



**Ambition
Institute**

ECT

Clinic 5: Implementation

Participant Workbook

**KEEP
GETTING
BETTER**

Name:

Session date:

Introduction

The purpose of clinics

Clinics are designed for you to:

- > **Focus on a typical teaching problem** that will apply across contexts
- > **Apply** knowledge to scenarios
- > **Evaluate** teaching practice
- > **Collaborate** with colleagues

Clinics are NOT designed to:

- > **Discuss specific problems** from your own contexts
- > **Repeat** self-study content

ECT Clinic 5 aims and outcomes

- 1. To revisit what implementation is: the 4-stage process**
- 2. To understand effective practice** around **implementation** at a classroom level
- 3. To understand what implementation looks** like for an ECT in a range of contexts
- 4. To reflect on current practice** around **implementation**

This clinic will focus on a teaching problem:

How can teachers make effective, long-lasting changes to their teaching practice?

Paired discussion

Task: In your pair, discuss the following:

Reflect on your experience of introducing a change (e.g. new routine or teaching strategy) in your classroom which did not work as effectively as you hoped.

Questions:

- > What was the change you were implementing into your classroom?

Notes:

- > Why do you think it was less effective?

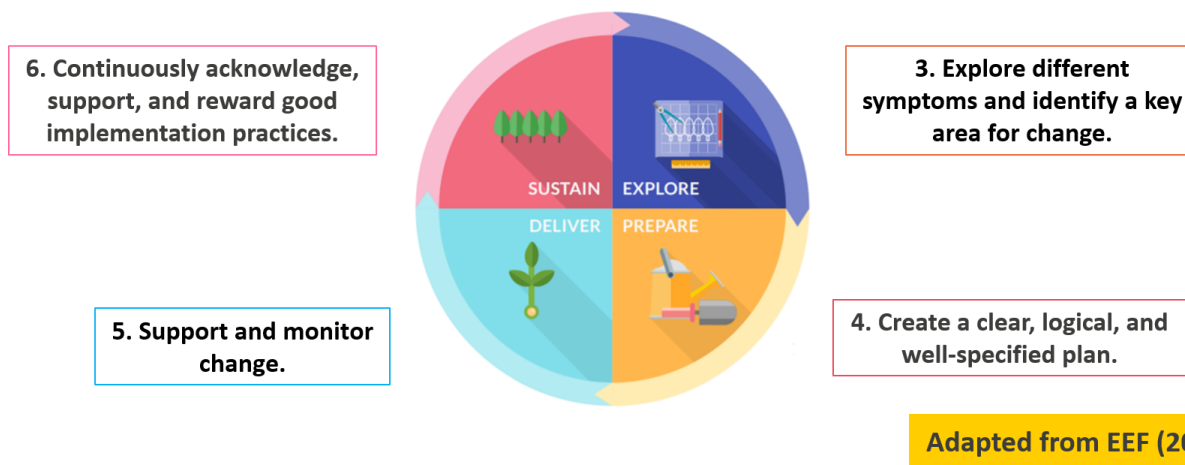
Notes:

- > What did you do when it was less effective?

Notes:

EEF guidance on implementation

1. Treat implementation as a process, not an event.
2. Create an environment and climate that is conducive to implementation.



Reference

Education Endowment Foundation (EEF) (2021b) Putting evidence to work – a school’s guide to implementation. Available at: <https://educationendowmentfoundation.org.uk/education-evidence/guidance-reports/a-schools-guide-to-implementation> (accessed 11 November 2022).

What are underlying features?

Underlying features are the components of an approach that can be applied across all subjects, phases or settings. They serve as a guide for what good practice is likely to look like.

Underlying features in this clinic

Underlying Feature	Description
Needs-based	Take the time to understand and evaluate a high-priority area for change or development in classroom practice, which, if addressed, is likely to have a positive impact on pupils.
Evidence informed and context specific	With the support of a colleague, identify a solution that is based on the best available evidence and is well-matched to the classroom context.
Intentionally plan change	Consider the time, resources and actions needed to make a change and whether this is feasible, as well as any possible barriers to change.
Ongoing reflection	When a change is being implemented, reflect on progress made, recognise strengths and weaknesses and identify next steps for further improvement.
Intelligent adaptations	Keep in mind that implementation is an ongoing cycle, and successful change needs to be sustained over time through carefully considered adaptations.

I do

Task: Read the scenario.

