

CHANGE MANAGEMENT FRAMEWORK

The Rennie Center launched the Massachusetts Teaching & Learning Network (MassTLN) initiative as a hub for three implementation networks to improve local educator effectiveness. The Rennie Center developed the **Change Management Framework** (CMF), a rigorous and structured approach to planning and implementing district and school improvement strategies

The CMF highlights a number of specific areas of focus, including: identification of a clear and actionable problem of practice; investigation of the evidence base, including conducting original research to unearth and evaluate best practice; engaging education leaders and practitioners to understand local challenges and build on-the-ground support through committed and trusting teams; and pursuing continuous, result-oriented testing of improvement strategies to assess progress over time and take corrective action as needed. This work is accomplished through the formation of networked improvement communities supported by Rennie Center staff and designed to facilitate peer learning, establish shared accountability, and enable scaling through demonstrations of success across diverse learning settings.



The Rennie Center’s CMF is aligned with the six core principles of improvement research developed by the Carnegie Foundation for the Advancement of Teaching and informed by other leaders in the field including the Billions Institute, the Education Delivery institute, the Institute for Healthcare Improvement, and Judge Baker’s Children’s Center. One unique and critical aspect of Rennie’s approach is an explicit emphasis on creating school-based cultures that embrace change to support structured planning processes. Trainings in interest-based practice and collaboration complement more conventional improvement approaches to help build local capacity and sustain work well beyond the duration of individual investments and projects.

THE WHAT: DEFINING THE PURPOSE OF IMPROVEMENT	
CORE ELEMENTS	COMPONENTS
1. IDENTIFY A SHARED PROBLEM OF PRACTICE (PoP)	Identify challenges and causes of problem of practice (PoP) through collective and systematic analysis led by practitioners
	Determine an inter-related set of hypotheses about key drivers for improvement
	Build ownership and buy-in around PoP from practitioners and key stakeholders responsible for executing and managing drivers for improvement
2. DETAIL NATURE OF INTERVENTION	Build understanding of the socio-political-cultural context in which the implementation team will operate
	Specify programmatic components rooted in research-based best practices
	Design strategies to be led by practitioners in well-supported learning communities to coordinate and achieve improvement practices
3. ESTABLISH PROJECTED OUTCOMES	Determine quantifiable impact measures that are specific, assignable, demonstrable, measurable and time-bound
	Design process and benchmarks/indicators for assessing progress against desired impact
	Establish verification mechanism using valid data collection tools

THE HOW: DETERMINING THE METHODS FOR ACHIEVING IMPROVEMENT GOALS	
CORE ELEMENTS	COMPONENTS
1. BUILD A COMMITTED AND TRUSTING TEAM	Guarantee that PoP is a shared priority among team members
	Agree on individual and organizational roles and responsibilities
	Ensure diversity of practitioners and stakeholders to guide improvement processes
	Establish, and continuously evaluate, norms of behavior and accountability
	Create safe space for team interactions where learning is the goal
2. ESTABLISH EFFECTIVE OPERATIONS	Provide adequate time, financial investment, human capital, and infrastructure resources for effective operational management
	Delineate communication protocols to build and increase a shared knowledge base and support learning environments
	Develop a results-oriented work-plan including specific actions and timeframes
3. SUPPORT SYSTEMATIC AND CONTINUOUS LEARNING CYCLES	Establish timeframes, methodology and protocols/ instruments for testing
	Conduct multiple, iterative testing cycles
	Continuously assess learnings derived from testing until change can be deemed an improvement