



## Change Management Framework

The Rennie Center's *Change Management Framework* (CMF) is 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 to assess progress over time and take corrective action as needed.

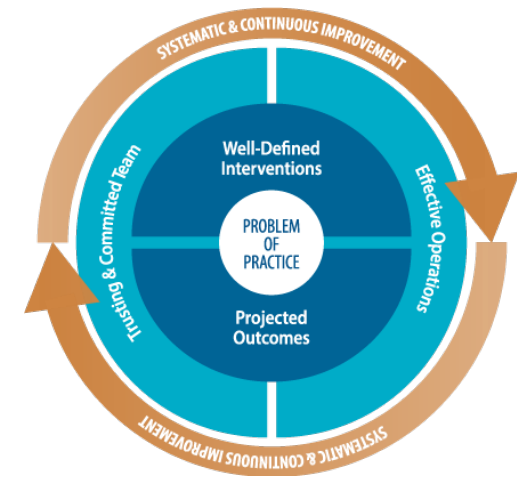
The Rennie Center's CMF is aligned with the principles of improvement science. It also includes a unique and critical aspect of Rennie's approach: an explicit emphasis on creating district-based cultures that embrace change to support structured planning processes and build local capacity to sustain work well beyond the duration of individual investments.

### Core Element Two (of Six): Establish Projected Outcomes for Beneficiaries

The improvement action must determine what the desired impact is and whether progress towards desired impact is measurable. Thus, an improvement team must develop and define quantifiable outcomes that can measure progress towards the determined improvement aim and ensure that it aligns with the PoP. Once a team specifies and negotiates internally (with staff) or externally (with partners) the beneficiary-focused outcomes, it is crucial to develop milestones/steps to reach the desired impact. These indicators help a team draw learnings when analyzing progress to the desired result. An effective improvement team must prepare to verify recorded results using valid measurement techniques and improvement data to assess meaning.

### Directions

This rubric is intended to be utilized as a project management tool to help networks assess and advance the health of their teams. It enumerates and describes 3 essential components of establishing projected outcomes for beneficiaries and provides guiding questions to help in the examination and analysis process. For each component described on the following pages, determine your team's confidence in answering "yes" to the prompting questions and indicate the degree of confidence using the 4-point scale. After completing the prompting questions, calculate where your team currently falls on the Emerging to Excelling continuum for the specific component using the number-based scale.



ESTABLISH PROJECTED OUTCOMES FOR BENEFICIARIES Components	Prompting Questions	Rubric				Comments
		Emerging	Evolving	Embedding	Excelling	
<p>The following definitions describe a team at each level:</p> <ul style="list-style-type: none"> <li><i>Emerging</i> – Our network references data periodically.</li> <li><i>Evolving</i> – Our network occasionally gives and receives feedback—grounded in data—to improve practice</li> <li><i>Embedding</i> – In our network, progress toward network goals is monitored regularly, and achievements are celebrated.</li> <li><i>Excelling</i> – Our network is guided by a long-term vision for improving outcomes that extends for 5 or more years.</li> </ul>						
<b>Component 1: Determine quantifiable impact measures that are specific, assignable, demonstrable, measurable and time-bound.</b>		5 <input type="checkbox"/>	6-13 <input type="checkbox"/>	14-15 <input type="checkbox"/>	16-20 <input type="checkbox"/>	
<p><b>Good impact measures:</b></p> <ul style="list-style-type: none"> <li>• Represent a significant and specific change in behavior or condition.</li> <li>• Are objectively measurable and verifiable.</li> <li>• Are attainable within the sphere of influence of the improvement team.</li> <li>• Are achievable by the improvement team within a realistic timeframe.</li> <li>• Establish a baseline and determine when success will be achieved.</li> </ul>	<p>Does the team have impact measures that are:</p> <p>Specific, clear and easy to understand?</p> <p>Quantifiable, objective and measurable?</p> <p>Within the area of influence of the improvement team?</p> <p>Plausible and realistically achievable by the team?</p> <p>Relative to a pre-established baseline?</p>	<p>Not at All 1</p> <p><input type="radio"/></p>	<p>Somewhat 2</p> <p><input type="radio"/></p>	<p>3</p> <p><input type="radio"/></p>	<p>Very 4</p> <p><input type="radio"/></p>	<p><i>Emerging: 5</i> <i>Evolving: 6-13</i> <i>Embedding: 14-15</i> <i>Excelling: 16- 20</i></p>
<b>Component 2: Design process and benchmarks/indicators for assessing progress against desired impact.</b>		3 <input type="checkbox"/>	4-6 <input type="checkbox"/>	7-9 <input type="checkbox"/>	10-12 <input type="checkbox"/>	
<p>Teams should ensure that the data that is collected is:</p> <ul style="list-style-type: none"> <li>• Well understood to quickly determine what it represents.</li> <li>• Frequently collected to allow for an analysis of lessons learned.</li> <li>• Consistent over the course of time to allow teams to detect seasonal variations.</li> </ul>	<p>Has the team broken the PoP into actionable, attainable, and progressive accountability benchmarks?</p> <p>Are the determined benchmarks truly an indicator of progress toward the intended outcome?</p> <p>Are the benchmarks specific and time-bound, to ensure that data collected represents a clear understanding of progress?</p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><input type="radio"/></p>	<p><i>Emerging: 3</i> <i>Evolving: 4-6</i> <i>Embedding: 7-9</i> <i>Excelling: 10-12</i></p>



ESTABLISH PROJECTED OUTCOMES FOR BENEFICIARIES Components	Prompting Questions	Rubric				Comments
		Emerging	Evolving	Embedding	Excelling	
<b>Component 3: Establish verification mechanism using valid data collection tools.</b>		3 <input type="checkbox"/>	4-6 <input type="checkbox"/>	7-9 <input type="checkbox"/>	10-12 <input type="checkbox"/>	
<b>Valid verification data sources should:</b>  <b>Be as simple as possible to collect “just enough data” that is relatively easy to obtain.</b>  <b>Establish that something represented does indeed take place.</b>	Has the team developed a shared and consistent strategy to measure the accountability benchmarks?	Not at All 1 <input type="radio"/>	Somewhat 2 <input type="radio"/>	3 <input type="radio"/>	Very 4 <input type="radio"/>	<i>Emerging: 3</i> <i>Evolving: 4-6</i> <i>Embedding: 7-9</i> <i>Excelling: 10-12</i>
	Has the team determined data measuring mechanisms – data collection systems – that allow for the realistic collection of data by the team in a timely manner?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Has the team developed a process to gather data frequently to check in on the status of the improvement efforts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	