Scenario 1

'I Do' scenario

Mr Usmani is an early years teacher in a medium-sized primary academy. He is concerned that some pupils seem to have misconceptions around learning content that he is not picking up until observing pupil discussions during continuous provision activities. He discusses these pupils with his mentor. During the mentor's next lesson drop in, she notes down the pupils who do not put their hand up to answer questions. It is the same pupils that Mr Usmani had concerns over- they have both noticed the same pattern of performance. Mr Usmani and his mentor discuss how they can motivate these pupils to think hard about the learning and answer questions. He also wants more pupils to answer questions regularly. The current reality is that only five or six pupils are confident enough to put their hands up and answer questions each lesson.

Mr Usmani's mentor wonders whether this is a problem that other teachers are facing in their classrooms. He raises it with the teaching and learning lead, who agrees that all staff would benefit from a short sequence of professional development (PD) on cold-calling (Lemov, 2021). The concept of increasing the ratio of pupil thinking and participation through a no hands up policy is discussed. Mr Usmani engages fully with the PD and leaves excited about implementing cold calling and the potential impact on his pupils' outcomes. He sees how it could improve pupil concentration and increase the number of pupils who answer questions. Mr Usmani also knows that developing speaking and listening skills are part of the statutory framework for the early years foundation stage (DfE, 2021), so wants to provide as many opportunities for pupils to develop these key skills as possible.

During their next phase meeting, Mr Usmani raises the idea of planning in cold call opportunities. One of his colleagues identifies story time as a good place to trial this. Contributing an idea to a story, especially when there is no definitive answer, lowers the stakes. This makes it a safe, supportive time to introduce cold calling. Another colleague raises the importance of verbal sentence starters- repeating the beginning of the answer to the pupil before they answer. This supports any pupil who is learning how to speak in full sentences with a framework for their answer, reducing their cognitive load.

After the meeting, Mr Usmani works with his mentor to plan for the changes he wants to implement. He focusses on a series of questions for his next story time. They plan out what the sentence starters would be for each question. He also scripts out how he will explain cold calling to his pupils and practises delivering this script with his mentor. At this stage, Mr Usmani is confident that he has the resources to be able to implement this change successfully.

The following week, Mr Usmani is ready to begin implementing this change. During story time, Mr Usmani explains that he's going to ask pupils some questions but wants the class to keep their hands down. This is because Mr Usmani thinks 'every voice in the class is important' and cold-calling will give everyone the 'chance to shine'. He explains that if a pupil is not sure of an answer, they will be given help. He begins his story time and cold calls several pupils to answer questions in response to the text.

Having begun to implement this change, Mr Usmani recognises it is important to reflect, monitor successes and identify possible challenges. Positively, pupils who do not normally speak are able to answer questions. However, he continues to seek feedback to improve his practice. In their next mentor meeting, Mr Usmani's mentor provides notes from her latest drop-in. She noted down that more pupils answered questions, but some struggled to articulate their answers. Mr Usmani agrees. They look at Mr Usmani's next book and plan in more

‘think time’ for pupils. They also discuss opportunities for more ‘partner talk’ before cold calling individual pupils.

Mr Usmani makes these adaptations during his next story time. On this occasion, pupils articulate their reasoning more fluently and confidently after talking to their talk partner. He also notices the conversations he is observing in the environment are much more accurate and higher quality. Mr Usmani attributes this, in part, to the increased support pupils have been given to process their thinking. After a few weeks, Mr Usmani is confident with how cold call is supporting a range of pupils to contribute during story time. At this point, he begins planning the use of the strategy across some other taught sessions.

Questions:

- a. Where can you see the underlying features in the scenario?
 - Needs-based
 - Evidence informed and context specific
 - Intentionally plan change
 - Ongoing reflection
 - Intelligent adaptations
- b. What difference do you think the underlying features make to the teacher’s implementation of their changes?

Task: Take notes while the facilitator models how the underlying features appear in the first scenario.

Underlying feature	Response/suggestion
Needs-based	
Evidence informed and context specific	
Intentionally plan change	

Ongoing reflection	
Intelligent adaptations	
Other notes:	

We do

Read and analyse

Underlying features for scenario 2 and 3

The underlying features you need to have in mind as you read these scenarios are below. They are the same as for scenario 1:

Underlying Feature	Description
Needs-based	Take the time to understand and evaluate a high-priority area for change or development in classroom practice, which, if addressed, is likely to have a positive impact on pupils.
Evidence informed and context specific	With the support of a colleague, identify a solution that is based on the best available evidence and is well-matched to the classroom context.
Intentionally plan change	Consider the time, resources and actions needed to make a change and whether this is feasible, as well as any possible barriers to change.
Ongoing reflection	When a change is being implemented, reflect on progress made, recognise strengths and weaknesses and identify next steps for further improvement.
Intelligent adaptations	Keep in mind that implementation is an ongoing cycle, and successful change needs to be sustained over time through carefully considered adaptations.

