Aligning Vision with Actual Use of Innovative Learning Environments: Explored Through the Lens of Organizational Change
Kurt Lewin’s Field Theory

\[ B = f(P, E) \]
Behavior is a function of People in their Environment

1 – Scale-up + TEAL, Space matters: The impact of formal learning environments on student learning

2 - The Learning Grid Exploring the impact of a flexible, technology-enhanced teaching space on pedagogy

3 – New Generation Learning Space Making the Case for Space: The Effect of Learning Spaces on Teaching and Learning
Kurt Lewin’s Field Theory

\[ B \neq f(P,E) \]

anecdotal experience showed that changing the environment does not always change behavior
B=f(P,E)

Surfaced many examples of grown or changed cultural norms and behaviors through the support of a facility change

1 - Google, casual collisions

“The layout of bent rectangles, then, emerged out of the company’s insistence on a floor plan that would maximize what Radcliffe called “casual collisions of the work force.” No employee in the 1.1-million-square-foot complex will be more than a two-and-a-half-minute walk from any other, according to Radcliffe. “You can’t schedule innovation,” he said. “We want to create opportunities for people to have ideas and be able to turn to others right there and say, ‘What do you think of this?’”"
## Change Process Comparison

<table>
<thead>
<tr>
<th>Workplace by Design</th>
<th>Kotter 8-Step Model for Change</th>
<th>Pasmore Model for Leading Complex, Continuous Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting Direction</td>
<td>Creating Urgency</td>
<td>Discovering</td>
</tr>
<tr>
<td>Defining Key Challenges</td>
<td>Build Guiding Coalition</td>
<td>Scanning</td>
</tr>
<tr>
<td>Setting Feel of Organization</td>
<td>Getting the Vision Right</td>
<td>Visioning</td>
</tr>
<tr>
<td>Monitoring</td>
<td>Communicate for Buy-in</td>
<td>Deciding</td>
</tr>
<tr>
<td>Initiating Projects</td>
<td>Empower Action</td>
<td>Diagnosing</td>
</tr>
<tr>
<td>Tracking &amp; Review</td>
<td>Create Short-term Wins</td>
<td>Focusing &amp; Prioritizing</td>
</tr>
<tr>
<td>Setting Policy</td>
<td>Don’t Let Up</td>
<td>Scoping &amp; Designing</td>
</tr>
<tr>
<td>Modeling</td>
<td>Make Change Stick</td>
<td>Doing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discerning</td>
</tr>
</tbody>
</table>

- **Pasmore**
  - Discovering
  - Stepping Back
  - Scanning
  - Visioning
  - Deciding
  - Diagnosing
  - Focusing & Prioritizing
  - Scoping & Designing
  - Doing
  - Communicating
  - Engaging
  - Piloting & Implementing
  - Discerning
  - Aligning & Integrating
  - Assessing
  - Adjusting
Framework

KURT LEWIN
field theory

\[ B = f(P,E) \]

MODIFIED LEWIN
field theory

\[ B = f(P,E_b + E_o) \]

WHAT does this mean?

BEHAVIOR is a function of

PEOPLE in their BUILT ENVIRONMENT and ORGANIZATIONAL ENVIRONMENT
If we can learn from schools that have successfully transitioned from traditional designs with teacher-centered, direct instruction to Innovative Learning Environments (ILEs) with student-centered, multi-modal instruction then we can educate school leaders on the key steps to change and facilitate overall more effective learning.

Arturo Lomeli, Principal of Tom Glenn High School
Framework

KURT LEWIN
field theory

\[ B = f (P, E) \]

MODIFIED LEWIN
field theory

\[ B = f (P, E_b + E_o) \]

WHAT does this mean?

BEHAVIOR is a function of PEOPLE in their BUILT ENVIRONMENT and ORGANIZATIONAL ENVIRONMENT

- innovation
- problem-solving
- collaboration
- excellence

Do you have the right people? Do you have supportive space types? Do you have a supportive organizational design?

HOW do we measure?

