Results Driven Accountability (RDA)
What You Need to Know about the SSIP

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Importance of Relationships in Change

There will never be enough laws, policies, processes, documents, etc. to force change.

Change is best realized through the relationships we build with those people and groups that have a common interest toward solving a persistent problem or seizing an opportunity.

Bill East, NASDSE, 2012

A 6-Year Plan, Activities by 3 Phases

Year 1 - FFY 2013 Delivered by April 1, 2015	Year 2 - FFY 2014 Delivered by Feb 2016	Years 3-6 FFY 2015-18 Feb 2017- Feb 2020
Phase I **Analysis of Data and Identification of Evidence-based Practices**	**Phase II** **Implementation Plan**	**Phase III** **Evaluation**
• Data Analysis; • Identification of the Focus for Improvement; • Infrastructure to Support Improvement and Build Capacity; • Theory of Action	• Infrastructure Development; • Support for EIS Program/LEA in Implementing Evidence-Based Practices; • Evaluation Plan	• Results of Ongoing Evaluation • Extent of Progress • Revisions to the SPP

Results Driven Accountability (RDA) and the State Systemic Improvement Plan (SSIP)

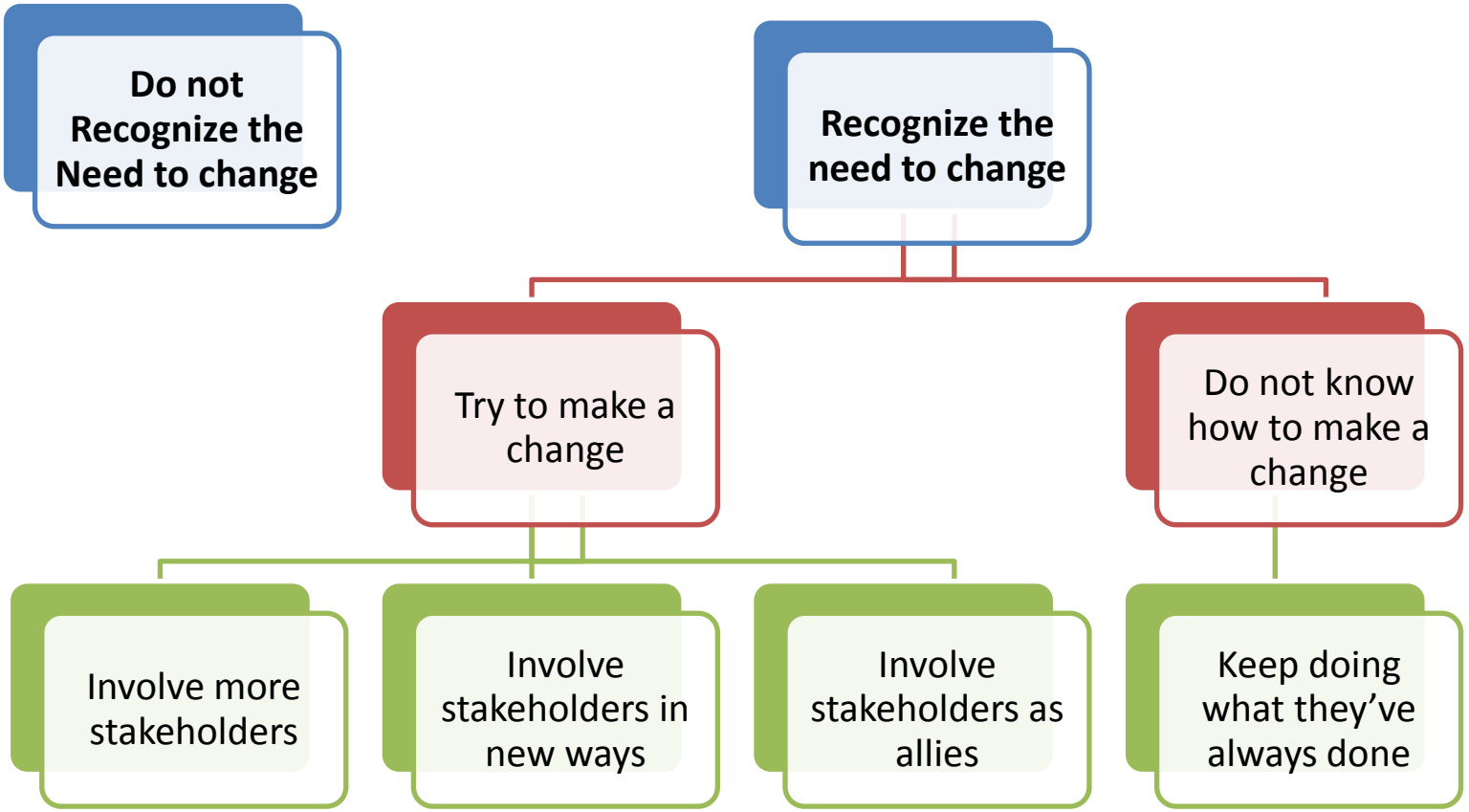
- *RDA is the vision*

- *SSIP is the strategy*

Engagement as Strategy

- We need a new way of working
- The SSIP is an opportunity to recognize the value of stakeholder engagement
- The SSIP is an opportunity to recognize a new role for state agencies – leading by convening
- We need to draw attention to the power of relationships and the strategy of convening as we work with states on the SSIP

SSIP is an Opportunity to Engage Stakeholders as Allies for Change



Persistent Challenges

- **Technical Challenge**

  Requires information, knowledge or tools

- **Adaptive (*Relationship*) Challenges**

  Requires understanding and a willingness to make behavior changes

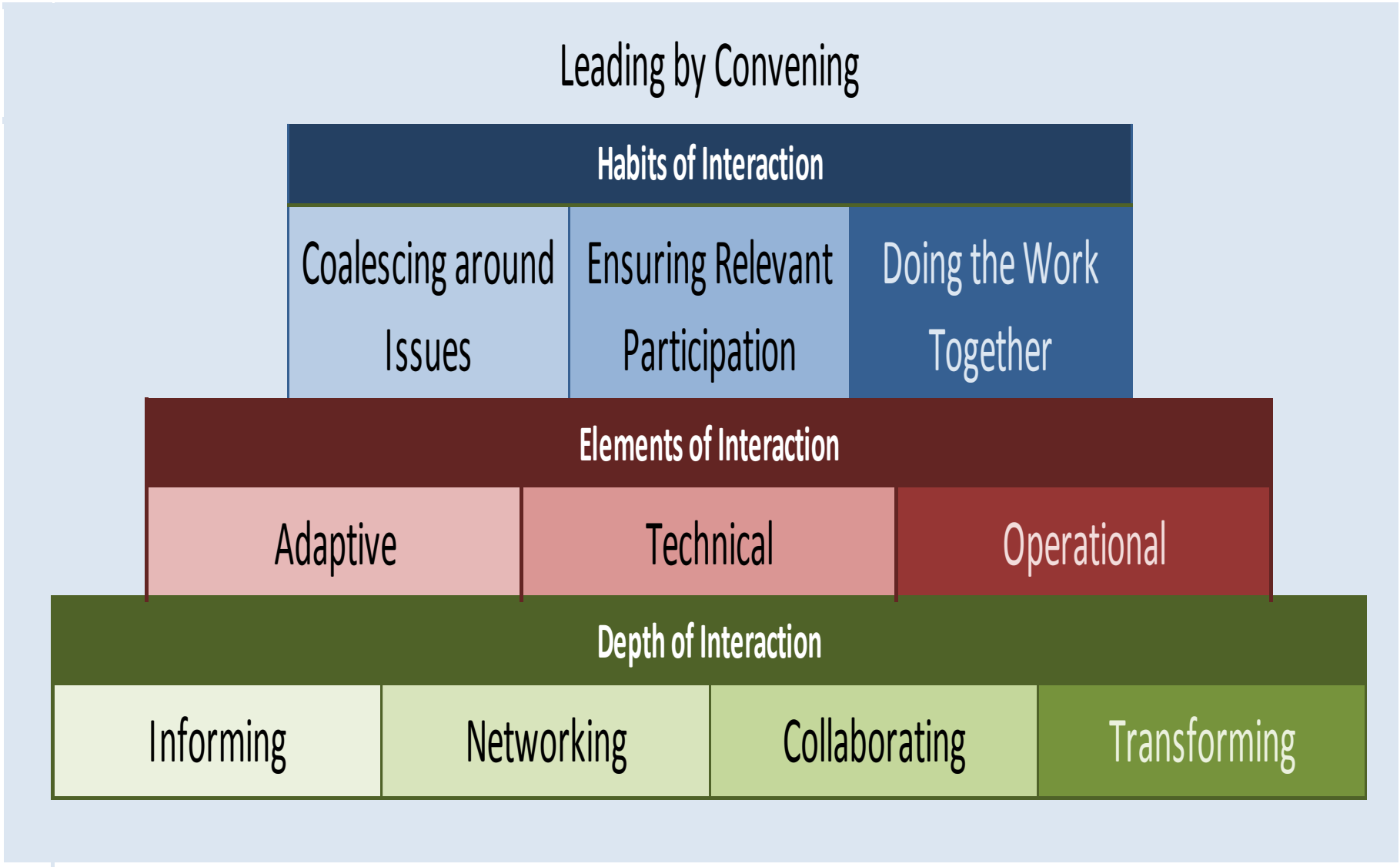
Source: Heifetz and Linsky, Leadership on the Line, 2002