Task: Read both of the following scenarios.

Scenario 2

Mrs Ripoliez is a secondary teacher in her second year of the Early Career Teacher programme and has recently become a form tutor. One of the pupils in her year 7 form is autistic and is sometimes unable to regulate their behaviour, especially in physical education (P.E). The pupil's P.E teacher meets with Mrs Ripoliez to outline their concerns. The pupil has received a high number of sanctions in recent weeks. The behaviour reports include incidents such as refusing to come into the sports hall and being disruptive at the start and end of lessons. Mrs Ripoliez reviews the pupils' behaviour record and assessment data. She notices a pattern- the pupil's lowest attaining subjects are currently P.E and the two subjects directly after the P.E lessons. Mrs Ripoliez suspects that the pupil may be struggling to regulate their emotions and behaviour after the behaviour incidents in P.E and that this is having a negative impact on their attainment in these lessons.

Mrs Ripoliez meets with the pupil, who explains they become overwhelmed and worried by P.E and believe they are 'rubbish at it'. The pupil also does not cope well with the varied structure of the lessons, explaining that 'our gymnastics lessons are so different to our hockey lessons.' Mrs Ripoliez discusses her concerns with the SENCo, who recommends using 'Now, Next' boards. Mrs Ripoliez does some research about the boards and how they can support people with autism and people who experience difficulties in communicating. They are a reduced visual timetable which help pupils understand what is happening now and what will happen next. Visual cues are easier to follow than spoken instruction for many autistic people. They can be used to breakdown specific tasks into more manageable chunks, which reduces anxiety. Due to this, Mrs Ripoliez decides this would be a good fit for the pupil. When considering what the 'next' activity should be, she remembers the impact that

extrinsic motivation, such as a desirable activity, can have on pupils. Mrs Ripoliez believes providing the pupil with time after the lesson to complete a desirable activity will help them to engage positively in P.E. She believes the board could support with this by providing a visual reminder of what the pupil's reward will be for positive behaviour in P.E. This reminder will help the pupil stay calm, motivated and on task in lesson.

Before implementing this change, Mrs Ripoliez considers the possible barriers to implementation. She recognises that this change would benefit from being reinforced at home too. With this in mind, she meets with the pupil, their parents, the P.E teacher and the SENCo to explain this change. Each P.E sport has its own card with a symbol to signify the lesson focus. Mrs Ripoliez explains how before every P.E lesson a member of the learning support team will come to the pupil's previous lesson and updating the 'Now, Next' board. For the 'next' reward to work, the pupil needs to be invested and motivated to earn this. The pupil's parents suggest a puzzle. The P.E teacher explains what their expectations are and what success looks like.

The implementation of the 'Now, Next' board is successful. The pupil receives far fewer sanctions and behaviour reports. The pupils' P.E teacher comments that the pupil is able to regulate their emotions and behaviour more successfully in their lessons. However, Mrs Ripoliez understands the importance of continual improvement.

Over the next few weeks, Mrs Ripoliez continues to reflect on the board's effectiveness and adapt its use. Mrs Ripoliez reflects on how the pupil is becoming more successful at regulating their behaviour in P.E, but is sometimes reluctant to leave their puzzle and transition to the next lesson. Mrs Ripoliez asks for the SENCo's advice on this, who suggests introducing a third box, 'then', to help the pupil transition to the next lesson. This is treated as a new implementation phase. The change is reintroduced to the pupil and explained to parents. It is framed as being a reflection of the pupil's successes and something to celebrate.

Scenario 3

Ms Kanchelski is a year 3 teacher and in the first half term of her second year of the ECT programme. She used her new class's year 2 SATS and teacher assessment results to group them into ability tables for literacy and maths. The rationale for this is so Ms Kanchelski can provide more support to the table with lower attaining pupils. This approach is commonplace at her school. Yet, Ms Kanchelski has noticed some disparities between the KS1 results and pupil performance, especially in maths. She begins to feel that this way of grouping is too constraining and is holding some pupils back. It is preventing her from being responsive to pupils needs each lesson. In the first couple of end of unit quizzes, some pupils have outperformed others who are on tables with pupils who performed better last year.

