



Transforming State Systems to Improve Outcomes for Children with Disabilities

Leading by Convening

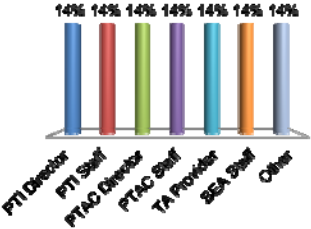


We're glad to be here!

- Patrice Linehan, NCSI at NASDSE
- Joanne Cashman, NCSI at NASDSE
- Misty Goosen, KS Technical Assistance System
- Jana Rosborough, NCSI at WestEd

Let's Find Out: Who else is here?

- A. PTI Director
- B. PTI Staff
- C. PTAC Director
- D. PTAC Staff
- E. TA Provider
- F. SEA Staff
- G. Other



Category	Percentage
PTI Director	14%
PTI Staff	14%
PTAC Director	14%
PTAC Staff	14%
TA Provider	14%
SEA Staff	14%
Other	14%

Grounding Belief

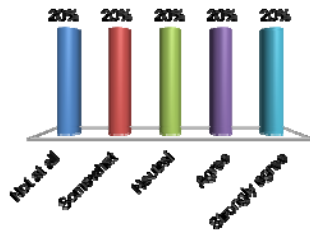


- Leaders cannot really lead on an issue of importance if the stakeholders do not decide to support and make the change.
- Stakeholders cannot really get their needs met on an issue of importance if they do not work with those who have the authority to make change.
- Leaders and stakeholders need each to create sustainable change!

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To what extent do you agree with the grounding belief?

- A. Not at all
- B. Somewhat
- C. Neutral
- D. Agree
- E. Strongly agree



Collaboration



- We all use the word.
- What do you mean when you talk about collaboration?

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1 2 3

4 5 6

7 8

Choose the image that resonates with you

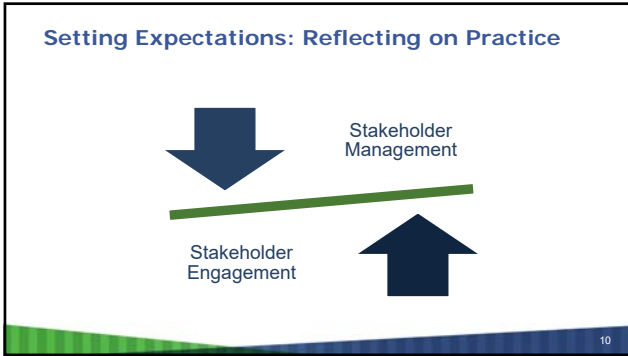
Collaboration: The PTI Role

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Grounding Assumptions on Stakeholder Engagement

Systems are made up of people who form relationships and these relationships are central to the change process.	The deeper the feelings of trust and respect across these relationships the more willing people are to create a shared vision.	The stronger the sense of shared vision the more robust the ownership for the outcomes of change.	The more robust the ownership, the more solid the commitment to take risks, break-down barriers, and share resources in order to accomplish these changes.	The more solid the commitment to the changes the more sustainable the changes.	Even with deep trust, shared vision, robust ownership, and solid commitment, sustainable systemic change is hard work.
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IDEA Partnership@NASDSE 2016



Let's find out:



- With whom does your PTI collaborate?
- What are the core activities of your PTI?
- What activities would benefit from greater collaboration?

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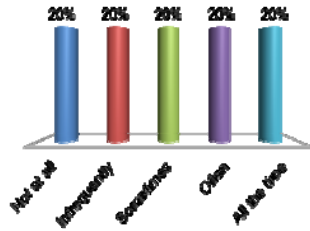
To what extent does your PTI collaborate with the state agencies?

- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time

Frequency	Percentage
Not at all	20%
Infrequently	20%
Sometimes	20%
Often	20%
All the time	20%

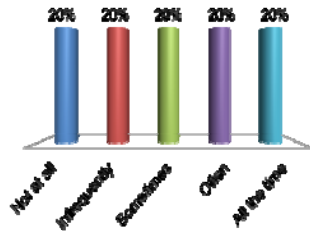
To what extent does your PTI collaborate with local school districts?

- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time



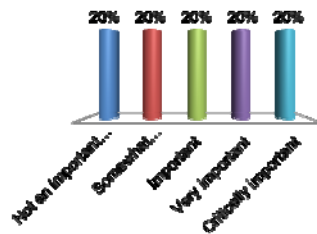
To what extent does your PTI collaborate with other organizations?

- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time



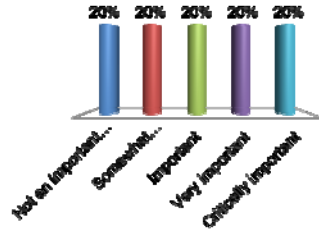
To what extent is due process training a key strategy for your PTI?

- A. Not an important effort
- B. Somewhat important
- C. Important
- D. Very important
- E. Critically important



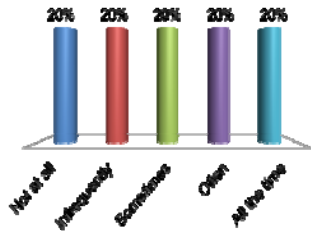
To what extent is content training (e.g., reading) a key effort for your PTI?

- A. Not an important effort
- B. Somewhat important
- C. Important
- D. Very important
- E. Critically important



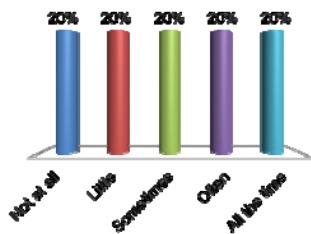
To what extent do you train families and other stakeholders together?

- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time



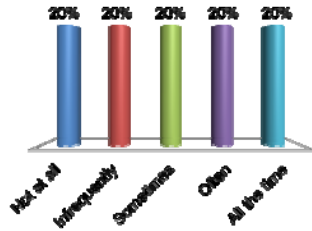
To what extent do you use your website as a key tool to engage families?

- A. Not at all
- B. Little
- C. Sometimes
- D. Often
- E. All the time



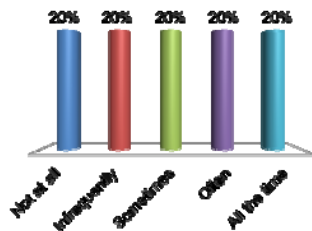
To what extent do you bring families together to inform your work?

- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time



To what extent do you bring diverse together to talk about issues?


- A. Not at all
- B. Infrequently
- C. Sometimes
- D. Often
- E. All the time





- Use as summary -Manage/engage infographic here
- Insert slide
- Stress: stakeholder developed

**Leading by Convening:
The Human Side of Change**



- Building allies
- Meeting people (*and systems*) 'where they are'
- Helping them 'lead in place'
 - PTACs/ PTIs
 - Families
 - Agency staff
- Changing 'habits' of interaction

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Challenges


Adaptive	Technical
<ul style="list-style-type: none">• Influencers and connectors• Principles• Communication• Understanding• Agreement• Willingness to make personal change	<ul style="list-style-type: none">• Experts• Evidence based practices• Checklists• Manuals• Tools• Protocols

The Leadership Challenge


- ✓ Knowing when a persistent problem needs an adaptive (relationship) solution
- ✓ Learning that technical solutions are necessary but often not sufficient
- ✓ Building adaptive skills as a part of strategy



Problems Come Bundled



Leading by Convening
Doing the Work Together



Problems Come Bundled

Technical Problems— Can be solved by the right information or expert advice.
Adaptive Problems— Need different accommodations for different situations.

