

Realizing Our Collective Impact:

Expanding AMI to Serve All Children in the U.S.

February 16, 2015, 12:30 – 3:30 pm

Atlanta, GA

Facilitated by Kate Hastings

AN AGENDA FOR *ACTION*

12:30 – 1:00	Framing the Day
1:00 – 1:10	Scoping the Work
1:10 – 1:20	Naming Our Bold Goal
1:20 – 1:30	Framework for Planning the Path Forward
1:30 – 3:00	Moving From Goal to Strategy – Breakouts
3:00 – 3:10	From Strategy into Action
3:10 – 3:20	Committing to Results
3:20 – 3:30	+/ Δ and Leaving in Leadership

Framing Our Day: Assertions

- You hired the right person.
- You have what social change leaders call a “wicked problem”:
 - Too big for any one organization to solve.
 - Grinding pressure to act quickly.
 - Incomplete information.
 - No single right way forward; multiple possible pathways.
- I can help you **IF** you let me.

Framing Our Day: Groundrules

- Leave badges at the door
- Beginners mind
- Trust the Group
- No bulldozing
- Don't be boring
- Abundance not scarcity
- Commitment to action
- Focus on the long-game

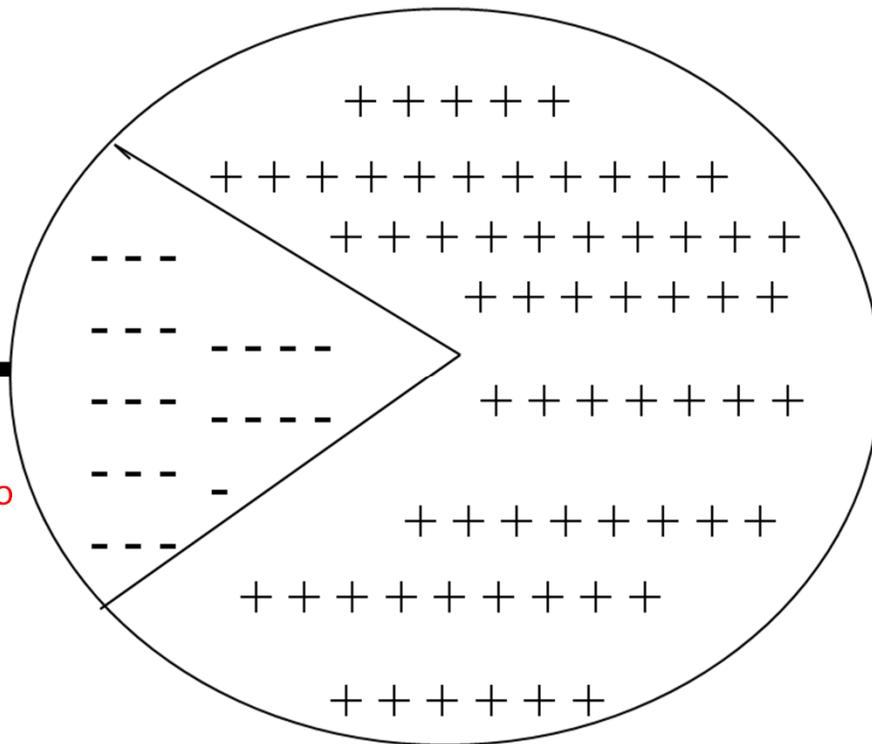
**Be in a
Leadership
Mindset**

Framing Our Day: Net Forward Energy

Mistrust
Denial
All the answers
Focus on turf

What We
Don't Need

Reactivity
Focus on what we can't do
Fears and worries
Talk about problems
Blame
Judgment



To **believe** change is possible
Commitment
Learning in action
Live into our social responsibility

