to drive the change effort.**

Communicate your vision for change clearly, regularly, and with genuine conviction to build a large and broad “army” of volunteers across the district who are involved in the change process because they want to be (not because they have to be).

## **Avoid sabotaging the change effort by declaring victory too soon.**

Build momentum by consolidating gains and highlighting them as stepping stones to greater wins. Short-term wins are important, but keep your eye on the ultimate goal.

## **Systematically plan for and create short-term wins.**

Set targets early in the process where wins are assured. Don't leave these to chance. Early wins will boost the credibility of the change process.

## **Remove obstacles to actualizing the new vision.**

District leaders and the guiding coalition must focus on removing barriers to enable action, empower others, and maintain the credibility of the change effort.

## **Anchor changes in the district's culture.**

Systematically reinforce the new expectations needed for successful change by celebrating and incentivizing new behaviors and actions. Embed these in the district's culture.

## **Expect the Change Monster.**

Change is a dynamic process filled with ups and downs. Know that you will encounter the Change Monster – the human issues associated with change such as fear, exhaustion, paranoia, depression, rage, optimism, delight. Approach these reactions head on, persist, and you will prevail!