

Change that Sticks: Managing the Deep Structure of School Reform

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Changing Deep Structures

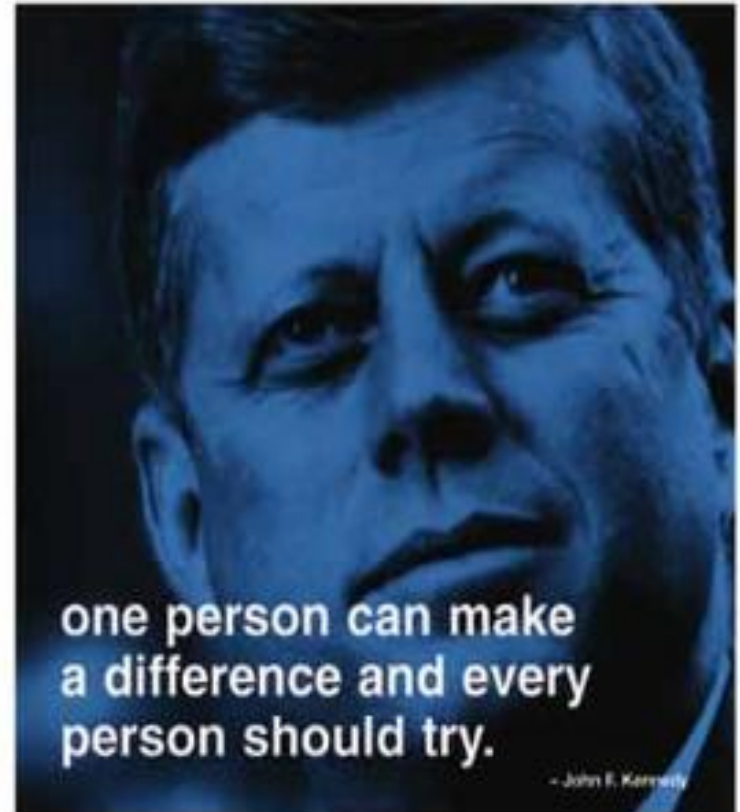
- Make it Simple
- Make it Concrete
- Make it Human
- Make it Emotional
- Make it (Y)Ours

Adapted from: Heath, C. and Heath, D. (2007). *Made to Stick*. New York: Random House.

Make is Simple

John F. Kennedy

“We will put a man on the moon and return him safely by the end of the decade.”



If JFK were CEO

“Our mission is to become the international leader in the space industry through maximum, team-centered innovation and strategically targeted aerospace initiatives.”

Heath, C. and Heath, D. (2007). *Made to Stick*. New York: Random House.

From the Ridiculous

The Nori Middle School exists to serve the unique academic, physical, social, and emotional needs of students who are in a special and critical period of their lives as they change from childhood to adolescence. The staff of Nori Middle School is committed to creating and maintaining an orderly, trusting, and caring environment where teaching and learning are exciting and students are assisted as they develop responsibility. All aspects of the school's organization, curricular, and cocurricular activities are child centered and designed to accommodate individual learning styles so that all may experience maximum success commensurate with their unique talents, interests, abilities and future aspirations.

To the Sublime

- “I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.”



To the Goal

- “I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.”



Planning vs. Intention

“No plan survives contact with the enemy.”

Colonel Tom Kolditz

Chair, Behavioral Sciences

West Point

Reported in Heath & Heath, *Made to Stick*

Simple Responsibility

You can lose the ability to execute the original plan, but you never lose the responsibility for executing the intent.

When the intent is clear, people begin to generate their own ideas and solutions.

Finding Your Intention

Fill in the blanks...

If we do nothing else tomorrow, we must
_____.

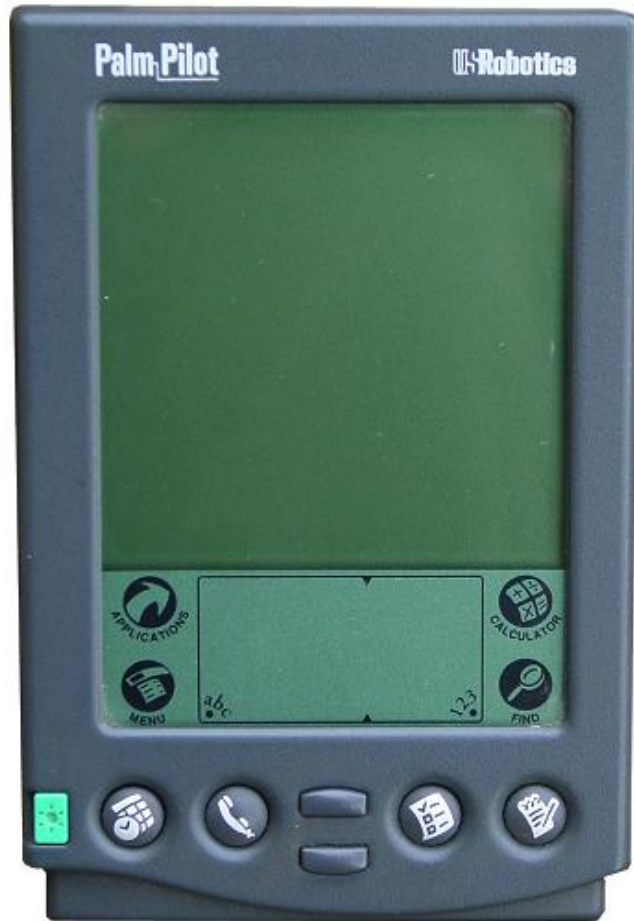
The single most important thing we can do
tomorrow is _____.

