

Change Theorist

# Larry Cuban



## KEY POINTS:

- Believes that there are two types of change: incremental and fundamental.
- An incremental change typically does not require any existing structures to change.
- Fundamental changes usually require major changes to structures and processes.
- Many changes start out as fundamental but shift to incremental.
- Changes in schools are marginalized because they are abandoned for other changes, the changes become specialized (e.g., magnet schools), or they are too different from the way the general public remembers school.
- Reform and change are not the same; schools change all of the time, but they are not easily reformed.

Change Theorist

# Michael Fullan



## KEY POINTS:

- Believes that schools should be recultured to become zones of shared responsibility.
- Embraces the concept of cultural change principals.
- Cultural change principals have five characteristics: moral purpose, an understanding of change, improved relationships, knowledge creation and sharing, and increased coherence.
- Believes that leadership is “the strategy of the decade”
- Need to focus on sustainability.

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# Everett Rogers



## KEY POINTS:

- Known as the father of diffusion of innovation research.
- Diffusion is the means by which new ideas or innovations are spread between members of a social system over time.
- Decision-making process includes five stages: knowledge, persuasion, decision, implementation, and confirmation.
- The rate at which people adopt new ideas varies based on five attributes: relative advantage, compatibility, complexity, trialability, and observability.

Change Theorist

## Kurt Lewin



### KEY POINTS:

- People behave differently depending on the tensions between their perceptions of themselves and their environment.
- Considered the father of change theory
- Identified three stages of change: unfreezing, changing, and refreezing.
- Believes there are two ways to effect change: force change on individuals and hold them accountable for changing or remove restraining forces that inhibit people from undertaking change.

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## Ronald Heifetz



### KEY POINTS:

- Makes the distinction between adaptive and technical challenges.
- Technical challenges can be solved through the knowledge of experts in authority.
- Adaptive challenges involve changing people's values, beliefs, and habits.
- Three levels of complexity of change.
- Heifetz and Laurie offer six principles for leading adaptive work: get on the balcony, identify the adaptive challenge, regulate distress, maintain disciplined attention, give work back to people, protect voices of leadership from below.
- Believes that personal relationships are the key to successful leadership.

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## William Bridges



### KEY POINTS:

- Makes a distinction between change and transition.
- Believes that transition is a psychological process.
- Transitions take more time to process.
- Transitions include three distinct phases: endings, the neutral zone, and new beginnings.