

Johannesburg 2000

Fostering Creative Change

Outcomes

- Participants will
 - describe 3 types of innovation-decisions
 - value collective innovation-decisions
 - diagram the educational social environment in their region
 - plan for effective change

We are all Change Agents

- **Teachers:** Facilitate learning for lasting change
- **Administrators:** Encourage improvements in the learning environment
- **Preachers:** Spread the Gospel to change lives

Research Basis for Change

- Anthropology
- Sociology
- Rural Sociology
- Education
- Communication
- Marketing
- Organizational Theory

Steps in Social Change

1. Invention: New idea, process, product
2. Diffusion: Spreads through the system
3. Consequences: +/- results of adoption or rejection

Elements of Diffusion

1. An innovation
2. Communicated through channels
3. Over Time
4. Among members of a social system

Characteristics of the Innovation

- Relative Advantage
- Compatibility
- Complexity
- Trial-ability
- Observability

Communication Channels

- Purpose

- to inform many people
- to persuade

- Channel

- mass media
- interpersonal

Time

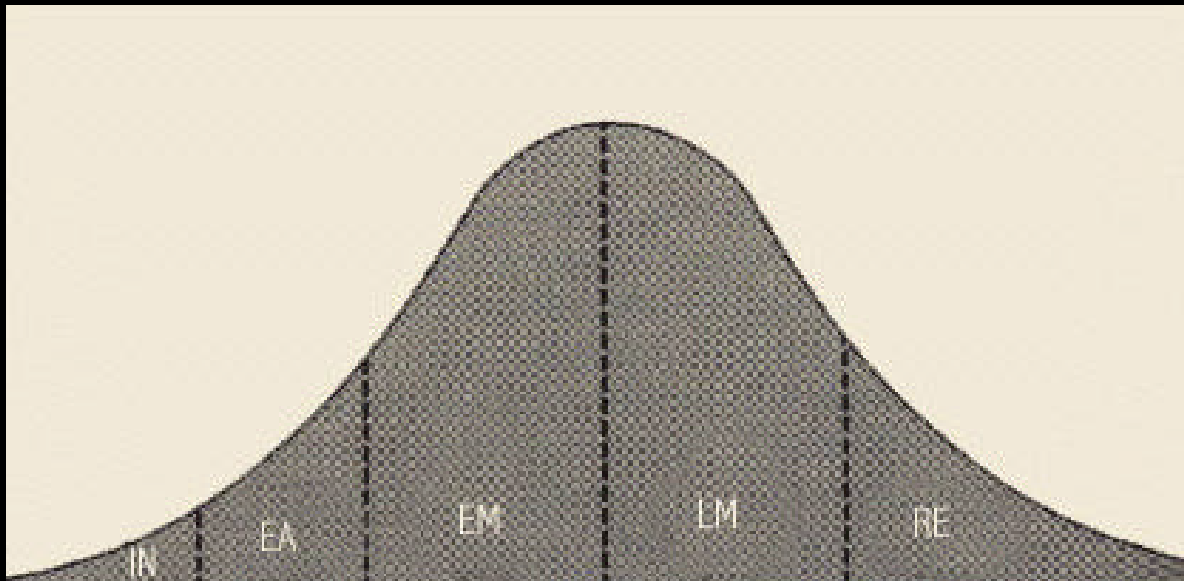
- Individual's innovation-decision process
- Individual's relative tendency to change
- Rate of adoption in a social system

Innovation-Decision Process

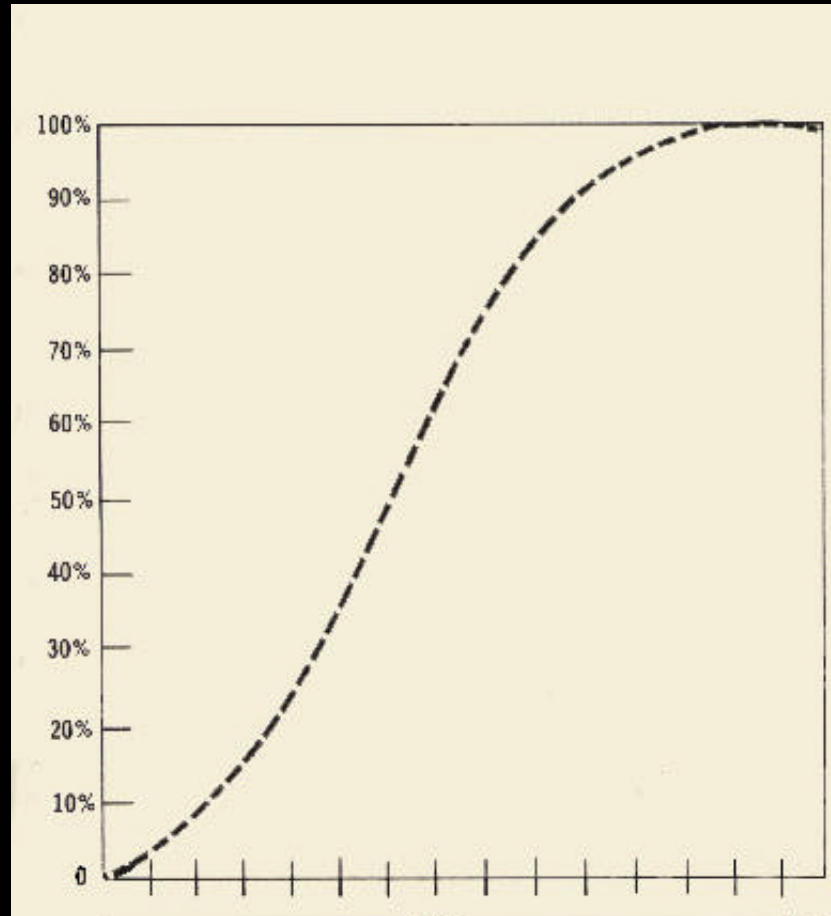
1. **Knowledge** -- exposed to innovation
2. **Persuasion** -- forms favorable/unfavorable attitude
3. **Decision** -- adopt or reject
4. **Confirmation** -- seek reinforcement for decision