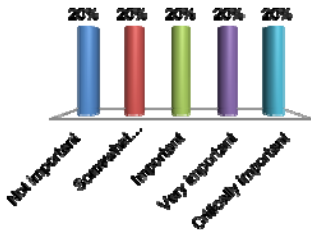
Few problems have just a technical side or just an adaptive human side. As organizational theorist Ronald Heifetz says, "Problems come bundled." Find out more at the following video links.

Video: Adaptive vs. Technical - Dr. Ronald Heifetz
http://www.youtube.com/watch?v=4h6y8g1f0u8&list=PL6AD737F6a_209z7qF_x533u6d6vPT_388

Video: The nature of adaptive leadership - Dr. Ronald Heifetz
http://www.youtube.com/watch?v=Q8L1Dv0p8Bk&list=PLY086GVWY014KwLd88T1D8G_80884W8

To what extent is adaptive leadership important for PTAC and PTI leaders?


- A. Not important
- B. Somewhat important
- C. Important
- D. Very important
- E. Critically important



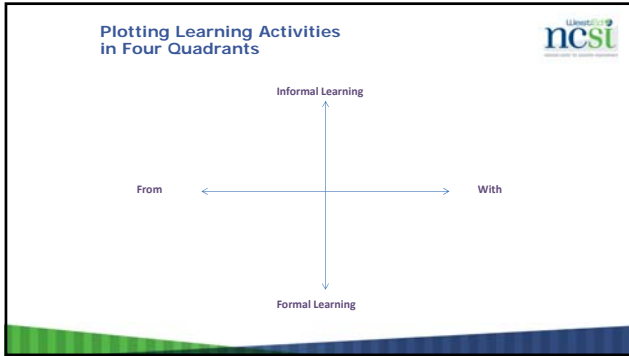
Importance Level	Percentage
Not important	20%
Somewhat important	20%
Important	20%
Very important	20%
Critically important	20%

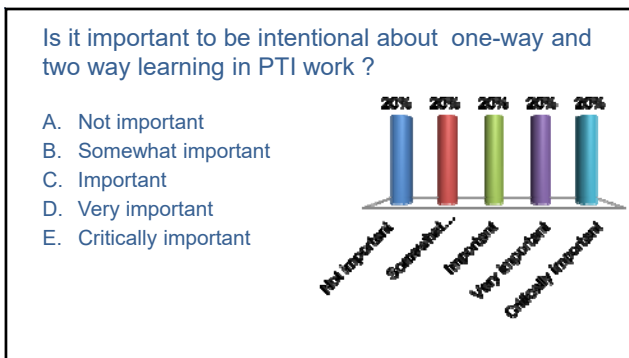
One Way and Two Way Learning

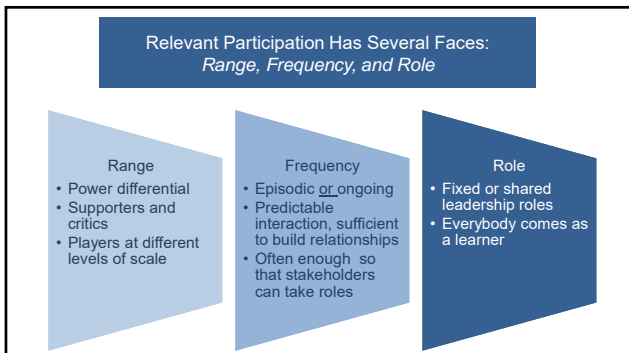
One-Way and Two-Way Learning



ideas Leading by Convening: Doing the Work Together







Engaging Everybody

Is it important to be intentional about engaging a wider range of stakeholders in PTI work?

