**Common Mistakes**

1. Not understanding the importance of people: People that have to do it, people cannot be introduced into the system easily unless taking into account those people
   1. Develop trust between who you are and people
   2. Convince them about what we have in our mind (Be clear, their participation)
2. If there is more than one person involved people will react to change differently. Some people are adapted to changes. Some are happy with the things that they are doing. It is on your **personality**. We have to deal with those people differently.
   1. Sometimes it depends on the kind of changes that we are going to do
   2. It may need charismatic leader
   3. We have to believe that they can change
3. Be careful not to take it as rational event even big changes. It involves emotion too. It produces emotional reaction. Therapy is involved.
4. Honesty: Not being clear, being less intended, communicate openly and honestly
   1. If we do not do that people will be out
5. Do not underestimate the cost and do not over estimate the benefits
   1. Not everything people have done before is bad
6. We have to let people more, we have to allow them free and let next steps happen
   1. Value what is done in the past but not doing it in the future
7. Setting stage with change
   1. Provide a reason and rational to the change that is introduced, even if it is very thin
8. Deciding on the scale of the change
   1. Incremental
   2. Transformational (Not linear and predictable, have to think a lot, Chaos is welcomed)
   3. Small scale (predictable what would happen, logical, relatively slow, easy to predict)
   4. Large changes not always start from small scale changes
9. Contract between employers and employees. It is a new formal and informal contract,
   1. For effective change we need
      1. Mutual trust and respect which is not easy to be achieved
      2. New relation have to be developed in the organization
10. Change is not what we hear from the head court
    1. Pay attention to
       1. How management behave
       2. What gets rewarded
    2. Communication organization should be very clear

Importance of failure:

Sunday New York Time:

**Merit pay for marks**

1. We have raised teachers’ salaries, how would it change who becomes a teacher?

* Now teachers become teacher because they like- Salary motivated more get to it
* Become more professional
* Salary increase: more competitive
* Now: putting you everyone
* Bring high-esteem
* Valuated more and being watched
* Attract the same people, greater social profession, teachers’ more valued
* It would not change significantly
* Need for money, less leaving from teaching
* Attract wrong of people (Lazy people, summer off)
* Attractiveness of profession in Quebece
* Danger of resistance in the system: getting old, resistance to change
* Men may get more in the profession, boys need men model

1. How teachers work would change?

* Performed
* Remove stress and financial issues

1. Merit pay: Merit pay is a good idea?

* Compete with each other
* Not share ideas together
* Recognize teachers’ performance (extracurricular, not just for grades)
* Teacher be evaluated by people who can evaluate based on pedagogy

1. What alternative can we imagine?

* Idea of being paid for extracurricular activities
* Extra help after school
* Workshops for teachers
* Increasing teamwork activities- Co-operation
* Lots of teacher do not co-operate
* Other help for resources (Curriculum)
* What happens in the group not based on individual achievement

**Schools mean people**

**Who the people are? It depends on the change**

**It involves the community around schools as well as school members.**

**Interested people need to be valued**

In Quebec it was a top down process. Very rarely changes are top-down, no person is that much intelligent

Not providing room for innovation in the system is a problem. Changes are more common these days

One problem is finding time for change. Time is money too. They do not take advantages of consequences.