Creating a Sense of Urgency &
Building a Powerful Guiding Coalition

Texas Title 1 Priority Schools Grant

Dr. Deborah Brennan
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Kotter’s 8 Step Process for Change

1. Create a Sense of Urgency
2. Build the Powerful Guiding Team
3. Get the Vision Right
4. Communicate for Buy-In
5. Empower Action
6. Create Short-Term Wins
7. Don’t Let Up
8. Make Change Stick
Objective

Describe what is meant by a sense of urgency - understand its role in improving student achievement

Create a plan to create a sense of urgency

Understand the role of a guiding coalition
Pre-Implementation Grant Timeline

- Development of Instructional Strategies
  - Draft Calendars for Portfolio Completion February 5th
  - STAAR Testing
- Jan
- Feb
- March
- April
- May
- June
- July
- Aug
- Spring Break March 14th - 18th
- Implementation Readiness Portfolio July 1st
School Team Roles

School Team

Team Member

Recorder

Time Keeper

Team Member

Facilitator

Reporter
Sense of Urgency
Why you want it  - How you can create it

https://www.youtube.com/watch?v=uRDNLTMaZgo
“An atmosphere of urgency creates an atmosphere of achievement.”

MonsterGoals 1/4/16
What Is a Sense of Urgency?
Urgency Is NOT Complacency or False Urgency
Complacency - Urgency - False Urgency

Lack of activity
Look at past failures
Blame others for problems
Happy talk
Defense of status quo
Contentment
Self-satisfaction

Frantic, frenzied activity
Anger or fear
Worry about their jobs
Frustration
Stress
Internal focus on work to be done - believing one is always pushed to the limit.
What Is a Sense of Urgency?

Important to Act - Win - Now!
How to Create a Sense of Urgency
leadership is not a position or a title, it is action and example.
How to Create a Sense of Urgency

Mind
“analyze-think-act”

Heart
“See-feel-act”
Appeal to the Head

Engage the Head - Facts & Consequences

- Gather information on course demand, research trends, best practices
- Benchmark performance
- Obtain powerful testimonials
- Note relevant trends in education
Appeal to the Heart

Engage the Heart - Speak to People’s Emotions

• Make it real - use demonstrations, stories or visits to ensure people SEE the problem, solution and progress in a compelling way

• Paint an inspiring picture of what the future could look like

• Note the outcomes (rewards and benefits) at a personal level

• Engage people’s sense of identity - change is about who and what we want to be in the future
So What Is a Leader to Do?

The riskiest thing we can do is maintain the status quo.

- BOB IGER -

JONATHANWILES.COM
Recognize the importance of establishing a sense of urgency.
Select the causes of complacency or false urgency.
Identify the strategies for creating true urgency.
Discuss with all parties concerned and create buy-in.
Take action and stay focused on the prize.
Monitor progress and adjust where and when necessary.
Repeat, reinforce and remind yourself and others of the importance of acting now.
How to Create a Sense of Urgency

I DON'T SEE
A SENSE OF URGENCY AROUND HERE
Tactic 1: Bring the Outside In

- Bring the “outside in”
- Send people out
- Share troubling data
- Bring data and stories in

- Use video - material that is emotionally and intellectually honest
- Redecorate - visuals make a difference
Tactic 2: Behave with Urgency Every Day

• Purge and delegate
• Move with speed
• Speak with passion
• Match words and deeds
• Let them all see it

• **Urgent Patience** - a feeling and set of actions
• Acting with urgency but having a realistic view of time
First Things First

<table>
<thead>
<tr>
<th>Important, Not Urgent</th>
<th>Important, Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Decide when to do it&quot;</td>
<td>&quot;Do it now&quot;</td>
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<table>
<thead>
<tr>
<th>Not Important, Not Urgent</th>
<th>Not Important, Urgent</th>
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</thead>
<tbody>
<tr>
<td>&quot;Dump it&quot;</td>
<td>&quot;Delegate it&quot;</td>
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</table>

Source: First Things First, 1995, Stephen R. Covey
KEEP CALM AND FEEL A SENSE OF URGENCY
Tactic 3: Find Opportunity in Crisis
Tactic 4: Deal with NoNos

I WILL FORM A RUTHLESS ARMY OF...

...SINISTER SKEPTICS!
Skeptics

Have not seen issue as a danger before or dealt with well before

Want enough information to convince - not willing to take a leap of faith - wants lots of information

Usually risk averse

Can be active, but usually passive
Show me attitude can slow down movement

NoNos

Use past as ammunition to shoot down the need for any change

Keeps demanding more data or proof that action is needed

Selectively chooses information that supports need for no action

Not open minded - won’t accept a majority decision

Very active in open or behind the scenes
How to Deal with NoNos!

Never: Include in core group or ignore NoNos

Strategies to use:
1. Distract
2. Push them out
3. Expose their behavior
Pre-Implementation Grant Timeline

Build a Sense of Urgency
Step 1 – Bring the Outside In MIND & HEART
Step 2 – Act with Urgency
Step 3 – Find Opportunity
(Step 4 as part of Guiding Coalition)
Rowing and Teamwork
Kotter’s 8 Step Process for SUCCESSFUL Change

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This is your company today
Optimistic Change Agents
Step 2: Create a Powerful Guiding Team

- Create Buy-In for the Change Vision
- Create Positive Energy Toward Change
- Minimize Resistance toward Change
There Is POWER in a TEAM!

https://www.youtube.com/watch?v=5rOg4WfNDfM
“Individually, we are one drop
Together, we are an ocean”

Ryunosuke Satoro
Trust Is Essential
Mistakes to Avoid

• Not staying actively engaged with the guiding team
• Appointing the wrong people to the team

Questions to Ask

• Do we have the people with strong positional power, broad expertise, and high credibility?
• Do we have people with leadership skills?
• Is there a broad based representation?
• Is the size and composition of the coalition equal to the issue/opportunity faced?
“Never doubt that a small group of thoughtful citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead
One Last Word of Caution

Urgency UP, Success....

Urgency DOWN, a Mess
Drive a Sense of Urgency Into Your School Culture

Anticipate the Problem Plan for a solution and as soon as Urgency starts to drop…

Use the Right Tactic within the Heart - Head strategy

“Excellence is not a destination; it is a continuous journey that never ends.”

Brian Tracy
“Alertness, movement, leadership NOW...and from many people, not a few...are the signs of true urgency”

J. Kotter p. 194 A Sense of Urgency
Pre-Implementation Grant Timeline

Build a Sense of Urgency
Step 1 – Bring the Outside In
  MIND & HEART
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Build Guiding Coalition

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Draft Calendars for Portfolio Completion
  February 5th
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Jan  Feb  March  April  May  June  July  Aug

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Do you have a plan to create a Sense of Urgency?

Words are **Not** the test…

**ACTION** is the test!
“Without sustained commitment and dramatically different strategies, the future will look like the past.”

Mass Insight, 2015
“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

C. Darwin

http://youtu.be/07T1eyKA3OA
“For these are all our children… and we will profit by or pay for whatever they become”

J. Baldwin

Dr. Deborah Brennan

Deborah.Brennan@esc13.txed.net
512-919-5108

• https://www.youtube.com/watch?v=FscIgtDJFXg
obrigado  Dank U  Merci  mahalo  Köszi
čnacušo  Grazie  Thank you  mauruuru  Takk
Gracias  Dziękuję  Děkuju  danke  Kiitos