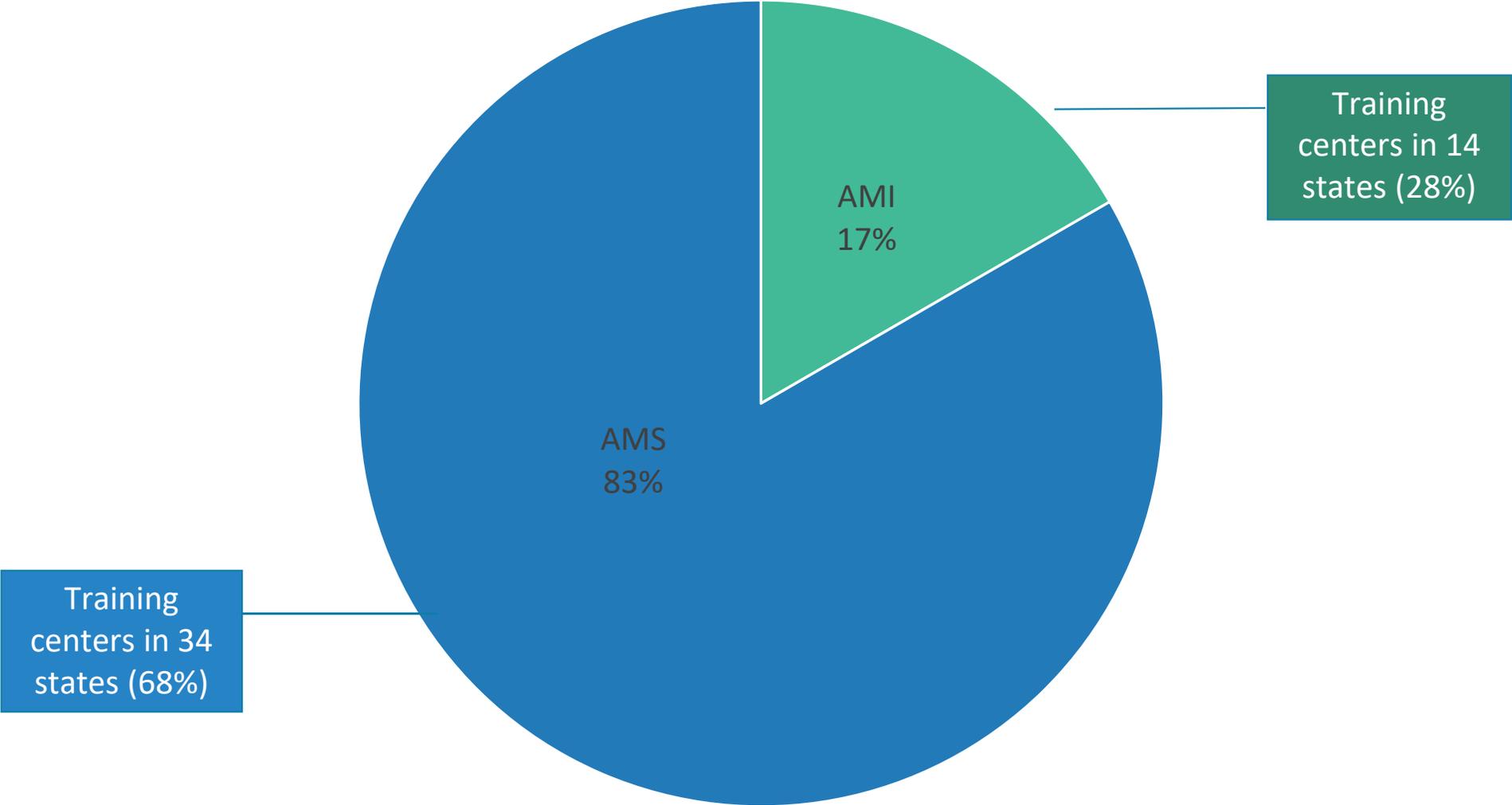
What We Do
Need

Proactivity
Focus on what we *can* do
Bold goals
See opportunities
Accountability
Openness