Ms Kanchelski remembers reading a research article on assessment for learning through her ECT programme and refers back to this. She reads that formative assessment gives *in the moment* information to the teacher about what pupils have understood. This helps the teacher decide what support or challenge pupils need. Ms Kanchelski doesn't believe the current table arrangement is conducive to responsive teaching. She often feels 'stuck' working with one group but other pupils around the room also require support. Further, it seems to be affecting the motivation of her pupils. One pupil on the table with current lower attainers seems to complete the work quicker than the others and has asked, 'Why do I always get the easy work?' After raising this with her ECT mentor, Ms Kanchelski revisits B11 and does some further reading on flexible grouping. She decides that this might be a good next step for the pupils in her class.

Ms Kanchelski considers possible barriers to the change. She plans what resources she will need. First, Mrs Kanchelski rearranges her room and adds a table at the side of the class. This will help pupils transition quickly to the support table and minimise disruption to others. After getting to know her pupils, she knows they need tight routines and for the flexible grouping transition to be as simple as possible. Otherwise, some pupils will become unsettled and off task. Next, Ms Kanchelski plans how the routine will run. She decides that pupils will

answer 1-2 quick questions based on the lesson on mini whiteboards. After identifying and noting down which pupils require additional support through the mini whiteboard formative assessment questions, Ms Kanchelski explains some pupils will work with her on the separate table. She calls out their names and then using her fingers counts '1,2,3'. This is in keeping with their current transition routine.

This change to flexible grouping provides much more responsive support to the pupils on the additional table. However, Ms Kanchelski notices some pupils who are not on the table struggle to work quietly. These are often the pupils who before flexible grouping would have someone sat next to them for the independent task. She decides that these pupils need the social norm of having a 'role model' partner model to them learning behaviours during independent working time. Ms Kanchelski adapts her routine to include a reshuffle of where the other pupils sit, so everyone has a seating partner where possible. She also notices some pupils complete work too quickly and come over to her asking for the work to be checked. This is challenging as she is still trying to support those on the additional table. Ms Kanchelski is unsure whether to continue with this change as it had not been as immediately successful as she had hoped. However, she speaks to the maths lead about this, who recommends adapting her approach by writing the answers on the board in a jumbled-up order, along with a challenge they can independently collect once completed. Pupils need to check their answers against those on the board once they have finished and then only once they have all the answers correct, can they chose the challenge task. Having made this adaption, Mrs Kanchelski can see that this provides those pupils with independence and encourages them to think about which answers are not correct, and why.

Task: Respond to the following questions independently.

Questions:

a. Where can you see the underlying features in the two scenarios?

- Needs-based
- Evidence informed and context specific
- Intentionally plan change
- Ongoing reflection
- Intelligent adaptations

b. What difference do you think the underlying features make to the teachers' implementation of their changes?

Underlying feature	Response/suggestion
Needs-based	
Evidence informed and context specific	
Intentionally plan change	
Ongoing reflection	

Intelligent adaptations	
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Task: share in pairs.

Notes:

Task: share with the group.

Notes:

Reflect and record: Take a few minutes to reflect on the group discussion and record your final thoughts on scenarios 2 and 3.

Notes:

Non-example

Read and analyse

Underlying features for scenario 4

The underlying features you need to have in mind as you read these scenarios are below. They are the same as the previous scenarios:

Underlying Feature	Description
Needs-based	Take the time to understand and evaluate a high-priority area for change or development in classroom practice, which, if addressed, is likely to have a positive impact on pupils.
Evidence informed and context specific	With the support of a colleague, identify a solution that is based on the best available evidence and is well-matched to the classroom context.
Intentionally plan change	Consider the time, resources and actions needed to make a change and whether this is feasible, as well as any possible barriers to change.
Ongoing reflection	When a change is being implemented, reflect on progress made, recognise strengths and weaknesses and identify next steps for further improvement.
Intelligent adaptations	Keep in mind that implementation is an ongoing cycle, and successful change needs to be sustained over time through carefully considered adaptations.

Task: Read the following scenario.

Mrs Ripoliez is a secondary teacher in her second year of the Early Career Teacher programme (ECT) and has recently become a form tutor. One of the pupils in her year 7 form is autistic and is sometimes unable to regulate their behaviour, especially in physical education (P.E). The pupil's P.E teacher meets with Mrs Ripoliez to outline their concerns. The pupil has received a high number of sanctions in recent weeks. The behaviour reports include incidents such as refusing to come into the sports hall and being disruptive at the start and end of lessons. Mrs Ripoliez reviews the pupils' behaviour record and assessment data. She notices a pattern- the pupil's lowest attaining subjects are currently P.E and the two subjects directly after the P.E lesson. Mrs Ripoliez can see the behavioural incidents in P.E are consequently having a negative impact on the pupil's attainment in their next lesson as the pupil is unable to regulate their emotions and behaviour afterwards.

Mrs Ripoliez meets with the pupil, who explains they become overwhelmed and worried by P.E and believe they are 'rubbish at it'. The pupil also does not cope well with the varied structures and seeming unpredictability of the lessons, explaining that 'if the weather's bad we end up playing all sorts of sports. I'm not sure what the lesson will even be half the time'. Mrs Ripoliez discusses her concerns with the SENCo, who recommends using 'Now, Next' boards. Mrs Ripoliez does some research about the boards. They are a reduced visual timetable which help pupils understand what is happening now and what will happen next. Visual cues are easier to follow than spoken instruction for many autistic people. They can be used to breakdown specific tasks into more manageable chunks, which reduces anxiety. Due to this, Mrs Ripoliez decides this would be a good fit for the pupil. She has a hunch that the best approach would be to break up the day into a small number of lessons at a time, so that the pupil is able to process when P.E takes place during the day and what lesson is afterwards. She has read that breaking the day into manageable chunks helps pupils stay calm, motivated and on task. It also reduces the pupil's cognitive load as they are currently trying to process the fact that they will be attending several upcoming lessons.

Whilst planning for implementing the change, Mrs Ripoliez is confident she understands the process and feels ready to implement it. She notices that the boards can also come in three sections, 'Now, Next and Then. She believes this would better reflect the age and maturity of the pupil. At the start of the day, Mrs Ripoliez speaks to the pupil during form time and introduces the board. The pupil seems happy and excited by this. Each lesson has its own card with a symbol to signify the lesson. For example, music has a musical note, and P.E a hockey stick and ball. Mrs Ripoliez also explains how every three periods, the pupil has a 'pass'. This allows the pupil to go speak to a member of the learning support team and update the 'Now, Next, Then' board.

In the following weeks, the pupil still receives a similar amount of sanctions and behaviour reports in P.E and the lesson afterwards. Several of the pupils' teachers, including the P.E teacher, comment they tried to support with the board but it did not make much difference. In some cases, the pupil threw the board on the floor and called it, 'stupid'. Mrs Ripoliez herself reflects that the pupil seems frustrated during form time. Mrs Ripoliez speaks with the pupil, who explains that she 'gets angry' after break and despite trying, cannot 'hold it in'. They mention that they did not fully understand the point of the board and that it was just 'given to them'. The learning support team also commented that the check-ins to update the board several times a day were stretching their capacity.

Mrs Ripoliez speaks to the SENCo who recommends adapting its use and starting off with just two boxes, 'Now and Next'. The SENCo also notes that the pupil's regulatory issues are specifically regarding P.E. Therefore, there needs to be a more focussed approach which rewards the pupil for positive behaviours during the lesson.

Task: Respond to the following questions independently.

Questions:

- A. Which of the underlying features are not present in the scenario? (There may be one or multiple)
- Needs-based
 - Evidence informed and context specific
 - Intentionally plan change
 - Ongoing reflection
 - Intelligent adaptations
- B. What is the impact of these features not being present on the teacher's implementation of their changes?

Missing underlying feature	Impact of feature not being present

Task: share in pairs.

Notes:

Task: share with the group.

Notes:

Reflect and record

Take a few minutes to reflect on the group discussion and record your final thoughts on scenario 4.

Notes:

Reflections and action planning

- > Think of a change that you have made in your practice. Which of the underlying features do you already use to help you to implement change?
- > Which of the underlying features do you think would be useful to discuss with your mentor or another experienced colleague?
- > Is there a change that you think would be useful to discuss with your mentor or another experienced colleague?
- > Know when your next clinic takes place.

> Any questions?

Record your next steps:

Appendix

I do (2)

Task: Read the scenario.

Scenario 5

Mr Jenkinson is a physical education (P.E) teacher in his second year of the Early Career Teacher programme. He has reviewed the data from the most recent P.E assessments, focussing his attention particularly on prior knowledge and misconceptions and notices a trend. His year 10 pupils are at the beginning of their GCSE course. So far, they are excelling in their practical assessments but generally receive low marks in their theory element, particularly the long-answer questions. He notices the most common errors include misconceptions, particularly the incorrect use of technical vocabulary. This surprised Mr Jenkinson, who believed in class pupils were using the vocabulary well, particularly in class discussions. On reflection, he believes the scaffolding he used, such as word banks, may have allowed him to become too influenced by performance rather than long-term learning.