The Leadership Challenge

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

Convening as a *'New Discipline'*

- Convening is
  - More than a meeting
  - More than facilitation
- Why convene?
  - A view from the SEA perspective
  - A view across states
  - A view from the stakeholder perspective


Leading by Convening
Habits of Interaction
Coalescing around Issues
Ensuring Relevant Participation
Doing the Work Together
Elements of Interaction
Adaptive
Technical
Operational
Depth of Interaction
Informing
Networking
Collaborating
Transforming

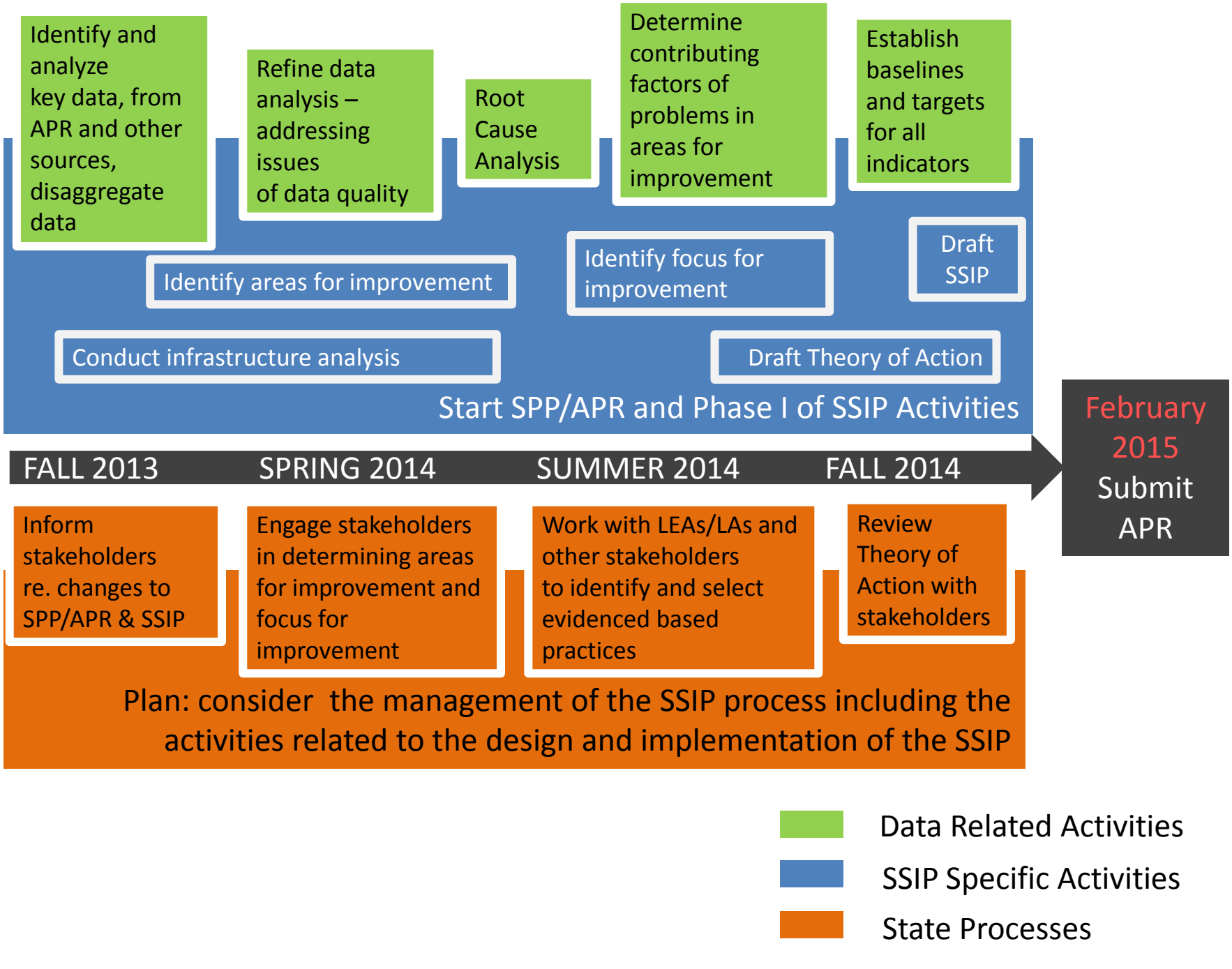
Leading by Convening: Engagement Mapped to the SSIP Requirements