Adopter Categories

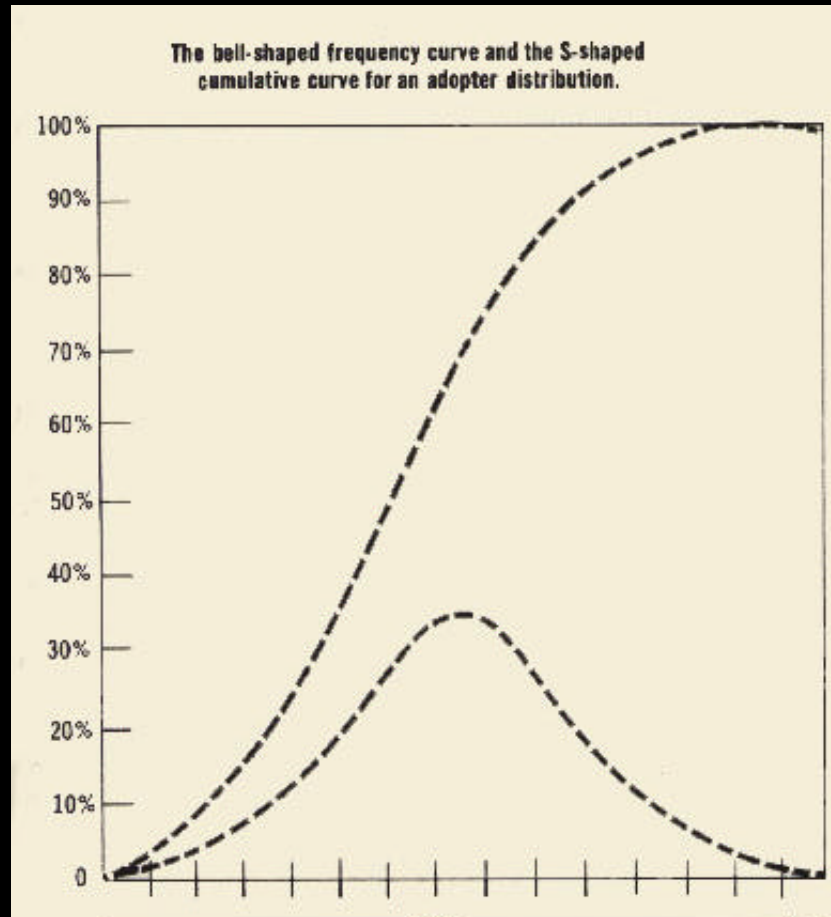
IN Innovator	2.5%	LM Late Majority	34%
EA Early Adopter	13.5%	RE Resisters	16%
EM Early Majority	34%		



Rate of Adoption



Rate of Adoption



Social System

- Collection of units that are functionally differentiated and engaged in joint problem-solving with respect to a common goal
 - Units can be individuals, departments, schools, districts, regions, etc.

Social System

- Structure
- System Norms
- Traditional & Modern Norms
- Opinion Leaders
- Change Agents

Types of Innovation-Decisions

- **Optional decisions** -- made by an individual regardless of decisions by others
- **Collective decisions** -- made by individuals by consensus
- **Authority decisions** -- forced upon an individual by someone in a superordinate power position

In Education & the Church

While we value the individual and his right to choose, most innovation-decisions are either collective or authority decisions.

Collective Innovation -Decision

1. Stimulation
2. Initiation
3. Legitimation
4. Decision
5. Action

Authority Innovation-Decision

- Adoption Unit -- Responsible for adopting and implementing an innovation
- Decision Unit -- higher authority than adoption unit that makes the decision to adopt or reject an innovation

Authority Innovation-Decision

- Individual is not free to choose
- Decision-making and adopting separated
- Decision unit occupies a higher position
- Decision unit can force conformity
- Occurs more frequently in formal organizations

Types of Authority I-D

- **Authoritative Approach** -- Centralized decision-making power
- **Participative Approach** -- Shared decision-making power

Key Principle

- The authoritative approach produces faster change than the participative approach

but the change is more likely to be discontinued.

Key Principle

- The members' satisfaction and acceptance of innovation-decisions is positively related to the degree of participation of members of the social system in the decision.

Johannesburg 2000

- Planning for Change
 1. The Innovation: Characteristics & Consequences
 2. The Social System: Structure & Leaders
 3. The Strategy: Communication & Channels