Mr Jenkinson considers the key barriers to this. He knows that pupils are not regularly and effortfully retrieving content. Recalling research and articles from his ECT programme, he decides that regular retrieval would support the development of fluency in some of the more technical aspects of the course, as well as supporting the correct identification of misconceptions. Mr Jenkinson believes effective revision practice is going to be crucial in supporting pupils here, as time is limited in lessons. Also, revision practice would support pupils to take increasing ownership of their learning. He considers the resources he might need to implement successful revision practice. In particular, he knows how useful parental support can be and has previously attempted to encourage this during parents evenings. Some have expressed surprise at the technical content pupils need to know at GCSE level, such as anatomy and nutrition. Mr Jenkinson now believes parents will be best placed to support by providing feedback on how the pupil is revising at home and what support they need, rather than trying to offer more in-depth support without the foundational knowledge.

After discussing retrieval practice with colleagues in other departments as part of a teaching and learning drop-in session, Mr Jenkinson decides to plan for supporting pupils with revision within P.E through a half termly revision booklet. He focusses initially on the use of flash cards to support spaced and interleaved retrieval practice. This approach is relatively simple to explain, but allows him to implement a research-based approach to revision. The revision booklet includes the unit knowledge organiser, but also provides a guide to effective use of flash cards. Knowing some pupils may not have access to paper at home, he provides the flashcards to pupils in a pack. The focus is on the technical vocabulary that pupils did not use (at all or correctly) during their previous test. Mr Jenkinson also sends parents a comment slip towards the end of the half term to complete and send back. Mr Jenkinson explains he will use the feedback to ensure the revision guides are helpful.

At the end of the half term, Mr Jenkinson reviews the weekly short quizzes he provides his GCSE class and reflects on the results. The majority of pupils have made improvements in the application of technical vocabulary. He also receives a large number of parental comment slips with useful feedback. However, he notices a small number of pupils have not improved their scores. He checks those parent comment slips. The comments have a clear commonality- the pupils are not doing the revision regularly or in some cases not at all. The main reason seems to be that those pupils struggle to structure their revision sessions over a half term. Mr Jenkinson also notices some parents have provided feedback that the revision is too easy and repetitive.

Mr Jenkinson reflects on the parental feedback and decides to make some adaptations. Firstly, to address those pupils who are not completing the homework, he provides a more detailed structure to the next revision booklet. Mr Jenkinson details what to revise each week and how long to spend on each topic. He also speaks to the parents of the pupils who are not completing the homework and agrees that he will call them halfway through the term to check in. He also provides those pupils with weekly verbal reminders and encouragement. Mr Jenkinson notices more engagement in class from these pupils and better use of the technical vocabulary in group discussions.

Based on the parental feedback about challenge, Mr Jenkinson also makes changes to the retrieval itself. He recalls reading in an ECT stretch module about desirable difficulties. One of these is varying the type of retrieval. Mr Jenkinson reviews the forms of retrieval he has included in his guides and plans in more variation of the revision activities pupils are given. The next half term, the pupil marks in their long answers are much improved, with more accurate application of technical vocabulary. This reflects the parental comments he reads, which are much more positive.

Questions:

a. Where can you see the underlying features in the scenario?

- Needs-based
- Evidence informed and context specific
- Intentionally plan change
- Ongoing reflection
- Intelligent adaptations

b. What difference do you think the underlying features make to the teacher's implementation of their changes?

Task: Take notes while the facilitator models how the underlying features appear in the first scenario.

Underlying feature	Response/suggestion
Needs-based	
Evidence informed and context specific	

Intentionally plan change	
Ongoing reflection	
Intelligent adaptations	
Other notes:	

References

Black, P. and Wiliam, D., 1998. *Inside the black box: Raising Standards Through Classroom Assessment*. London: Kings College.

Department for Education (2021) *Statutory framework for the early years foundation stage*. Available at: <https://www.gov.uk/government/publications/early-years-foundation-stage-framework--2> (Accessed: 10 November 2022).

Lemov, D. (2021) *Teach like a Champion 3.0 : 63 Techniques That Put Students on the Path to College*. San Francisco :Jossey-Bass.