A. Not important

B. Somewhat important

C. Important

D. Very important

E. Critically important

Coalescing around an Evidence Based Practice				
	Informing Level	Networking Level	Collaborating Level	Transforming Level
Operational Decisions	Key actions and behaviors that require your attention	Communicate the issue and why it is important	Identify and select an evidence-based practice that will make a difference	Build capacity to implement the practice with fidelity
Operational Decisions	Communicate the issue and why it is important	Identify and select an evidence-based practice that will make a difference	Build capacity to implement the practice with fidelity	Monitor and evaluate the practice
	<p>Share/Disseminate: One-way communication</p> <p>Convenable lead agency describes the issue, why current practices are not producing desired outcomes, what data supports adopting a different practice, why this is relevant to multiple stakeholders.</p>	<p>Exchange: Two-way communication</p> <p>Core group of stakeholders from diverse roles share ideas about potential root cause(s), current practices to address issue, barriers that may impact ability to address the problem and personal resources to the issue.</p>	<p>Engage: Working together on the issue over time</p> <p>Key & extended group of stakeholders begins a process of working together to address the issue by co-creating a problem statement that articulates potential root cause(s).</p>	<p>Committing to approach issues through engagement and consensus building</p> <p>Broad stakeholder engagement is the foundation for deeper understanding of the issue, identifying the potential root cause(s) and building consensus for change in practice.</p>
	<p>Leadership develops and disseminates an implementation plan and the methods for monitoring whether the practice is implemented with fidelity.</p>	<p>Stakeholders, including policymakers, discuss potential barriers to implementation as well as supports, processes, policies, procedures and resources needed to implement and sustain practices that need to be addressed in the implementation plan and fidelity monitoring process.</p>	<p>Stakeholders from diverse roles collectively analyze practices based on the problem statement, available data, contextual variables and structural challenges. They identify a new practice to address need.</p>	<p>Stakeholders from diverse roles regularly work together to review and analyze practices and come to consensus on adoption and implementation of identified evidence based practice.</p>
	<p>Convenable lead agency's communicators describe the importance of full implementation with fidelity and the potential challenges that</p>	<p>Core group of stakeholders has opportunities to exchange ideas, ask questions, clarify expectations, and express concerns about implementation</p>	<p>Extended group of stakeholders works together to problem-solve implementation challenges (e.g. leadership changes, funding)</p>	<p>Broad stakeholder networks are knowledgeable or have opportunities for professional development to learn about responsibilities, alignment of policies and</p>

Building Support through Data				
Operational Decisions	Informing Level	Networking Level	Collaborating Level	Transforming Level
Key actions and behaviors that require your attention	Sharing/Discussing One-way communication	Exchanging Two-way communication	Engaging Working together on the issue over time	Committing to approach issues through engagement and consensus building
Historize the number and types of stakeholders who are data literate?	The convenable lead agency explains to stakeholders the available data, the purpose of that data, how it was collected and how it was analyzed (e.g., at a stakeholder meeting in a repository posted on a website, memo to districts or early intervention providers, etc.).	A core group of interested stakeholders meets with the convenable lead agency to discuss available data and what the data means for the issue under consideration (e.g., causes of low performance, improvement strategies, etc.).	A diverse group of stakeholders representing state, regional and local agencies and organizations discusses what else cares about the issue, and how to engage and involve others who care about the issue in sharing, understanding, analyzing and using data for systems improvement.	Stakeholders from different roles understand, discuss, use and share information on data with others from their stakeholder groups. The convenable lead agency, together with the stakeholders, builds a strategy for increasing data literacy across roles and levels of the system.
Identify the relevant data collection practices and conditions related to the outcome goals you are trying to achieve	The convenable lead agency shares data collection practices and findings with stakeholders.	Identified stakeholders define their valued outcomes and how they collect and use data to inform and strengthen their work.	The group works together to review existing systems and implement improved strategies and innovations within the network.	From the beginning of the data discussion, an inclusive group of stakeholders implements a process to identify, discuss and use data in meaningful ways.
Reach agreement on relevant data	The convenable lead agency explains to stakeholders the data that it considers to be relevant and why.	A core group of interested stakeholders meets with the convenable lead agency to discuss available data, relevance to the issue and data gaps.	A broad range of diverse stakeholders discusses available data and generates ideas on what data is most useful to measure intended outcomes.	Stakeholders commit their resources to identify, develop, and use relevant data to bridge data gaps and to inform improvement activities.
Identify a strategy for strategies) and procedures to monitor data changes	The convenable lead agency establishes an ongoing process for updating and sharing the data between the state and the various stakeholder groups.	The convenable lead meets with the core group of interested stakeholders to define the process for ongoing data reviews and sharing of data.	Stakeholders and convenable lead jointly review the data and make decisions on action plans.	Ongoing review and revisions of improvement activities, and their impact, by the larger group of stakeholders is an integral part of the data use process.

