



The Developing Manager

Managing change in your organisation

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Brainstorm a list of areas where we might expect change to occur in an LTO

Policy

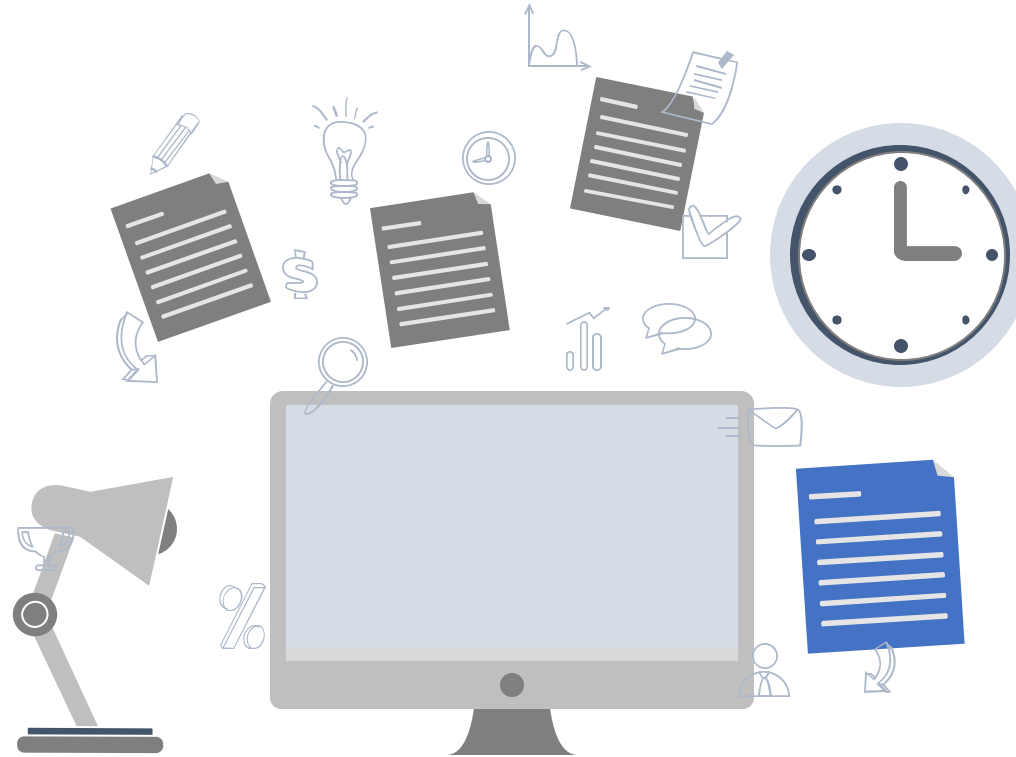
Curriculum

Roles/ status

Materials

Equipment/ facilities

Goals/ targets/ strategy



Procedures

Staff/ personnel

Student numbers/ profile

Location

Working conditions/ terms

Training and development

What is change?

1. Change is a response to internal or external factors, or both.
2. Change can be as a result of identifying an area that requires attention and can be intentional.
3. Change can also be reacting to a situation that a business finds itself in.
4. Everard, Morris and Wilson (2004) describe change as *innovation or development*

Some examples of common changes in an LTO include:

- Setting and implementing educational objectives for the school
- Introducing or improving a formal system of staff appraisal and development
- Changing of ownership and/ or becoming part of a larger group
- Introducing new technology for administrative purposes or for the classroom



Can you think of an example of change that has happened in your organisation recently or is currently going through?

Would you consider it to be an internal development/innovation or a change as a result of an external factor?

Who is affected by change?

Students

Staff

Wider community

Business





Think about one of the changes you discussed earlier.

Who did it affect and how did it affect them?