• Data	• Mutual agreement on interpretation of the data ; agreement on data sets that will track progress; shared commitment to action designed to create measurable change
• Infrastructure	• Leverage both the SEA's TA / support infrastructure and the deep and durable networks already in place in professional organizations and family groups
• Support to LEAs to implement EBP	• Leverage the power of trust and stakeholder connection in LEAs to advance the '*capacity with capability'** to implement evidence based practice
• Theory of Action	• Leading by Convening; • Technical and Adaptive Approaches to Change • CoP for Strategic Advantage

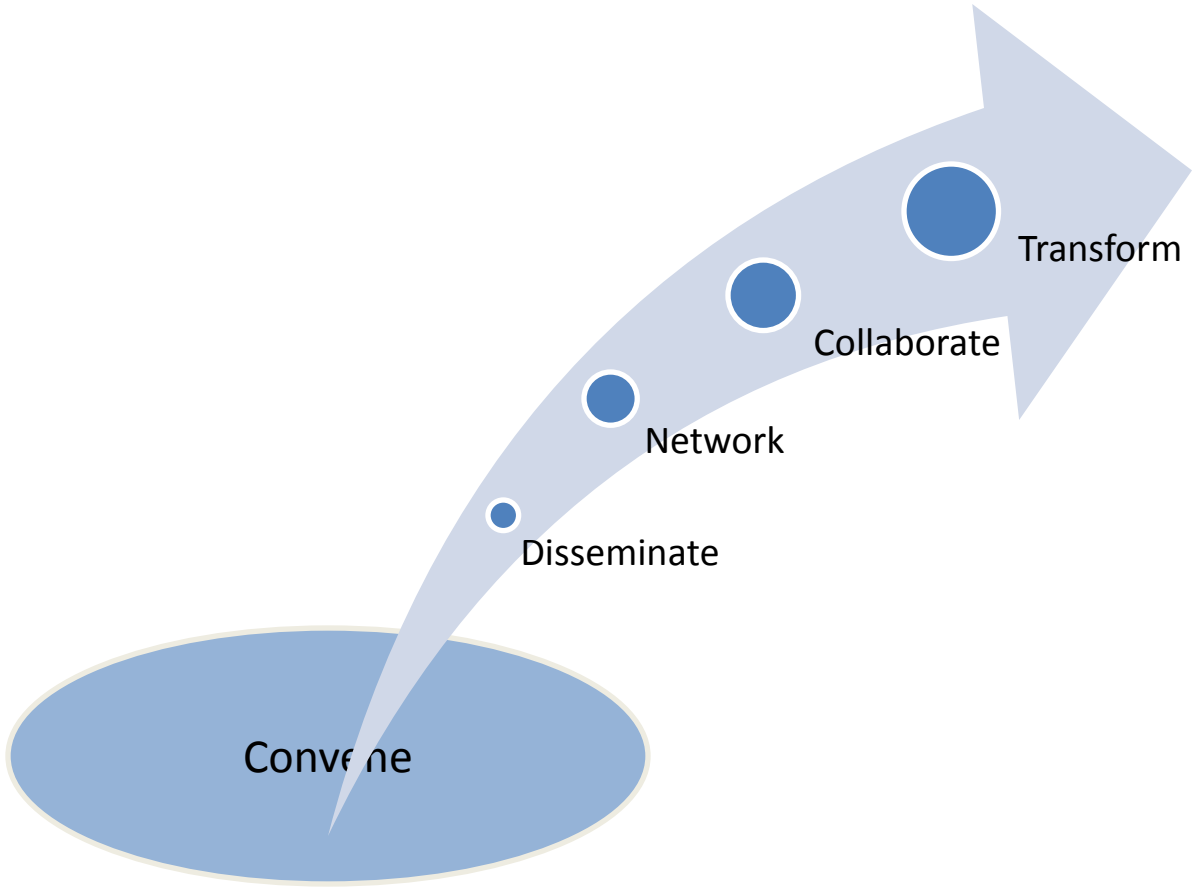
Leading by Convening:
A Platform for Capability and Capacity Building

- Deep and durable networks are already in place among stakeholders.
- These networks easily personalize messages for understanding…not just adoption.
- These networks can mobilize stakeholders to attend and act.

- Leaders must ask*, "Can you really lead on this issue without the stakeholders?"*
- Stakeholders must ask, *"Can you get your needs met in a sustainable way without the decisionmakers?"*
- *Engagement* is a transformational strategy and *leading by convening* is the new skill set.


Identify and analyze key data, from APR and other sources, disaggregate data
Refine data analysis – addressing issues of data quality
Root Cause Analysis
Determine contributing factors of problems in areas for improvement
Establish baselines and targets for all indicators
Identify areas for improvement
Identify focus for improvement
Draft SSIP
Conduct infrastructure analysis
Draft Theory of Action
Start SPP/APR and Phase I of SSIP Activities
FALL 2013
SPRING 2014
SUMMER 2014
FALL 2014
February 2015 Submit APR