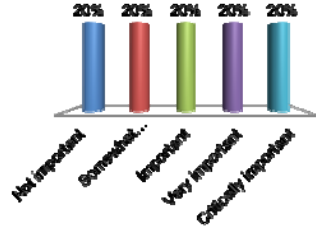
Creating Active Engagement				
Operational Decisions	Informing Level	Networking Level	Collaborating Level	Transforming Level
Key actions and behaviors that require your attention	Sharing/Discussing One-way communication	Exchanging Two-way communication	Engaging Working together on the issue over time	Committing to approach issues through engagement and consensus building
Challenge the stakeholders around the issue	Convenable lead agency identifies the issue and disseminates information in ways that encourage participation.	A forum is used to bring a core group of stakeholders together with the intent of gathering feedback to inform decisions on the issue.	The core group expands to include a wide array of stakeholders who unite and take joint action on the issue.	There is a unified and assessing focus on the issue. Trust and respect are evident, even when there are differences of opinion. The group processes align toward a shared goal.
Ensure relevant participation	Convenable lead agency identifies stakeholder representatives, and informs them of opportunities to participate.	A core group of stakeholders works with the convenable to identify/create infrastructure for meaningful participation and shared learning.	The expanded group of stakeholders recognizes and values the work of others needed to achieve meaningful outcomes.	Broad stakeholder networks share ownership and influence in achieving the outcome.
Translate work into ways that others participate	Convenable lead agency asks stakeholder representatives to disseminate information on the issue.	A core group of stakeholders uses the infrastructure to exchange information in understandable and mutually respectful ways.	The expanded group of stakeholders involves their networks in bridging knowledge and practice.	Broad stakeholder networks support their constituents throughout the practice change.
Communicate what is changing by actively doing work with the stakeholders	Convenable lead agency asks the stakeholder representatives to convey the benefits in making changes throughout their networks.	A core group of stakeholders use the infrastructure to exchange information about the changes that are occurring through their networks.	The expanded group of stakeholders shares the stories of changes achieved because the networks are more engaged in bridging knowledge and practice.	Broad stakeholder networks exchange stories of practice change and outcomes. They communicate the changes in ways the audience acceptance and the changes are enthusiastically embraced.
Demonstrate what is changing by actively doing the work	Stakeholder representatives invite others to participate in discussions on the changes being experienced.	A core group of stakeholders intentionally share stories, exchange information and suggest ideas for work.	The expanded group of stakeholders embraces shared leadership and participates in joint work across the networks.	Within broad stakeholder networks, excellent examples of practice change are routinely observable.

**Measuring Progress:
Qualitative Rubrics to Quantitative Comparisons**



Is it important to assess the level of participation in PTI work?

- A. Not important
- B. Somewhat important
- C. Important
- D. Very important
- E. Critically important



Let's continue to learn together!



- Stakeholder Chats
- Join us every other Friday
- 2:00 - 3:00 Eastern
- Explore new tools
- Bring your challenge
- Learn from and with a range of stakeholders to become allies on issues we share!

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The contents of this document were developed under a grant from the U.S. Department of Education, #H326E10008. However, these contents do not necessarily represent the views of the U.S. Department of Education, and one should not assume endorsement by the Federal Government. Project Officers: Holly Williams and Shelley Hightower... (November 2014)



Four Simple Questions

Who cares about this issue and why?

What work is already underway separately?



What shared work could unite us?

How can we deepen our connections?
