

"The cost of stability is often diminished opportunity for growth."

Sheryl Sandberg

CHANGE MANAGEMENT & UNDERSTANDING AND DEVELOPING YOUR STAFF FOR SUCCESS

Cath Bufton-Green

CEBG
Consulting Ltd

About me



Contact

Email: cath@cebgconsulting.co.uk
Web: www.cebgconsulting.co.uk

- Over 20 years in education
- Teacher, Middle Leader, Senior Leader (5 years), Head in three Prep schools (11 years)
- Independent and state schools
- Set up CEBG Consulting in September 2017
 - Supporting school leaders, staff development, recruitment
 - Independent Schools Portal – high quality, affordable CPD for Heads and Senior Leaders (www.independentschoolsportal.org)
 - Head's recruitment with Headspace Academics (www.headspaceacademics.com)
- Wife, mother, musician and sportswoman

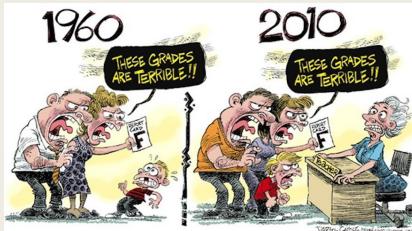
CEBG
Consulting Ltd

"Change is the only constant."

Heraclitus (circa 500BC)



CEBG
Consulting Ltd



CEBG
Consulting Ltd

WHAT HAVE BEEN SOME OF THE MORE SIGNIFICANT CHANGES IN YOUR SCHOOL?

WHAT WAS THE REASON FOR THE CHANGE?

Make a note of a change in your school that needs to happen/has just begun.



JOHN
KOTTER'S
8 STEP
PROCESS
FOR
LEADING
CHANGE

CEBG
Consulting Ltd

Creating the climate for change

1. Create urgency

- Needs whole team or school to really want the change
- Instigate an open, honest and convincing dialogue
- Identify potential problems if the change doesn't happen

2. Form a powerful coalition

- Build a 'change team' (include one or two key influencers)
- Small group of advocates
- Develop the plans

3. Create a vision for change

- Link to an overall vision that people can grasp and easily remember
- Helps everyone understand 'why'
- Consult on the vision, if appropriate



Engaging and enabling the organisation

4. Communicate the vision

- To get 'buy-in'
- Communicate it frequently and powerfully
- Embed into everything you do
- Keep telling the story
- Involve parents and pupils to build more buy-in
- Walk the talk

5. Empower action

- Identify and put in place the structure for change
- Continually check barriers to it
- Remove obstacles to empower others
- Create and delegate to mini-teams/sub-teams

6. Create quick wins

- Nothing motivates more than success
- Need to 'feel the benefit' fast



Implementing and sustaining for change

7. Build on the change

- Don't let up!
- Tackle 'laggards'

8. Make it stick

- It needs to become part of your culture
- Consistently applied
- Values behind the vision must be shown in day-to-day work
- Systems for monitoring
- Key milestones as part of team or school development plan



WHAT TO DO
AND WHAT TO
AVOID

Actions needed	Pitfalls
Examine your current position for potential crises and untapped opportunities.	Underestimating the difficulty of driving people from their comfort zones.
Convince at least 75% of your managers that the status quo is more dangerous than the unknown.	Becoming paralysed with risks.

CREATE URGENCY



Actions needed	Pitfalls
Assemble a group with shared commitment and enough power to lead the change effort.	No prior experience in teamwork at the top.
Encourage them to work as a team outside the normal hierarchy.	Relegating team leadership to someone other than a middle/senior leader.

FORM A POWERFUL GUIDING COALITION



Actions needed	Pitfalls
Create a vision to direct the change effort.	Presenting a vision that is too complicated, or vague, to be communicated in five minutes.
Develop strategies for realising that vision.	

CREATE A VISION



Actions needed	Pitfalls
Use every vehicle possible to communicate the new vision and strategies for achieving it.	Under-communicating the vision.
Teach new behaviours by the example of the guiding coalition.	Behaving in ways not consistent with the vision.

COMMUNICATE THE VISION



Actions needed	Pitfalls
Remove and alter systems or structures undermining the vision.	Failing to remove powerful individuals who resist the change effort.
Encourage risk-taking and non-traditional ideas, activities and actions.	