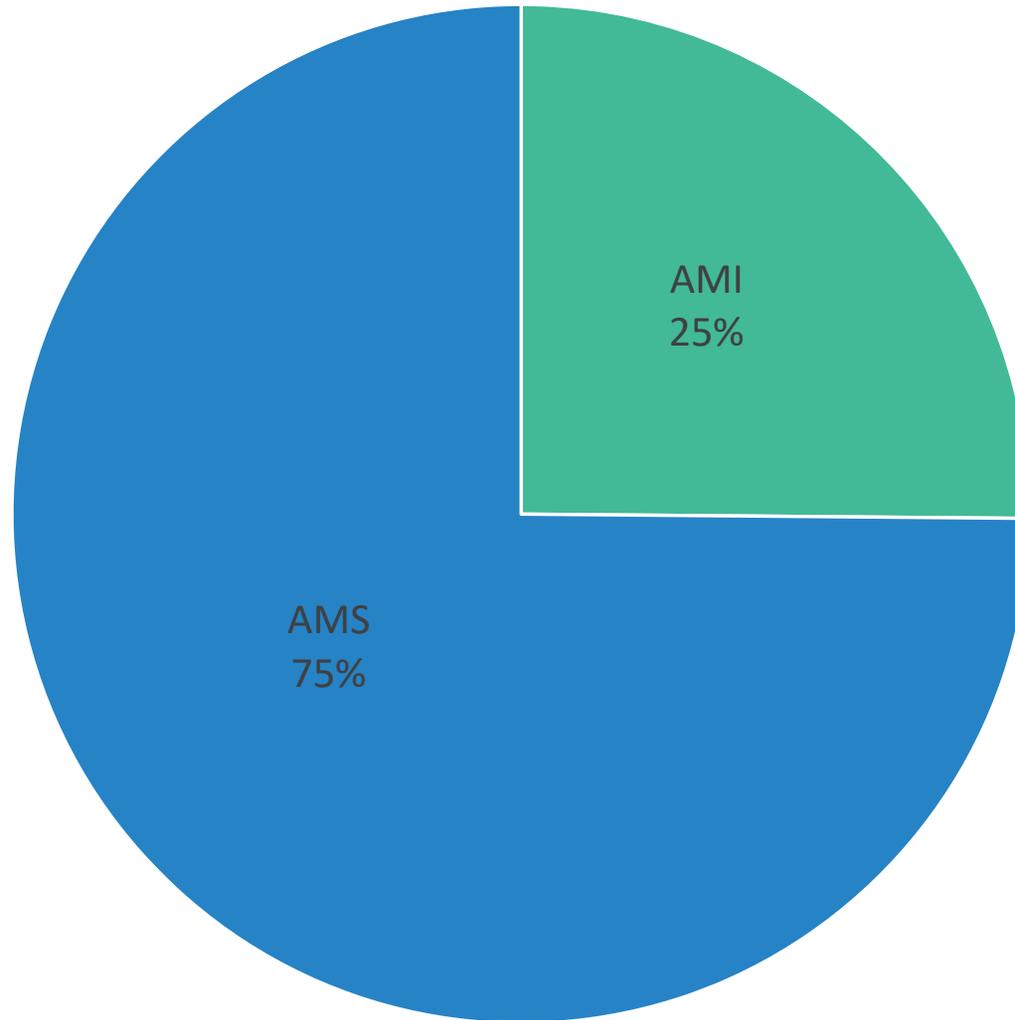
Scoping the Work: Your Current Landscape

- Montessori is at an exciting crossroads in the US:
 - Robust demand to scale solutions to serve all children.
 - Great appetite to work more effectively together to respond.
 - Formidable challenge of scaling AMI while maintaining quality.
- The subject of training reflects key tensions in the room.
- We need to separate “the what” from “the how” to be effective today.

Current Landscape: AMI and AMS Training Centers in the U.S.



Current Landscape: AMI and AMS Schools in the U.S.



Building a Bold Goal: Aspirational Inquiry

- What would these charts need to look like for us to believe we are on the path to achieving *social impact*?
- What is the single *key variable* in the change equation – ***the necessary condition, material or resource that must exist*** if AMI is to achieve social impact in the U.S.?

