

Choosing a Strategy

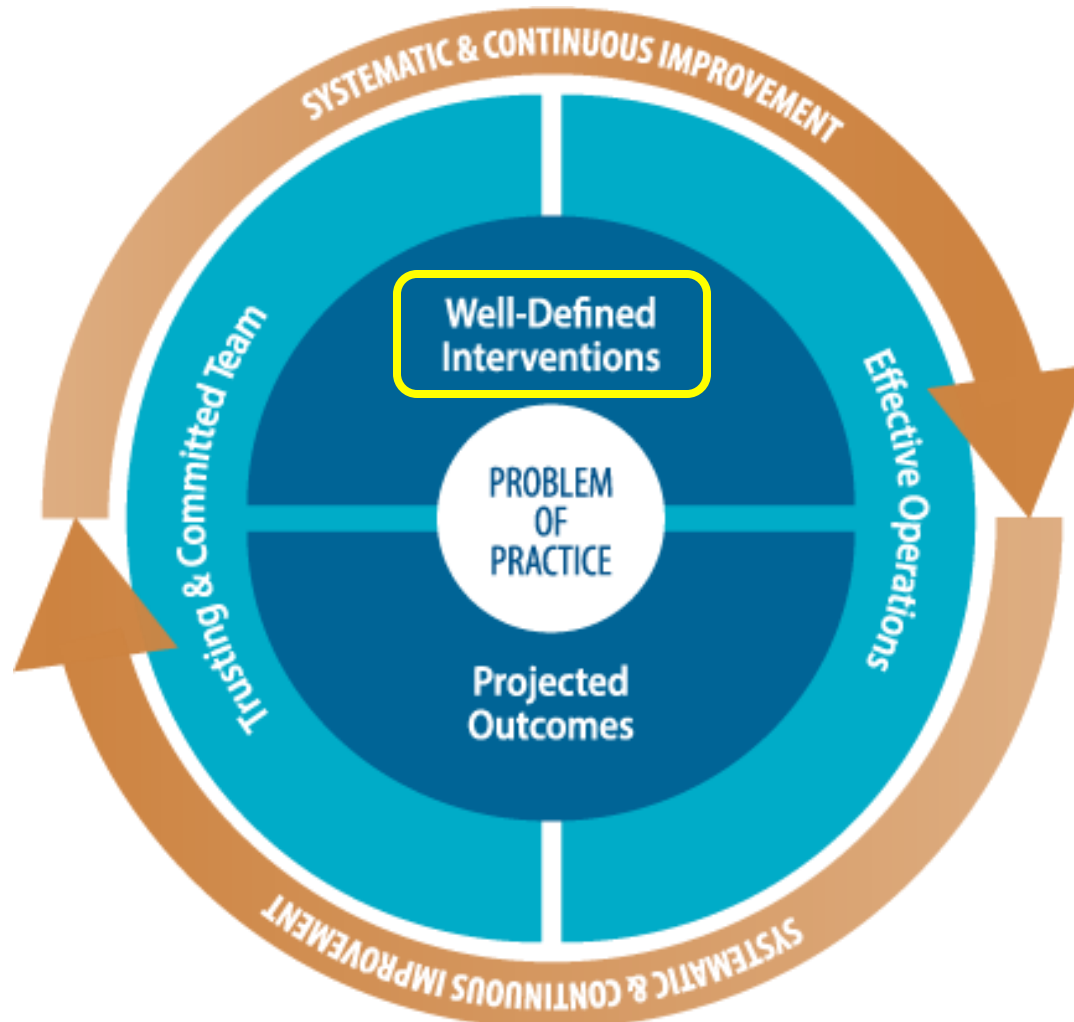
October 25, 2018



Session Goals

- Review steps to complete before choosing a strategy
- Learn the role of driver diagrams in change management
- Identify primary and secondary drivers for a case example
- Identify change ideas for a case example

Change Management Framework



What happens before you choose a strategy?

■ Identify a Problem of Practice

- Math Performance at North Street Elementary School
- Less than 50% of students in grades 3-5 are performing on grade level
- Average student growth in math is .65 grade levels per year.