EMPOWER OTHERS TO ACT ON THE VISION



Actions needed	Pitfalls
Define and engineer visible performance improvements. Recognise and reward employees contributing to those improvements.	Leaving short-term successes up to chance. Failing to score successes early enough.

PLAN FOR AND CREATE SHORT TERM WINS



Actions needed	Pitfalls
Use increased credibility from early wins to change systems and structures, and policies that undermine the vision.	Declaring victory too soon – with the first performance improvement.
Hire, promote and develop staff who can implement the vision.	

CONSOLIDATE IMPROVEMENTS AND PRODUCE MORE CHANGE



Actions needed	Pitfalls
Articulate connections between new behaviours and success. Create leadership development and succession plans consistent with the new approach.	Not creating new social norms and shared values consistent with changes. Promoting people into leadership positions who don't personify the new approach.

INSTITUTIONALISE NEW APPROACHES



THE IMPORTANCE OF A CLEAR VISION



There are those who look at things the way they are, and ask why... I dream of things that never were, and ask why not?

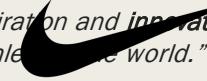
— Robert Kennedy —

However....

"What problem are we actually trying to solve here?"

CEBG
Consulting Ltd

"To bring inspiration and innovation to every athlete around the world."



"Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online."



"To give people the power to share, and make the world more open and connected."



"Our vision is to create a better everyday life for everyone."



Who's vision is this?

BBC
"To enrich people's lives with programmes and services that inform, educate and entertain."



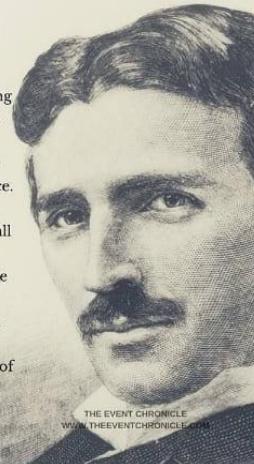
"To offer the world's information and services in ways that make it easier for people and businesses to participate in the global community."

CEBG
Consulting Ltd

Nikola Tesla Describing a Cell Phone in 1926

"When wireless is perfectly applied the whole world will be converted into a huge brain, which in fact it is, all things being particles of a real and rhythmic whole. We shall be able to communicate with one another instantly, irrespective of distance. Not only this, but through television and telephony we shall see and hear one another as perfectly as though we were face to face, despite intervening distances of thousands of miles, and the instruments through which we shall be able to do all of this, will fit in our vest pockets."

Nikola Tesla, 1926



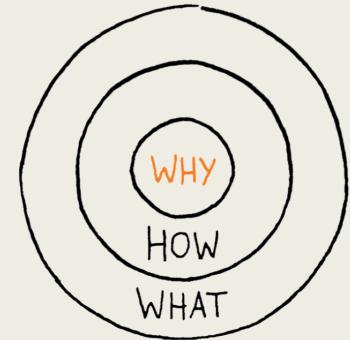
- Be bold
- Keep it simple
- Start with 'Why?'

CEBG
Consulting Ltd

START WITH WHY?

The why inspires us.
It's our purpose, cause or belief.

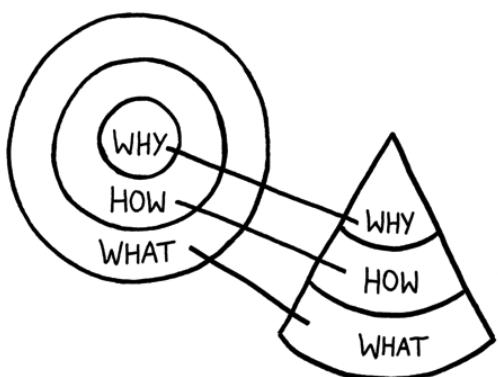
- What do you want?
- What will that outcome give you?
- Why is that important to you?



"People don't buy WHAT you do; they buy WHY you do it."

Simon Sinek

CEBG
Consulting Ltd



© 2013 Simon Sinek, Inc.