Building a Bold Goal: Starting With Vision

“An education capable of saving humanity is no small undertaking; it involves the spiritual development of man, the enhancement of his value as an individual, and the preparation of young people to understand the times in which they live.” (Education and Peace)

Building a Bold Goal: A Strategic Move

- Required for anything more than incremental progress.
- Required for achieving sustainable, population-level changes.
- Convey urgency.
- Align and organize internal and external stakeholders.
- Make prioritization decisions clear and purposeful.
- Establish a bottom line against which we can measure progress.
- Clarify the type and scale of resources required to do the work.
- Promote new types of purposeful collaboration.

Bold Goal: Aspirational Statement of Intent

DRAFT 1.2 – Refined in the room on Feb 16, 2015

In 5 years we will double the number of AMI-prepared and supported adults working in education to achieve social impact in the U.S..

Moving from Goals to Strategy: A Framework

PATHWAYS INTO MONTESSORI

1

- What needs to change *so that* we can bring more adults into the AMI community?
- To have doubled the number of prepared adults within 10 years, how many adults do we need to recruit in, for what and by when?

MOMENT OF PREPARATION

2

- What needs to change *so that* we can train more adults in AMI?
- To have doubled the number of prepared adults within ten years, how many adults do we need to train, for what, and by when?

PLACEMENT & SUPPORT

3

- What needs to change so that we can place and support more AMI-trained adults in education?
- To have doubled the number of prepared, supported, and working adults within ten years, how many adults do we need to place and support, where and by when?

JOURNEY OF TRANSFORMED ADULT PREPARED TO DELIVER AMI MONTESSORI TO ALL CHILDREN

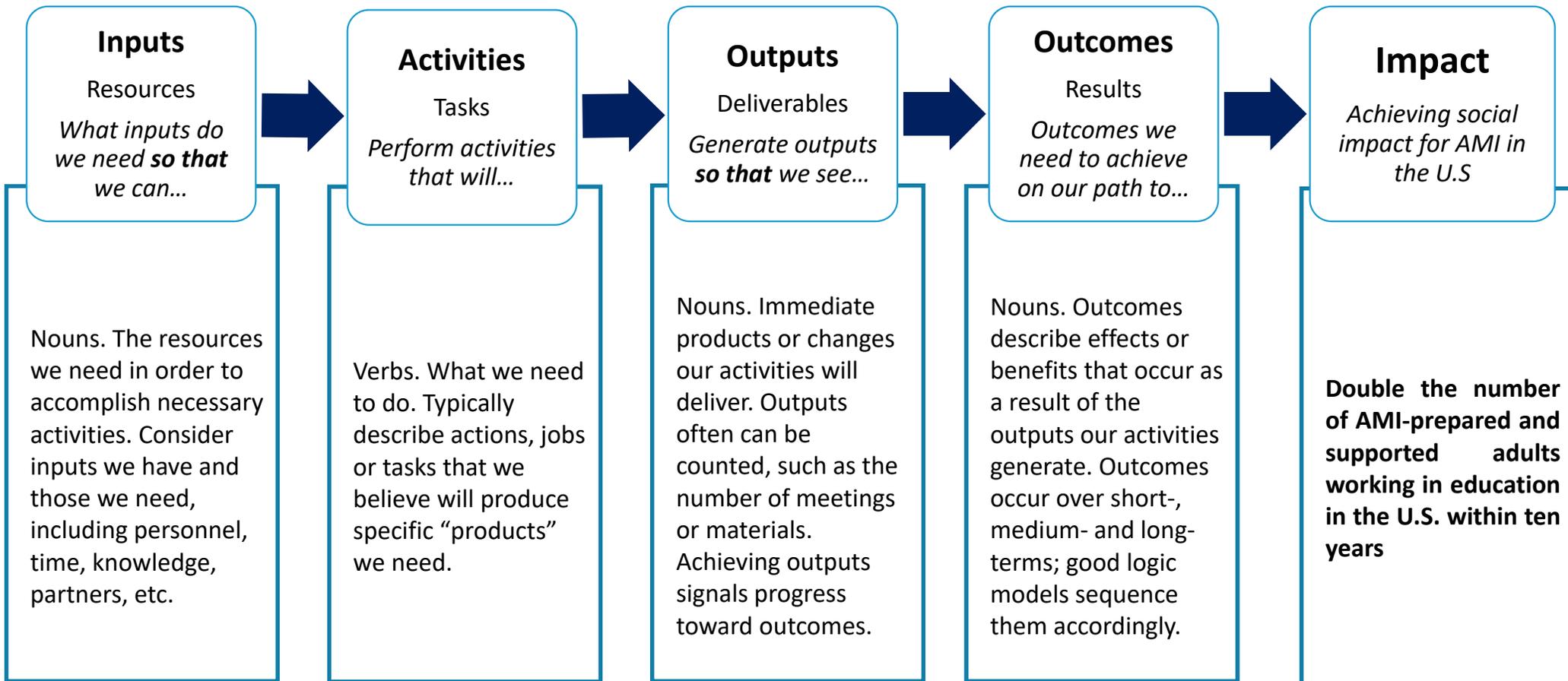
Moving from Goals to Strategy: Logic Models

