



Forces for change— the holistic view



Workshop overview

Title	Forces for change
Objectives	<ul style="list-style-type: none">• Be aware of forces that drive change.• Reflect on how well your school is doing on some of these drivers for change.• Stimulate discussion.
Guidance	<p>This workshop should be carried out early in the innovation process as it helps start the process of building a vision for the future. This aids planning and development of pilot projects using techniques in the remaining workshops.</p>

Workshop overview

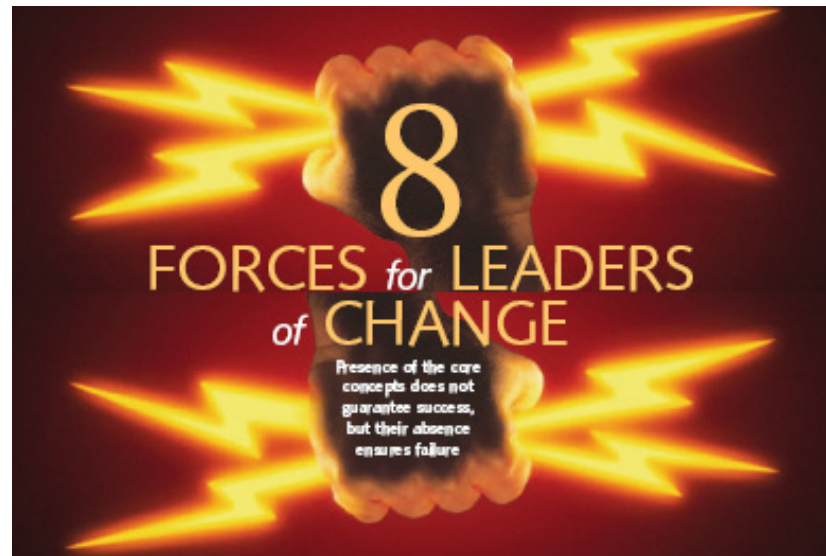
Title	Forces for change
Group size	Individual or a small senior group who will be responsible for leading the innovation team.
Resources	<ul style="list-style-type: none">• PowerPoint presentation—<i>Forces for Change in Education</i>• <u>Forces for Change article</u>• <u>Forces for Change worksheet</u>
Timing	Two hours to prepare, one hour to share and discuss
Outputs	<ul style="list-style-type: none">• Completed <i>Forces for Change</i> analysis.• Beginnings of a vision for your school.

Innovation and the process of change


- There are many examples of success and failure in educational innovation and reform programs. Most failed programs lack *change knowledge*: understanding the process of change and the key drivers that make it successful (8 Forces for Leaders of Change; Fullen et al 2005).
- The pre-workshop task will help form a holistic vision for effective change that is at the heart of innovation in any organization.
- Read the “thinking piece” article on the next slide and the use the template provided to reflect on your own practice and organization. This workshop is designed to support you in the series of innovation workshops planned later.

Preparing for change

Read the [Forces of Change](#) article and use the next eight slides to reflect and share your thoughts with colleagues:



Driver 1: Engaging Moral Purpose


Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 The diagram is a circular 'Innovation Wheel' for a '21st Century Learner'. It features a central globe with the text '21st CENTURY LEARNER'. Surrounding the globe are four colored segments: a green segment at the top-left labeled 'LEARNING ENVIRONMENTS', a pink segment at the top-right labeled 'TEACHING, LEARNING & ASSESSMENT', a blue segment at the bottom-right labeled 'LEADERSHIP OF INNOVATION & CULTURE', and an orange segment at the bottom-left labeled 'CAPACITY BUILDING'. The text in the segments is oriented radially.
Key point 3:	

Driver 2: Building capacity


Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	
Key point 3:	




Driver 3: Understanding the change process

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 <p>The diagram is a circular 'Innovation Wheel' with a globe in the center. The globe has the text '21st CENTURY LEARNER' overlaid. The wheel is divided into four colored segments: green (top-left), pink (top-right), blue (bottom-right), and orange (bottom-left). Each segment contains text describing a component of the innovation process: 'LEARNING ENVIRONMENTS' (green), 'TEACHING, LEARNING & ASSESSMENT' (pink), 'LEADERSHIP OF INNOVATION & CULTURE' (blue), and 'CAPACITY BUILDING' (orange).</p>
Key point 3:	


Driver 4: Developing cultures for learning

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 <p>The diagram is a circular 'Innovation Wheel' with a central globe. The globe is labeled '21st CENTURY LEARNER'. Surrounding the globe are four colored segments, each with text: a green segment for 'LEARNING ENVIRONMENTS', a pink segment for 'TEACHING, LEARNING & ASSESSMENT', a blue segment for 'LEADERSHIP OF INNOVATION & CULTURE', and an orange segment for 'CAPACITY BUILDING'. The text in the segments is oriented radially, following the curve of the wheel.</p>
Key point 3:	


Driver 5: Developing cultures of evaluation

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 The diagram is a circular 'Innovation Wheel' for a '21st Century Learner'. It features a central globe with the text '21st CENTURY LEARNER'. Surrounding the globe are four colored segments: a green segment at the top-left labeled 'LEARNING ENVIRONMENTS', a pink segment at the top-right labeled 'TEACHING, LEARNING & ASSESSMENT', a blue segment at the bottom-right labeled 'LEADERSHIP OF INNOVATION & CULTURE', and an orange segment at the bottom-left labeled 'CAPACITY BUILDING'. The text in the segments is oriented radially.
Key point 3:	


Driver 6: Focussing on leadership change

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 <p>The diagram is a circular 'Innovation Wheel' for a '21st Century Learner'. It features a central globe with the text '21st CENTURY LEARNER'. Surrounding the globe are four colored segments, each representing a different aspect of the innovation process: 'LEARNING ENVIRONMENTS' (green, top-left), 'TEACHING, LEARNING & ASSESSMENT' (pink, top-right), 'LEADERSHIP OF INNOVATION & CULTURE' (blue, bottom-right), and 'CAPACITY BUILDING' (orange, bottom-left). The text in each segment is written in white, uppercase letters and is oriented radially.</p>
Key point 3:	

Driver 7: Fostering coherence making

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 The diagram is a circular 'Innovation Wheel' for a '21st Century Learner'. It features a central globe with the text '21st CENTURY LEARNER'. Surrounding the globe are four colored segments: a green segment for 'LEARNING ENVIRONMENTS', a pink segment for 'TEACHING, LEARNING & ASSESSMENT', a blue segment for 'LEADERSHIP OF INNOVATION & CULTURE', and an orange segment for 'CAPACITY BUILDING'. The text in the segments is written in white, uppercase letters and is oriented radially.
Key point 3:	

Driver 8: Cultivating tri-level development

Key points	Example
Key point 1:	Share any evidence of this driver in practice with your organization and identify which part of the innovation wheel this links to:
Key point 2:	 The diagram is a circular 'Innovation Wheel' with a globe in the center. The globe has the text '21st CENTURY LEARNER' overlaid on it. The wheel is divided into four colored segments: a green segment at the top-left labeled 'LEARNING ENVIRONMENTS', a pink segment at the top-right labeled 'TEACHING, LEARNING & ASSESSMENT', a blue segment at the bottom-right labeled 'LEADERSHIP OF INNOVATION & CULTURE', and an orange segment at the bottom-left labeled 'CAPACITY BUILDING'. The text in the segments is written in white, uppercase letters and is curved to follow the shape of the wheel.
Key point 3:	