Top-down structure

'Why'

- the leader

'How'

- the staff who are inspired by the leader's vision

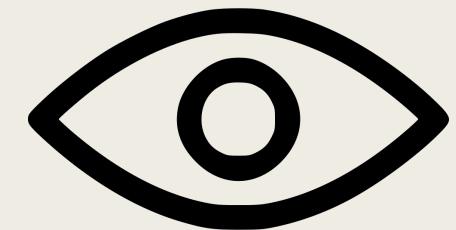
'Whats'

- the things we say and do that breathes life into the why
- the outcomes
- the proof of the Why.

CEBG
Consulting Ltd

Remember to ask:

- ✓ Is the new vision compelling enough to inspire action from current staff, parents and pupils?

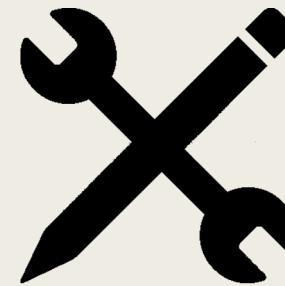


If you can't articulate a clear purpose behind the changes being made, it's unlikely your staff will be able to implement them.

CEBG
Consulting Ltd

THEN ASK HOW AND WHAT?

Skills



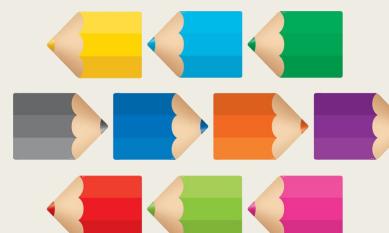
- ✓ What skills need to be strengthened with staff to bring about change?
- ✓ Do the staff need training?
- ✓ What level of follow-up meetings/support is required and from whom?

Incentives

- ✓ What incentives and measurements need to be in place to achieve each goal?
- ✓ How will you motivate staff?
- ✓ How will you approach feedback, concerns and ideas?
- ✓ How will you reward staff for participating in the changes?



Resources



- ✓ What resources are missing?
- ✓ How can additional resources be raised, or earned sustainably?
- ✓ Have you fully considered what resources will be required?

Action Plans

- ✓ Does the strategic plan give you a clear road map for the next 3-5 years?
- ✓ Will you be able to follow the action plan without getting distracted?



CEBG
Consulting Ltd

Which aspect do you think is most important for successful change management?

VISION

RESOURCES

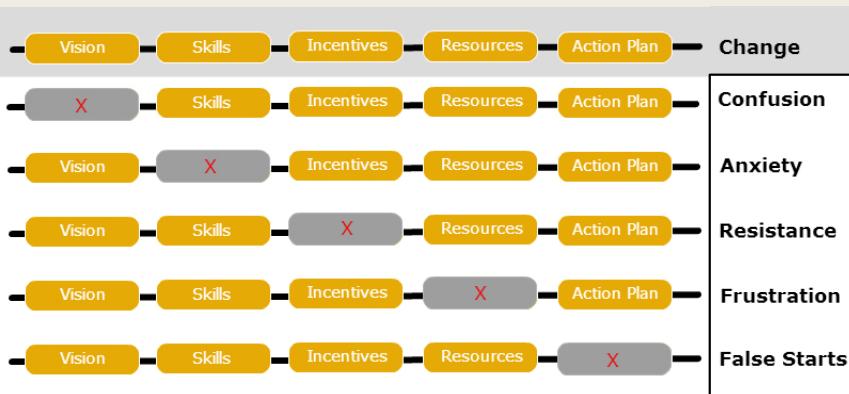
SKILLS

ACTION PLANS

INCENTIVES

CEBG
Consulting Ltd

Empowering/Enabling Action



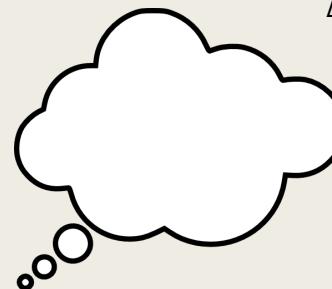
Dr Mary Lippitt (1987)

CEBG
Consulting Ltd

Think about a change initiative that didn't work.

Which aspect would you assess as having been 'missed' in the journey?