What happens before you choose a strategy?

- **Determine Root Causes**

Why are students struggling in math?

- In 1st team meeting, teachers identified 2 primary root causes:
 - Curriculum is not culturally relevant for the student population
 - Teachers do not know how to expose students to conceptual mathematics

What happens before you choose a strategy?

- **Set a Goal**
- Create an Aim Statement that embodies principles of a SMART Goal:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely

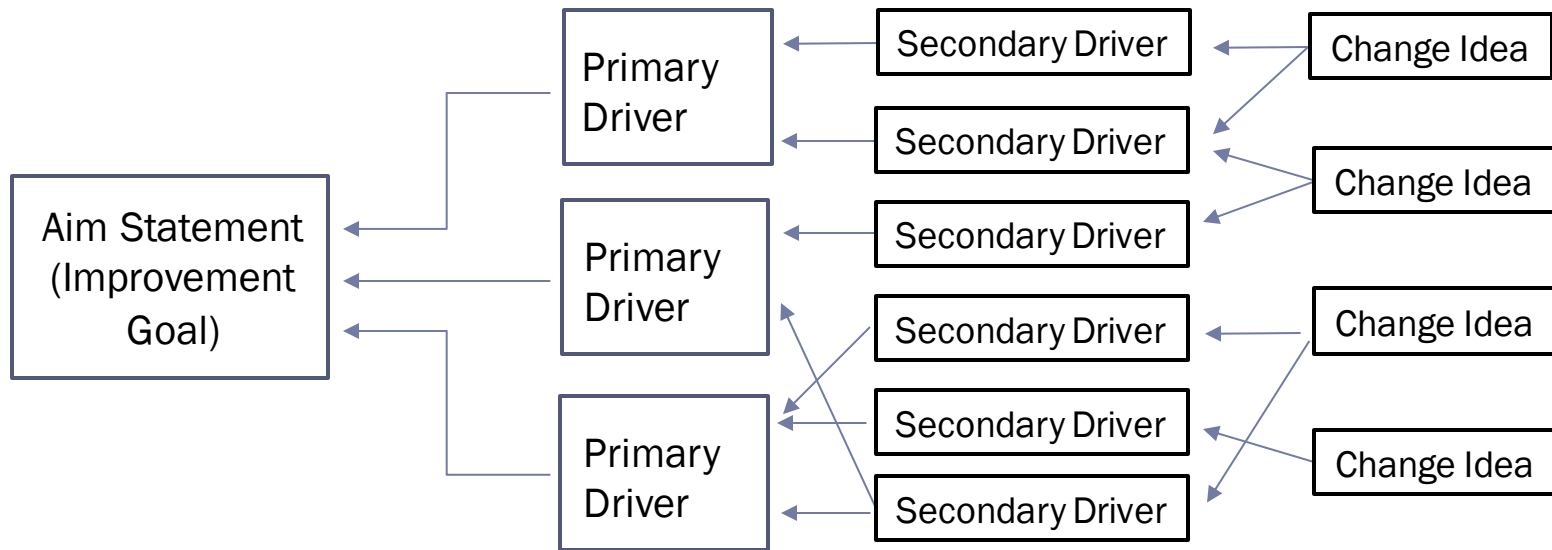
What happens before you choose a strategy?

Problem of Practice	Students not reaching 5 th grade math proficiency
What are we trying to accomplish?	Increase percentage of 5 th grade students achieving math proficiency based on STAR assessment
How much?	20 percentage points
By when?	June 2019
Aim Statement	Increase 5th grade math proficiency from 41% to 61% as measured by STAR by June 2019