SURVEY perceived occurrence

INTERVIEWS Planning Group (Burke Litwin Organizational Assessment Survey)

ANALYSIS photographs

INTERVIEWS Principal & Planning Group (Burke Litwin Organizational Assessment Survey)
Framework - givens

KURT LEWIN
field theory

MODIFIED LEWIN
field theory

WHAT
does this mean?

behavior

innovation
problem-solving
collaboration
excellence

HOW
do we measure?

survey
perceived
occurrence

BUILT ENVIRONMENT

Do you have supportive space types?

ANALYSIS
photographs
**Framework**

**Kurt Lewin Field Theory**

\[ B = f(P, E) \]

**Modified Lewin Field Theory**

\[ B = f(P, E_b + E_o) \]

**What does this mean?**

Behavior is a function of people in their built environment and organizational environment.

- Innovation
- Problem-solving
- Collaboration
- Excellence
- Do you have the right people?
- Do you have supportive space types?
- Do you have a supportive organizational design?

**How do we measure?**

- Survey: perceived occurrence
- Interviews: Planning Group (Burke Litwin Organizational Assessment Survey)
- Analysis: photographs
- Interviews: Principal & Planning Group (Burke Litwin Organizational Assessment Survey)
Change Process Documentation

1. **Creating Urgency** - Design process, initiated by former Superintendent

2. **Build Guiding Coalition** - Value alignment exploration for hiring

3. **Getting the Vision Right** Built implementation of Vision in participatory manner

4. **Communicate for Buy-in** - Built culture in participatory manner; exhaustive PR campaign

5. **Empower Action** - Empowered one individual to implement one part of Vision

6. **Create short-term wins** - Six weeks grade level celebrations, multidirectional awards

7. **Don’t Let Up** - Reflective process baked in monthly staffing, weekly planning, and one-on-one

8. **Make Change Stick** Culture of Continuous Improvement
Framework

KURT LEWIN field theory

\[ B = f(P, E) \]

MODIFIED LEWIN field theory

\[ B = f(P, E_B + E_o) \]

WHAT does this mean?

BEHAVIOR is a function of PEOPLE \( \text{in their} \) BUILT ENVIRONMENT and ORGANIZATIONAL ENVIRONMENT

\[ = f\left(\text{Do you have the right people?}, \text{Do you have supportive space types?} + \text{Do you have a supportive organizational design?}\right) \]

HOW do we measure?

SURVEY perceived occurrence

INTERVIEWS Planning Group (Burke Litwin Organizational Assessment Survey)

ANALYSIS photographs

INTERVIEWS Principal & Planning Group (Burke Litwin Organizational Assessment Survey)
I utilized the Burke Litwin Organizational Assessment Survey to interview eight members of Glenn High School’s Planning Team, which includes the following roles:

- Administrative Assistant to the Principal
- Associate Principal
- Dean of Instruction
- Assistant Principal
- Head Counselor
- Athletics Coordinator
- Band Director
- Principal
1. Right people in place with change mindset (15/22 comments related to continuous change in external environment)

2. created buy-in around “building a community greater than self” (25/105 comments related to the Why)

3. Regular, reiteration and communication of the Vision (21 & 14/105 comments related to the Why)

4. Participatory design utilized to create culture (17/33 comments)
1. Planning group aligned. What about next level down in organization?

2. Lack of clarity around roles. Recommended developing BART for years 1, 2, & 3 in building staff

3. Explore tension around tightly coupled & loosely coupled systems (campus vs. district)

4. Define success as a group to relieve anxiety & stress
Implications

\[ B = f(P, E_b + E_o) \]

**WHAT does this mean?**

**BEHAVIOR** is a function of **PEOPLE** in their **BUILT ENVIRONMENT** and **ORGANIZATIONAL ENVIRONMENT**

- consistent leadership + participatory approach
- consistent change process + quality organization design

- innovation
- problem-solving
- collaboration
- excellence
- Do you have the right people?
- Do you have supportive space types?
- Do you have a supportive organizational design?
# Next Steps

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<tr>
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<td></td>
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Adopt a new model?
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