



# Implementing Change Through Learning: Concerns-Based Concepts, Tools, and Strategies for Guiding Change

By Shirley M. Hord, James L. Roussin

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*Lead successful, lasting reform in your school or district!*

No matter what change your school or district is facing, this definitive book shows how to involve school and district leaders every step of the way. Developed by pioneers of K-12 change management, the Concerns-Based Adoption Model (CBAM) enables you to:

- Understand, predict, and address teacher concerns and reactions
- Use a series of powerful Learning Maps to help individuals and teams manage change
- See CBAM in action through a running case study
- Build credibility and trust to set a foundation for meaningful, lasting change

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## **Editorial Review**

### **Review**

*"Change requires learning and learning produces change. Hord, Roussin, and Hall generously provide the tools educators need to promote the learning necessary to achieve the change they seek to make."* (Stephanie Hirsh, Executive Director 2013-02-07)

*"Few ideas in education are more fundamental to our understanding of the change process than those described in this book. The Stages of Concern addressing individual's feelings and perceptions, the Levels of Use describing the gradual development of expertise, and Innovation Configurations that consider the fidelity of innovation implementation, provide the basis for nearly all models of change. Shirley and Jim, who have been a part of this crucial work from the very beginning, present these fundamental elements in a modern context and show how they are just as relevant today as they were when developed nearly four decades ago. It is a "Must Read" for every educational leader who wants to successfully navigate the difficult and complex process of change."* (Thomas R. Guskey, Professor of Educational Psychology and Corwin Author 2013-03-01)

*"If you're working in or with schools, you should follow the path of change so elegantly mapped out in this book. Hord, Roussin, and Hall give us all the guideposts we need along the route for a successful journey. Based in long standing research with fool proof processes, you can't go wrong when applying their wise course of action. It's a must read for principals."* (Terry Morganti-Fisher, Educational Consultant 2012-10-02)

*"Once again, Hord, Roussin, and Hall have produced a compelling and practical guide for school leaders who are serious about implementing schoolwide change in a thoughtful, caring manner."* (Delores B. Lindsey, Coauthor of Culturally Proficient Practice 2012-10-02)

*"Implementing Change Through Learning provides educators with accessible, powerful tools for understanding and implementing transformational change processes in schools. There are insights and resources in this book that any school leader taking on the challenge of school improvement can embrace."* (Gary Bloom, Superintendent 2012-10-02)

*"The authors expertly offer practical, concrete, specific strategies and tools for moving the dream of change into goals for change. This book is valuable to any professional educator serious about implementing change successfully."* (Janice Bradley, Mathematics Leadership Coordinator 2012-10-02)

*"This book delivers on being a true how-to for implementing change. We need new tools to actually guide us through difficult processes within this social science we live in and try to impact daily. These tools are timely and thought provoking."* (Dalane E. Bouillion, Associate Superintendent for Curriculum and Instruction 2012-10-02)

*"What better time than now to rekindle the flame of teacher-centered and teacher-led school reform?"*  
(From Chapter 1: "Think Piece" by Ann Lieberman and Lynne Miller)

### **About the Author**

Shirley M. Hord, PhD, is the scholar laureate of Learning Forward (previously National Staff Development

Council), following her retirement as Scholar Emerita at the Southwest Educational Development Laboratory in Austin, Texas. There she directed the Strategies for Increasing Student Success Program. She continues to design and coordinate professional development activities related to educational change and improvement, school leadership, and the creation of professional learning communities.

Her early roles as elementary school classroom teacher and university science education faculty at The University of Texas at Austin were followed by her appointment as co-director of Research on the Improvement Process at the Research and Development Center for Teacher Education at The University of Texas at Austin. There she administered and conducted research on school improvement and the role of school leaders in school change.

She served as a fellow of the National Center for Effective Schools Research and Development and was U.S. representative to the Foundation for the International School Improvement Project, an international effort that develops research, training, and policy initiatives to support local school improvement practices.

In addition to working with educators at all levels across the U.S. and Canada, Hord makes presentations and consults in Asia, Europe, Australia, Africa, and Mexico.

Her current interests focus on the creation and functioning of educational organizations as learning communities and the role of leaders who serve such organizations. Dr. Hord is the author of numerous articles and books, of which a selection of the most recent are: *Implementing Change: Patterns, Principles, and Potholes*, 3rd ed (with Gene E. Hall, 2011); *Reclaiming Our Teaching Profession: The Power of Educators Learning in Community* (with Edward F. Tobia, 2012); *A Playbook for Professional Learning: Putting the Standards Into Action* (with Stephanie Hirsh, 2012).

James L. Roussin, M.A.L.S., has been committed to improving teaching and learning in schools across the US and abroad throughout his professional career. He has worked as a Language Arts Teacher, Gifted Coordinator, ESL Coordinator, Curriculum Director, Executive Director of Teaching, Learning & School Improvement, Adjunct Professor, and Educational Consultant.

Jim is currently working as a Strategic Change Consultant and is the Executive Director for Generative Learning. Website: <http://www.generative-learning.com>

Jim helped to revitalize the Minnesota Staff Development Council from 1998 – 2004 and served as its President for four of those years. He has also served as a board of trustee on the National Staff Development Council (now Learning Forward).

He is a teaching associate for Human Systems Dynamics (an institute that is using complexity theory to impact organizational development work). He is also a learning facilitator for Leadership Development, Cognitive Coaching, Adaptive Schools, QLD (Quality Leadership by Design) - S.M.A.R.T. Goals, and Program Evaluation.

In February of 2006, Jim traveled to India on a Berkana Learning Journey to explore new forms of leadership that are emerging in global communities. And in 2009 he spent four months working in the Middle East with ASCD-Middle East in supporting the Ministry of Education in implementing new teacher development standards. J

Jim's current interests focus on healthy organizations and human development through the lens of natural systems theory and complexity science.

James Roussin is the author of a variety of articles as well as a co-author of the book: Guiding Professional Learning Communities: Inspiration, Challenge, Surprise, and Meaning (Shirley M. Hord, James L. Roussin & William A. Sommers, 2010).

## **Users Review**

### **From reader reviews:**

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Reading a book tends to be new life style with this era globalization. With reading through you can get a lot of information that can give you benefit in your life. Along with book everyone in this world can certainly share their idea. Textbooks can also inspire a lot of people. A great deal of author can inspire their reader with their story or even their experience. Not only situation that share in the publications. But also they write about the information about something that you need illustration. How to get the good score toefl, or how to teach your kids, there are many kinds of book that exist now. The authors on earth always try to improve their ability in writing, they also doing some study before they write to the book. One of them is this Implementing Change Through Learning: Concerns-Based Concepts, Tools, and Strategies for Guiding Change.

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