Implementing Change: Patterns, Principles, and Potholes

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DESCRIPTION

Implementing Change: Patterns, Principles, and Potholes, by Gene E. Hall and Shirley M. Hord, is a comprehensive resource for those interested in learning more about change in general and specifically the Concerns-Based Adoption Model (CBAM).

The first chapter explores a list of change principles that are widely recognized. These include:

- Change is a Process, Not an Event
- There are Significant Differences in What is Entailed in Development and Implementation of an Innovation
- An Organization Does Not Change until the Individuals with It Change
- Innovations Come in Different Sizes
- Interventions are the Actions and Events That Are Key to the Success of the Change Process
- Although Both Top-Down and Bottom-Up Change Can Work, a Horizontal Perspective Is Best
- Administrator Leadership Is Essential to Long-Term Change
- Mandates Can Work
- The School Is the Primary Unit for Change
- Facilitating change Is a Team Effort
- Appropriate Interventions Reduce the Challenges of Change
- The Context of the School Influences the Process of Change

Chapters 2 through 10 explore patterns of change from the perspective of the individual, the group, and the organization.   Chapter 11 provides a systemic view of change and examines potential potholes in the process of change.

STAGE 2 LEADERSHIP DEVELOPMENT

Implementing Change: Patterns, Principles, and Potholes, by Gene E. Hall and Shirley M. Hord, supports stage 2 development of leaders. This book might be used with specialists to increase their knowledge of change and enhance their ability to navigate change in their role as leaders.

Chapters 2 through 10 provide information on various patterns of change including:

- Examining Initiatives and Innovations

- Clarifying the Change

- Understanding Feelings and Perceptions about Change

- Exploring the Use of Innovations

- Describing What Change Facilitators Do

- Defining Change Facilitator Style

- Expanding Views of Change Leadership

- Constructing Understanding of Change

- Considering a Set of Organizational Factors

Each chapter begins with several quotes and then presents a basic pattern of change. In addition, examples of what the change pattern looks like, suggestions for how to measure it, and implications for change success are included. Each chapter includes a set of focus questions, a case study, a list of guiding principles, a reference list, and a number of discussion questions and fieldwork activities.