Approaches to change



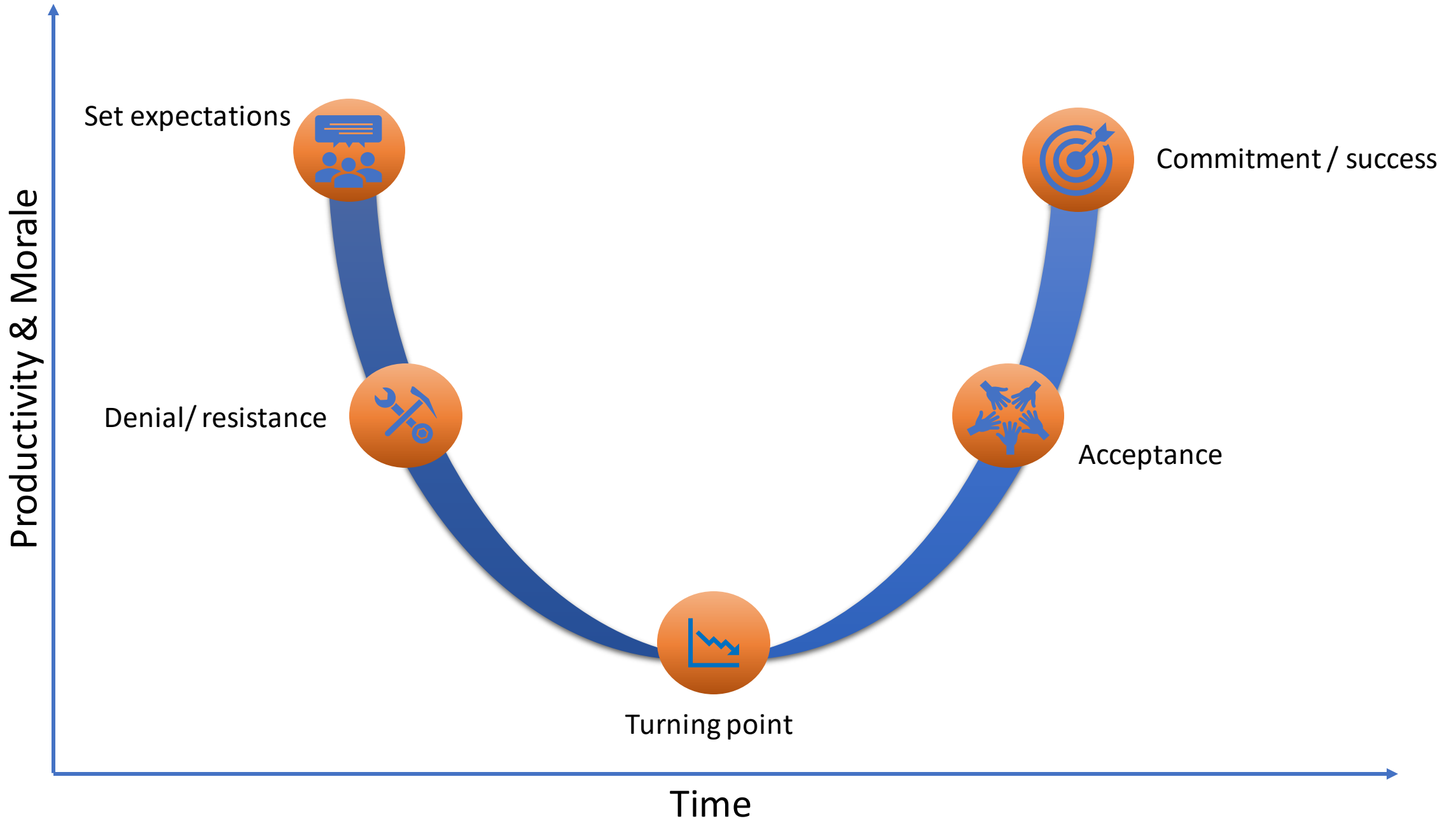
Rational-empirical: rational, logical



Normative re-education: collaborative



Power-coercive: top down



How can we achieve commitment?

The success in achieving commitment lies in the support and guidance of your people through this challenging process.

1. Lead by example
2. Get your staff involved and encourage collaboration
3. Listen to your staff and respond to their concerns and ideas
4. Highlight and celebrate good practise and progress
5. Provide support in the form of training
6. Communicate, be available and visible
7. Know who your champions are who will spread positivity
8. Be aware that people respond to change in different ways. Some will thrive on it, have problems with it, retreat from it, shun it.

Principles for inspiring innovation



- ✓ Change as an opportunity for development
- ✓ Agency and a sense of ownership
- ✓ Leaders and risk-takers
- ✓ Live with resisters and communicate
- ✓ Continued support

(Stoller, 2009)

Potential threats to successful change management

- Allowing for too much complacency
- Failing to create a strong enough team who are on board
- Underestimating the power of vision
- Allowing obstacles to get in the way of the new vision
- Failing to celebrate small wins and baby steps
- Declaring victory too soon

(Fullan 2001)

Key things to remember



- Change is a journey with ups and downs – stop, readjust, continue
- New problems can arise from the change process
- You're never going to make everyone happy!
- The learning curve is invaluable





References

Everard, B., Morris, G. and Wilson, I. (2004) *Effective school management*. 4th ed. London: Paul Chapman Publishing Ltd.

Fullan, M. G. (2001) *Change forces: The sequel*. Philadelphia, PA: Falmer Press.

McCaffery, P. (2004) *The higher education manager's handbook*. London: Routledge.

Stoller, F. L. (2009) Innovation as the hallmark of effective leadership. In: Christison, M. A. and Murray, D. E. (eds.) *Leadership in English language education*, pp. 73-84. NY: Routledge.

Thank you



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