Driver Diagram Introduction

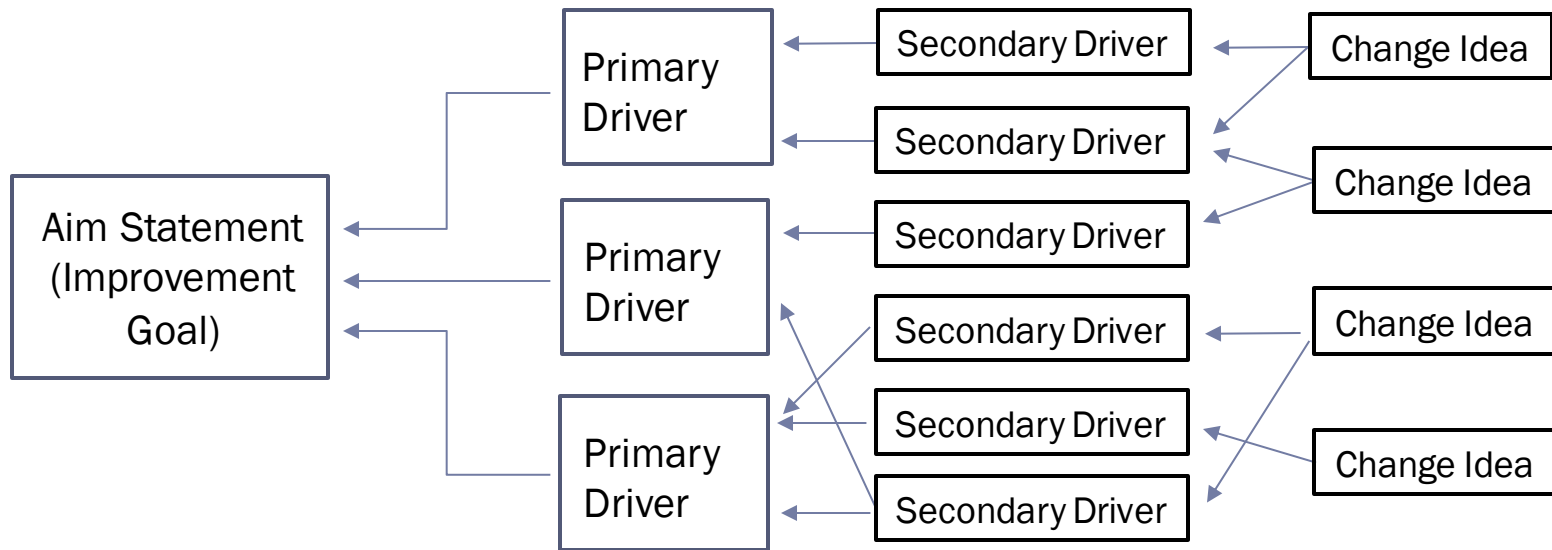
What is a driver diagram?

- Tool to organize planning & action
- Visual theory of what contributes to the achievement of an improvement goal*
- Evolves as a “living” document – definitely incomplete, possibly wrong