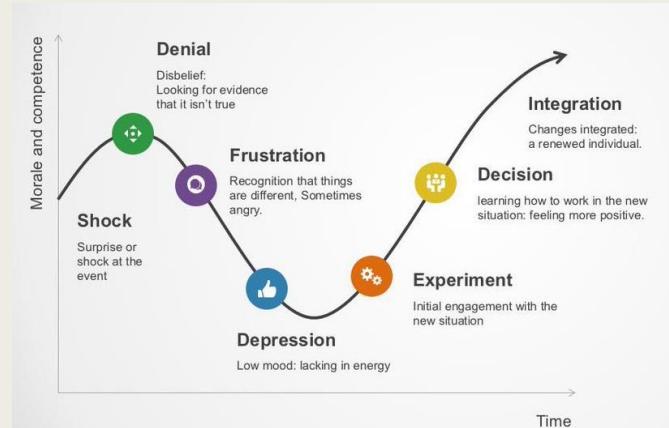
Discuss



Being able to analyse and evaluate a previous failure will help to ensure clarity and success going forward.

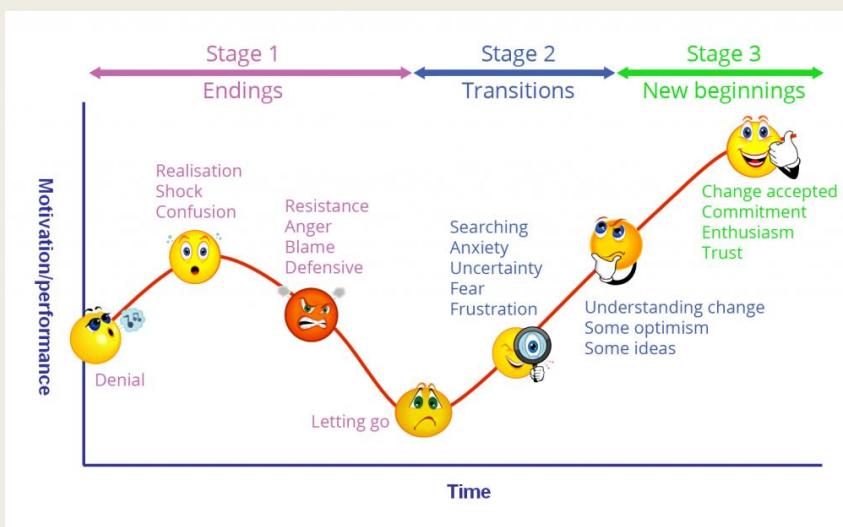
CEBG
Consulting Ltd

MANAGING THE EFFECT OF CHANGE ON OTHERS



- Create Alignment
- Maximize Communication
- Spark Motivation
- Develop Capability
- Share Knowledge

CEBG
Consulting Ltd



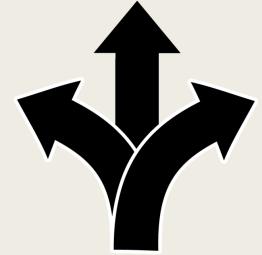
"It's not what happens to you, but how you react to it that matters."

CEBG
Consulting Ltd

Typical responses to change

- :(Lack of trust
- ✗ Belief that change is unnecessary
- ✗ Belief that change is not feasible
- 📊 Fear of failure
- Loss of status and/or power
- ⚖️ Threats to values and ideals
- :(Resentment and interference

CEBG
Consulting Ltd



Consider:

- Spending time discussing how staff might 'feel' about what's ahead
- Giving staff some autonomy as to how, or even if, change is applied
- Providing opportunities for and encouraging staff to have some input
- Managing any conflict
- Mobilising others
- Managing and anchoring yourself
- Planning communications during the change

Because:

- The more control staff feel they have, the greater the 'buy in'
- A greater sense of ownership leads to a more successful change implementation
- The more informed staff are, the more they will be able to deal with the discomfort

Create a checklist for change

Action	When	Notes
Be clear why change needed – get people wanting change		
Get a small group working on it and review the evidence of what works		
Test it out with people		
Create a draft vision and proposal		
Make sure everything is on place (especially skills and time to do it)		
Launch		
Ensure quick wins		
Get real-time feedback		
Challenge those not adopting		
Build into standard routines for planning and evaluation		

Taken from 'Leadership Matters' – Andy Buck

Have the vision and the plan!



“It is not the strongest of species that survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin