

Managing People Through Change



“What if we don’t change at all ...
and something magical just happens?”

Content

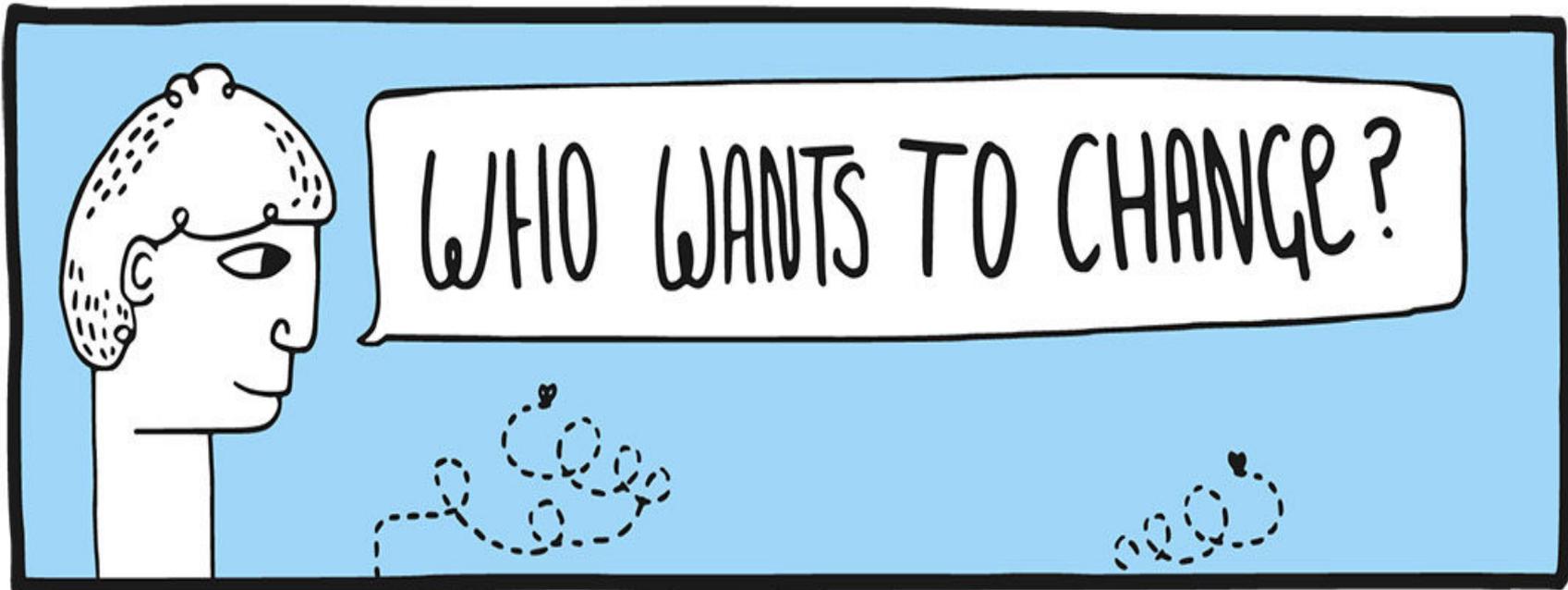
1. Some reflections on change
2. Identifying the need for change
3. Planning for change
4. Leading change
5. Final thoughts

Personal reflections

1. Can you think about a successful change project from your working life?
2. Can you think about an unsuccessful change project from your working life?
3. Why are so many change projects doomed to failure?

SOME REFLECTIONS ON CHANGE

**NOT ALL CHANGE LEADS
TO IMPROVEMENT BUT
NO IMPROVEMENT WILL
TAKE PLACE WITHOUT
SOME CHANGE**

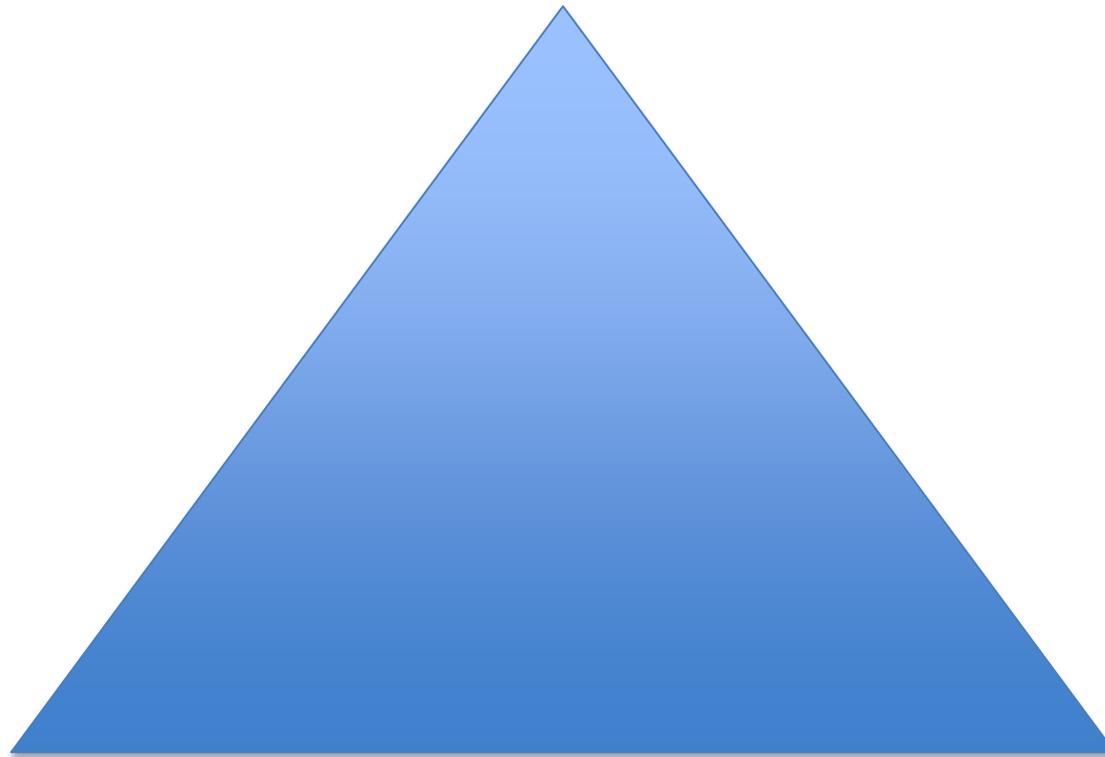


Schools immune systems

- Ideas are accepted with relative ease and yet slowly discarded after 3-6 months
- Why is this?
- How can you overcome the immune system?

Understanding attitude

ATTITUDE



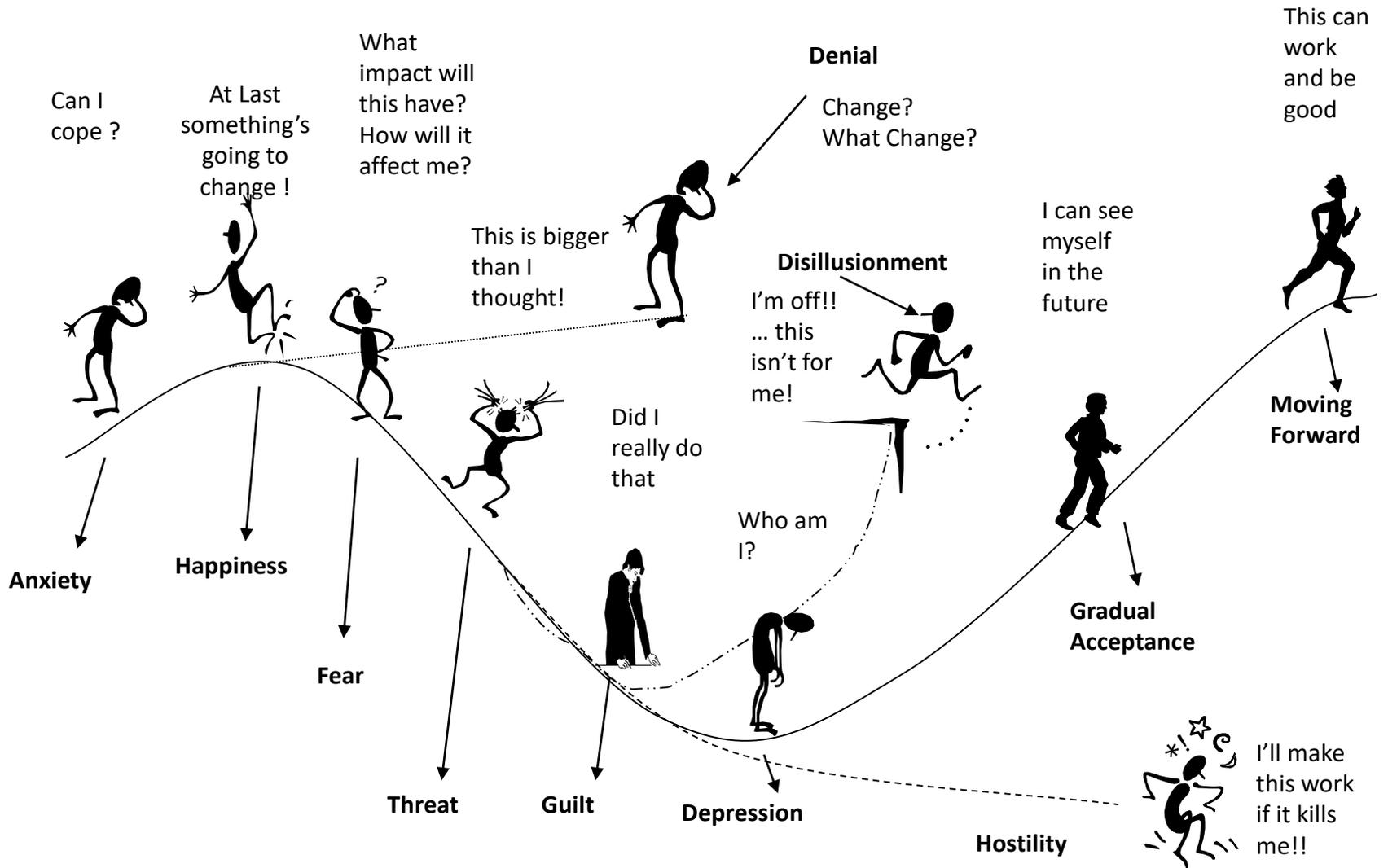
BELIEFS

BEHAVIOUR

‘People must behave their way into new ideas and skills, not just think their way into them.’

Michael Fullan (Change Forces)

The Process of Transition

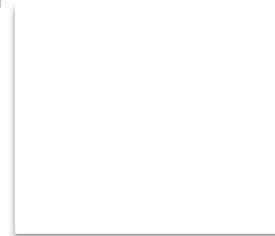
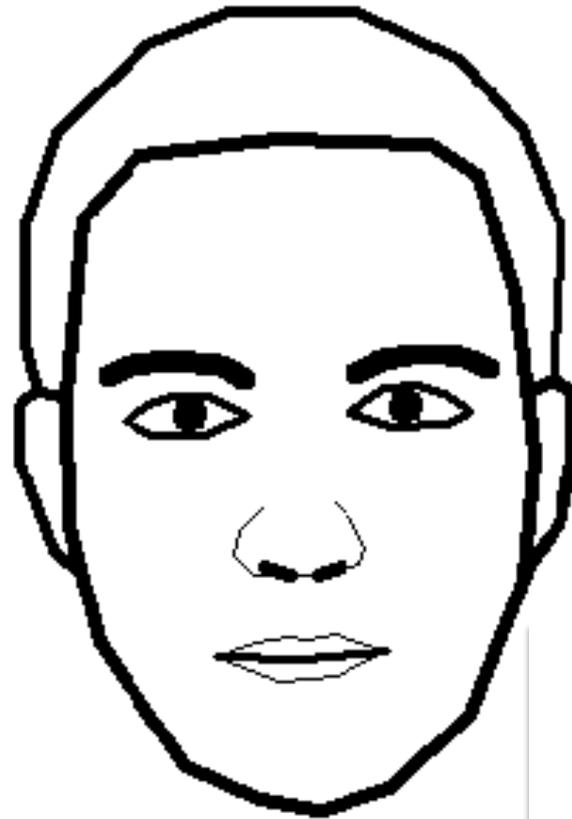


IDENTIFYING THE NEED FOR CHANGE

Proposed change

- Is it externally or internally driven change?
 - Does this make a difference?
- Is your self evaluation accurate and informative?

Significant change



Significant change

- Take time to (really) listen to staff
- Take time to observe the school
- Canvas views: what should we ...
 - Keep and enhance
 - Question and reconsider
 - Lose and forget

How many F's can you see in the text below?

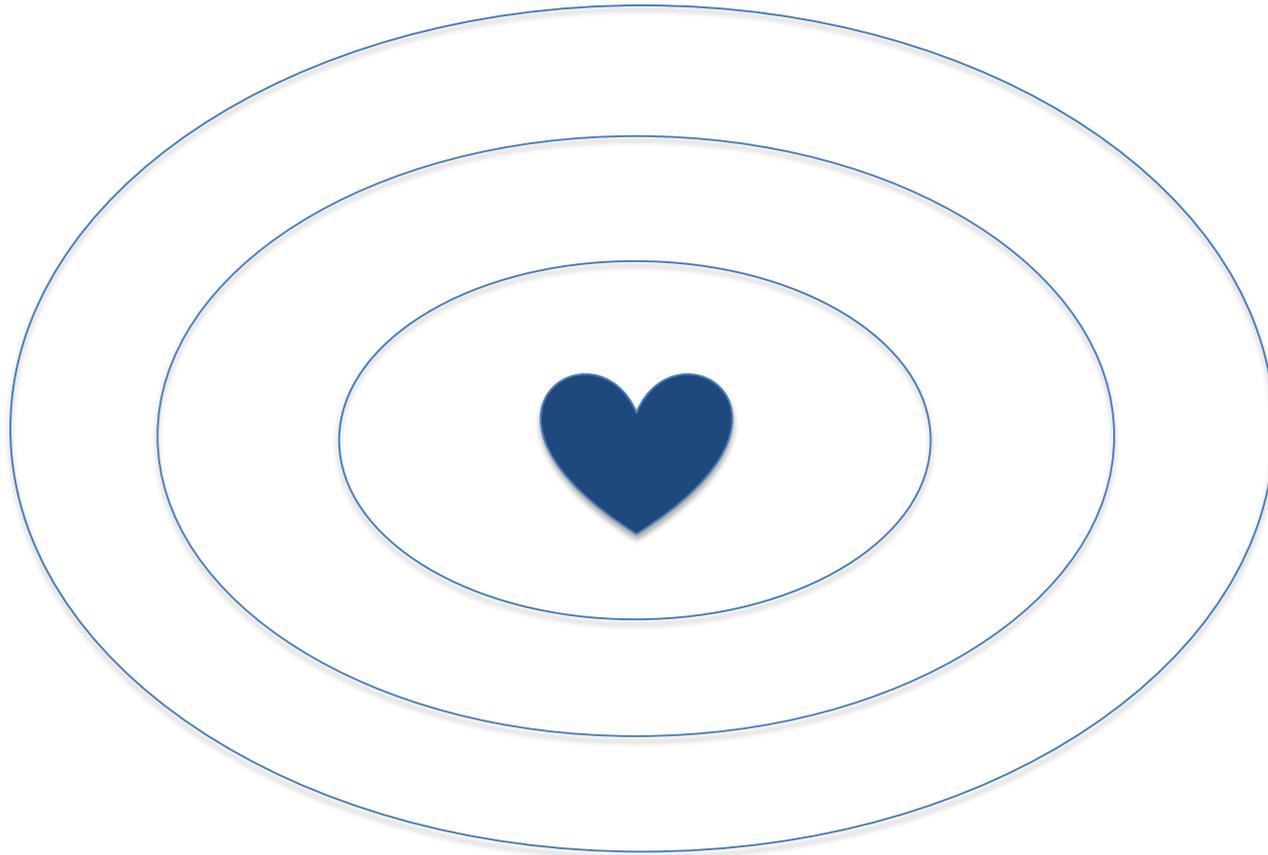
FINISHED FILES ARE THE RE-
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PLANNING FOR CHANGE

What are the crucial factors?



Change process

Collect data and evidence to inform your decision to plan for change

1. Clearly articulate the issues
2. Create a compelling argument for change
3. Develop a coherent improvement plan
4. Implement the plan
5. Monitor and be prepared to adapt the plan
6. Review and evaluate

Boston Matrix



cash cow



Jim Collins – ‘Good to Great’

1. Confront the brutal facts
 - a. Implications for self evaluation



Jim Collins – ‘Good to Great’

1. Confront the brutal facts
 1. Implications for self evaluation
2. People first, strategy second
 1. Get the right people on the bus
 2. Get the wrong people off the bus
 3. Get the right people in the right positions

LEADING CHANGE

Emotional Intelligence

Personal competence

- Self awareness
- Self management

Social competence

- Social awareness
- Relationship management

‘Developing self awareness is the first step in becoming a leader’

Rick Lash: Ivey Business Journal (Hay Group Ltd)

Self awareness

- Strengths and weaknesses
- Drives and needs
- Know where you are headed and why
- Frank when admitting failure
- Can manage emotions

Daniel Goleman: What Makes a Leader?

(Harvard Business Review)

What motivates staff?

1. Job satisfaction
2. Recognition
3. Praise

No different to working with children!

What motivates staff?

Daniel Pink

1. Purpose
2. Autonomy
3. Mastery

No different to working with children!

FINAL THOUGHTS

‘Followers want comfort, stability and solutions from their leaders. But that’s babysitting. Real leaders ask hard questions and knock people out of their comfort zones. Then they manage the resulting distress.’

The Work of Leadership (Heifetz & Laurie)

General Colin Powell

Leadership quotes from
'My American Journey'

“You don’t know what you
“Great leaders are almost
“Being responsible
can get away with until you
always great simplifiers, who
sometimes means pissing
can cut through argument,
people off.”
debate and doubt, to offer a
solution everybody can
understand.”