- We used proven tools to articulate an effective bold goal.
- Now let's use proven tools to ask and answer:
 - What needs to happen to achieve our goal?
 - What is our theory of change?
- Logic models are a great tool for this job.
 - Simple picture depicting logical sequence of steps for achieving a result.
 - Names needed changes, outcomes we need, and actions to generate them.

Moving from Goals to Strategy: Logic Models

- Having a logic model makes everything easier:
 - Program planning
 - Program management
 - Consensus building
 - Communicating our work, its value, and what to expect from it
 - Tracking and evaluation
 - Marketing

Making Strategy: Logic Model Framework



Breakout Session 1: Drafting Your Models

- Three groups – vote with your feet
- Drafting three “nested” logic models for one impact.
- Step 1: Name outcomes we need to achieve within your group’s domain *so that* we can double the number of AMI-prepared and supported adults working in education in the U.S.
 - Remember, “outcomes” are the results, or benefits, our work should target.
 - Ask, “what results do we need to generate within recruitment, training, or placement/support *so that* we double the number of adults in ten years?”

Breakout Session 2: Drafting Your Models

- Step 2: Name the outputs we need to produce *so that* we generate the outcomes (i.e., results) you have named.
 - “Outcomes” are the results, or benefits, we need to achieve on our path toward impact.
 - “Outputs” are the deliverables we need to produce to achieve the outcomes we have identified as logical precedents to our goal.

Breakout Session 3: Drafting Your Models

- Step 3: Name the activities and inputs you need to run those activities in order to generate the outputs you have named.
 - “Outcomes” are the results, or benefits, we need to achieve on our path toward impact.
 - “Outputs” are the deliverables we need to produce to achieve the outcomes we have identified as logical precedents to our goal.
 - “Activities” are the projects, or tasks, we need to undertake to produce outputs.
 - “Inputs” are the resources we need to do the activities.

Breakout Reports: Getting Set for Action

- What part of your logic model are you most excited about so far?
- What part scares you the most?
- Where are you stuck?
- What are your first order tasks?
 - Which of these tasks can we move out on right away?
 - What requests does your group have for inputs you to support near term activities?

Resourcing the Work: Moving into Action

- Which tasks have we identified as first order work within each domain?
- When can we expect to accomplish them?
- Who is responsible for delivering them?

Committing to Results: Timeline & Pacing Plan

- Are deadlines assigned to the work?
- Do we know what outputs to expect?
- Do we know how we will use those outputs?
- When can we reconvene to share updated logic models, plan second order work, and move into a discussion of “the How”?

Closing: Plus/Delta

- What worked well about this meeting?
- What did you like about today?
- What would you like to change about today?
- What ideas do you have for making your next convening – whether in person or by phone – more effective?

Leaving in Leadership

- What are you thankful for about today?
- What do you believe is possible because of today?