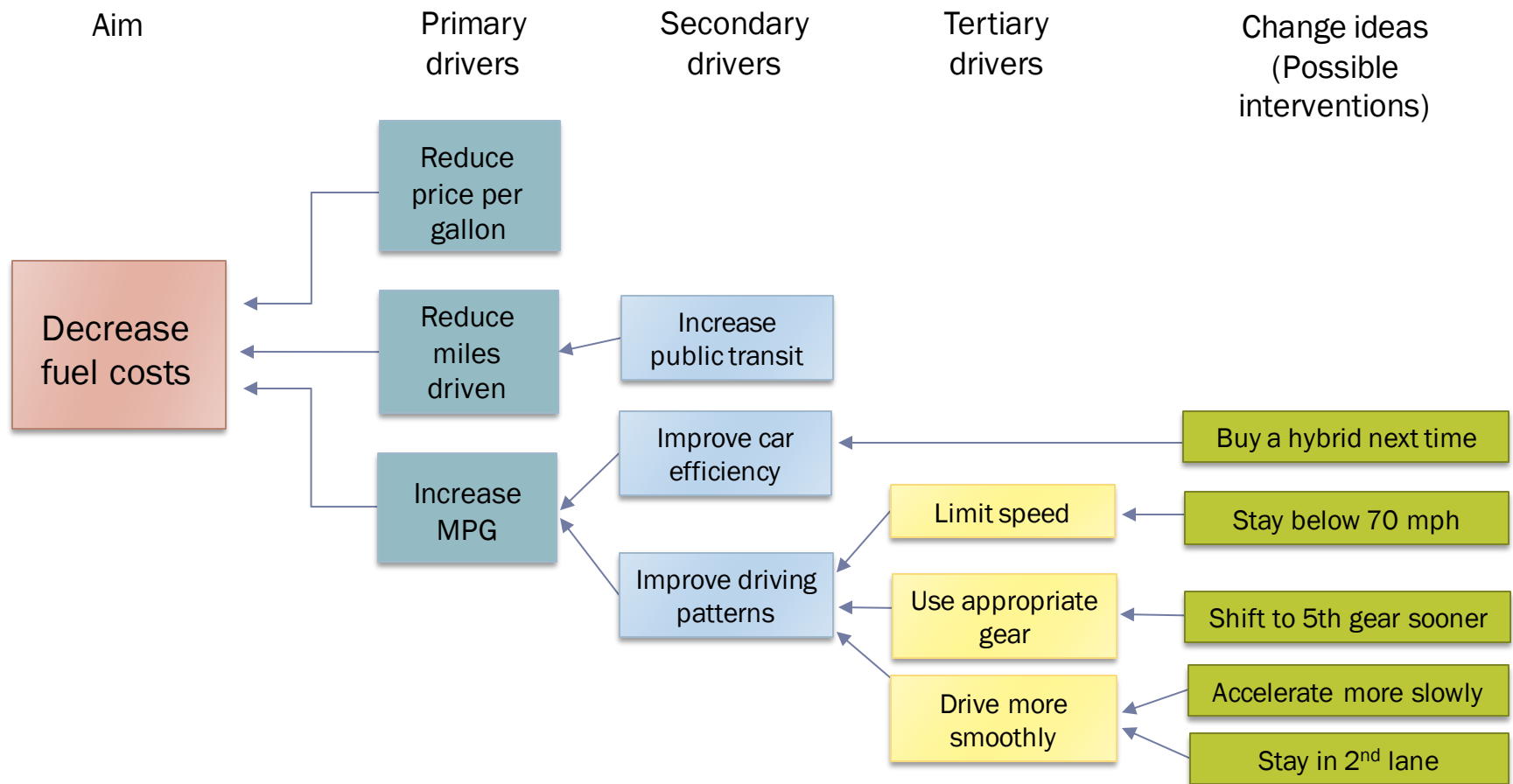


What is a driver diagram?

- Systemic view, rather than ‘silver bullet’
- Adaptable, rather than ‘fidelity of implementation’
 - Designed with and by the real experts, those closest to the problem
- Reflection, rather than compliance



Better shown than told...



Traits of effective driver diagrams

- Drivers focus on things *within your control*
 - In our example, “increase MPG” is better than “reduce cost per gallon”
 - *Turn & talk*: in your school or district context, think of one example of a possible driver that is within your control, and one that is not.

Traits of effective driver diagrams

- Drivers are *measurable*
 - In our example, the tertiary driver “reduce speed” is better than “drive smoothly”
 - *Turn & talk*: in your school or district context, think of one example of a possible driver that is measurable, and one that is not.

North Street Elementary School

Case Study Practice

Activity: Determine Primary Drivers

- Primary drivers:

- High-level factors which contribute most directly to achieving the improvement goal
- Can act independently or in concert

Refer to Session Worksheet

Based on results of the root cause analysis, identify the primary drivers impacting math performance at North Street Elementary School

Activity: Determine Secondary Drivers

- Secondary drivers:
 - Lower-level factors that influence the primary drivers
 - Can be linked to more than one primary driver

Refer to Session Worksheet

Brainstorm secondary drivers impacting each primary driver. Draw lines to indicate which secondary drivers are associated with which primary drivers.

Activity: Brainstorm Interventions

- Possible interventions:
 - *Ideas the team will test to move towards the aim*
 - *Should impact at least 1 secondary driver*

Refer to Session Worksheet

Working in pairs, brainstorm change ideas that may have an impact on the drivers listed on your diagram. Each team will be asked to share one change idea with the group.

