



The Microsoft Scaling Framework

Dimensions of Scale	Depth	Sustainability	Spread	Shift	Evolution
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Getting to scale requires developing an innovation that produces deep, transformative, and consequential changes in instructional practice, which in turn leads to improved education outcomes for students.

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Sustaining scaled growth means maintaining these changes in practice over substantial periods of time. Making innovations durable requires robust design to enable adapting to negative shifts in context.

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<p>Scaling up is achieved by diffusion of the innovation to large numbers of users. Widespread adoption requires modifications to retain effectiveness while reducing the resources and expertise required for successful implementation.</p>					

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Ownership of the innovation is assumed by users, who deepen and sustain the innovation via adoption. This process requires moving beyond “brand” to support users as co-designers and co-evaluators.

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The innovation as revised by its adapters is influential in reshaping the thinking of its designers. This process requires learning from users' adaptations about how to rethink the innovation's mode.

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Power of Dimension	Evaluation and Research Studying an innovation provides ways to understand and enhance the causes of its effectiveness. If we don't know why it works, we can't strengthen or adapt it.				
Traps to Avoid	Trap of Perfection Developers should not seek an unattainable goal of "perfection" at the cost of deflecting resources from other dimensions of scale.				
Next Steps	Studying What Makes it Successful What are the sources of the innovation 's effectiveness? On what conditions does it depend? How is it related to other factors or conditions?				
Application					

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Power of Dimension	Robust Design Robust design involves interventions that are “ruggedized” to retain efficacy in relatively barred contexts where conditions for success are absent or limited				
Traps to Avoid	Trap of Mutation Developers should ensure that ways they modify the innovation to adapt to various inhospitable contexts do not undercut its core conditions for success.				
Next Steps	Contexts How can the innovation be modified so it functions in various conditions? How do we support “robust-design” that evolves the innovation towards conditions for success that enable full effectiveness?				
Application					

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Power of Dimension	<p>Reducing Resources and Expertise Deliberately producing a less powerful version of the innovation can seem counter-productive to developers who have worked hard to maximize its power (depth), yet often potential implementers need to “start small” in terms of the resources and expertise they can initially provide.</p>				
Traps to Avoid	<p>Trap of Optimality Developers should realize a somewhat less powerful innovation that reaches much greater numbers of uses is a step forward.</p>				
Next Steps	<p>Creating “Light” Versions How much power is retained in a “light” version of the innovation that requires fewer resources or less expertise of its users? How can early wins occur with a “light” version to demonstrate success?</p>				
Application					

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Power of Dimension	<p>Moving Beyond “BRAND” to Co-Ownership Users gain a rich sense of the innovation’s effectiveness in their contexts that can greatly aid revision and improvement of the innovation. Also implementers who assume ownership are more likely to sustain its use over time</p>				
Traps to Avoid	<p>Trap of Origination Developers should not attempt to control the original innovation in ways that deter adaptation and further innovation by users.</p>				
Next Steps	<p>Fostering Co-Designers How can users across multiple implementation sites form a “community of practice” that helps answer questions about scale?</p>				
Application					

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Power of Dimension	<p>Rethinking the Model Developers creativity may gradually wane from working so closely with an innovation in which they have invested substantial time and effort. Letting go for a while is a method for reactivating creative insights about improvement .</p>				
Traps to Avoid	<p>Trap of Unlearning Developers' unwillingness to take a “fresh look” can prevent genuine evolution.</p>				
Next Steps	<p>Evolving Design Assumptions How can developers unlearn their beliefs and assumptions to start the innovation process over again? How can they “make the familiar strange” to facilitate re-conceptualization and discontinuous evolution?</p>				
Application					

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