Inform stakeholders re. changes to SPP/APR & SSIP
Engage stakeholders in determining areas for improvement and focus for improvement
Work with LEAs/LAs and other stakeholders to identify and select evidenced based practices
Review Theory of Action with stakeholders
Plan: consider the management of the SSIP process including the activities related to the design and implementation of the SSIP
Data Related Activities
SSIP Specific Activities
State Processes

Levels of Engagement



Leading by Convening: *Toward a Theory of Action*

- There are both informational and attitudinal barriers to important practice changes
  - ***Decision makers often lead change through technical strategies such as information, training and authority***
  - ***Stakeholders impact the extent of change by exercising relationship strategies such as using their influence with other stakeholders (positively or negatively)***
  - ***Practice change requires both technical information and human approaches.***
- Individuals at all levels are more open to influence from groups with which they voluntarily affiliate and feel valued.
- Leaders at many levels have the skill and the legitimacy to bring groups together around issues.
- Convening is a leadership skill that harnesses the power of both influence and authority.

Leading by Convening:
Theory That Directs Action

When the SEA brings decision-makers who are responsible for policies and programs into a learning partnership with individuals who implement and are served by those programs:

- strategies emerge
- gain acceptance, and
- are translated into action with enough broad support to make a practice change.

SEAs that learn this lesson have the beginning of a culture shift toward a more responsive system that can lead in a complex change environment