Find your Core Idea

“A designer knows when he has achieved perfection not when there is nothing left to add, but when there is nothing else to take away.”

Antoine de Saint-Exupery

Communicating Your Core Idea



A visual representation of a goal makes it much more concrete.

“So where will you put this new feature?”

-- Jeff Hawkins

Communicating Your Core Idea

If I could achieve one thing in my school this year, it would be...

To achieve this core outcome, on Monday, the most important thing I can do is...

Ho Hum...Organizational Paralysis

A survey of 23,000 employees found...

- 37% said they had a clear understanding of what their organization was trying to achieve and why.
- 20% were enthusiastic about their team's and organization's goals.
- 20% said they had a clear "line of sight" between their tasks and organization's goals.
- 15% said their org fully enables them to execute key goals.
- Only 20% fully trusted the org they worked for.

Stephen Covey, The 8th Habit

But Suppose it Was A Soccer Team?

- Only 4 of 11 players on the field would know which goal was theirs.
- Only 2 of 11 would care.
- Only 2 of 11 would know which position they played and what they were supposed to do.
- All but 2 would be competing against their own team members rather than the opponent.
- All but 2 would think the coach was setting them up to fail.



If It's Human, It Must Have Emotion

Suppose someone really flubbed a play...a golf shot...a tennis return...whatever.

What would you say to **DRAIN** his or her emotional tank?

“Emotional Tank” Activity

Jim Thompson

Positive Coaching Alliance

Changing the Emotional Rules

Now...what would you say if your job was to **FILL** his or her emotional tank?

Emotional Leaders

The leader's job is to FILL the emotional tanks of those that he or she leads.

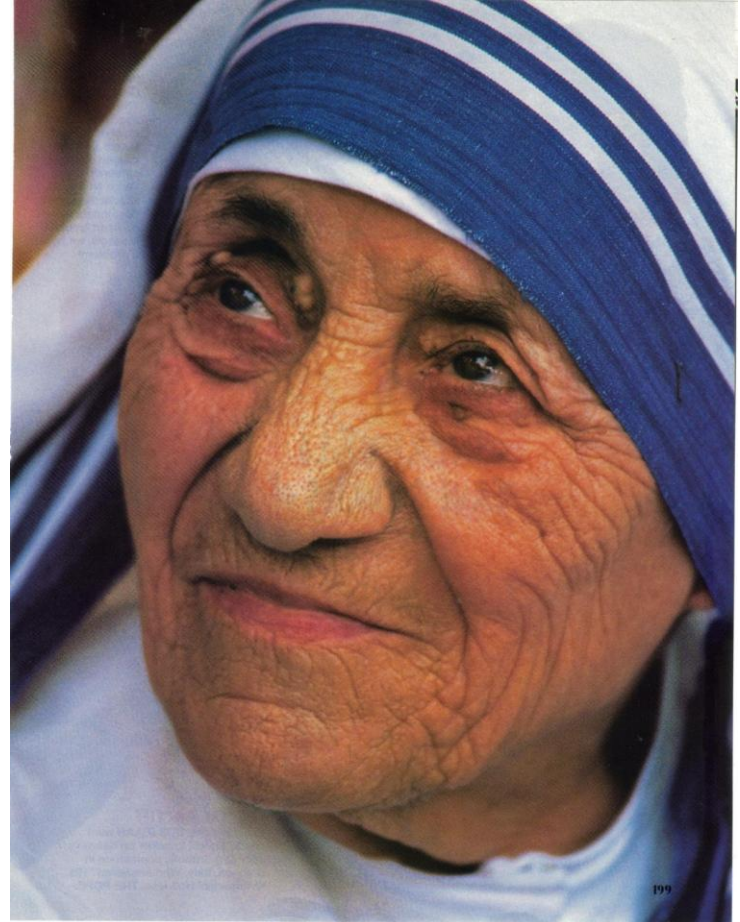
The leader must make others feel good about what they do and why they are doing it.

They must provide emotional significance.

Motivating Action

“If I look at the mass, I will never act. If I look at the one, I will.”

Mother Teresa



The Need Is Overwhelming

- Food shortages are affecting nearly 40 million people in central and east Africa.
- War and drought have brought nearly 11 million people to the brink of starvation in Ethiopia alone.
- Impure drinking water kills nearly one child in three in the poorest African countries.

But It's Up to YOU!



Ishmael will die before this year is over.

Only you can save him.

For \$150 you will give him another year of life.

For \$1200, you will give him a life.

Please...Feed the Children.

Smile Train



- It costs \$250.
- It takes 45 minutes
- It gives a child a life

Emotion Drives Action

- Data puts people to an analytic frame of mind.
- It overwhelms us...and makes us hopeless.
- Emotions make us act.
- Turning data into understandable information, then into emotion, turns thought into action.

Making Change (Y)Ours

Take responsibility

- “I will cut the deficit in half by the end of my first term.” (Barak Obama)

Put your money where your mouth is

- Visit your checkbook and your calendar

Enlist people in a noble (and maybe scary) mission

- We will not suspend any student this year.
- We will have no grade retentions this year.

Tell the Right Stories

Use meetings to “show” how to act.

Challenge Plots

David and Goliath

Connection Plots

Good Samaritan

Creativity Plot

The ‘Breakthrough’ – MacGyver

Heath, C. and Heath, D. (2007). *Made to Stick*. New York: Random House.

Finding the Courage and the Support



Heath, C. and Heath, D. (2007). *Made to Stick*. New York: Random House.

Recommended Reading

Made to Stick

by Chip and Dan Heath

New York: Random House, 2007

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