Activity: Prioritize Interventions

Based on the change ideas shared, determine which one(s) North Street Elementary School should test first.

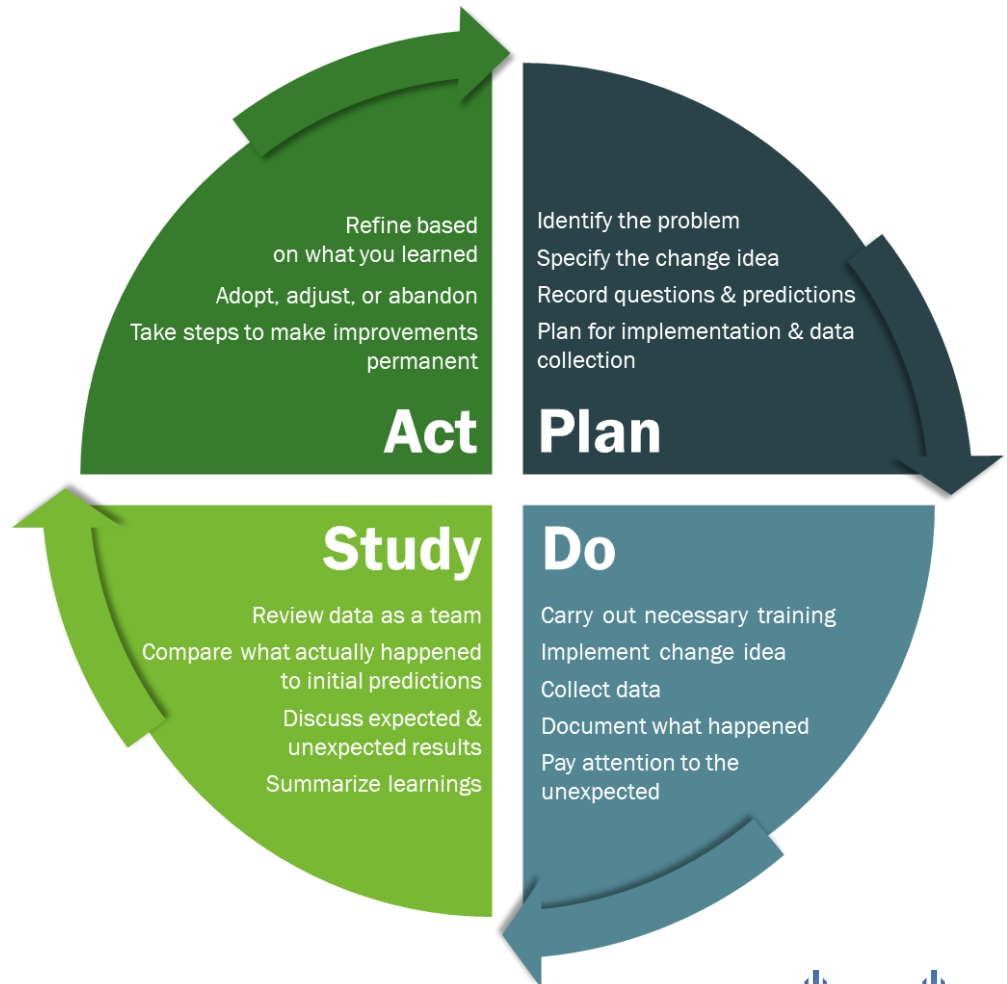
Guiding Questions to Select a Change Idea	
Impact	Which change idea do you anticipate will have the biggest impact on the overall aim?
Effort	How easy or difficult is this change idea to implement?

As a group, choose no more than 2 change ideas to recommend to the principal

What comes next?

Plan, Do, Study, Act

- Systematically implement, test, and refine your promising change ideas
- PDSA cycles rapidly assess whether a change is an improvement



Choosing a Strategy

- *Turn & talk*: How might you and/or your team utilize a driver diagram to organize your work toward your own specific improvement goal?

Questions?