



**Resource Teacher:
Learning & Behaviour
Service**

Managing Change

RTLB Transformation

Overview

- What is meant by change management?
- The differences between change and project management
- Your role in delivering change

Resource Teacher
Learning & Behaviour
Service TOOLKIT



What is Change Management?



What do we mean by change?

- People
- Systems
- Process

What is Change Management?

- The process of planning, implementing and monitoring a shift from a current to a desired future state, in order to fulfil a vision or strategy.

Reasons why change initiatives fail

- Starting too late
- No clear vision
- Over promising
- Employees hear it from outside first
- Failure to make an urgent and compelling case for change
- Not dealing proactively with resistance
- Ignoring current organisational culture
- Not enough leadership
- Assuming that change is complete once initial goals are achieved
- Not involving the employees
- Lack of communication
- Over-reliance on structure and systems to change behaviours
- Lack of skills and resources
- Focussing only on the long-term
- Using the wrong indicators to measure progress
- No clear change management process

Kotter's 8-Step Change Model

- Step 1: Create Urgency
- Step 2: Form a Powerful Coalition
- Step 3: Create a Vision for Change
- Step 4: Communicate the Vision
- Step 5: Remove Obstacles
- Step 6: Create Short-term Wins
- Step 7: Build on the Change
- Step 8: Anchor the Changes in Corporate Culture



The Change Curve: Stages of personal transition and organisational change



Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

8 Most Common Beliefs about Why People Resist Change

1. There isn't any real need for the change
2. The change is going to make it harder for them to meet their needs
3. The risks seem to outweigh the benefits
4. They don't think they have the ability to make the change
5. They believe the change will fail
6. The change process is being handled improperly by management
7. The change is inconsistent with their values
8. They believe those responsible for the change can't be trusted

What is the role of a Change Manager?

- Planning and managing delivery of change
- Focusing on personnel and communication
- Maintaining the focus on delivering beneficial change
- Defining how the success of the change will be measured
- Ensuring that change is integrated effectively
- Working with users to ensure that the change is successfully embedded



Project Management vs Change Management

- **Project management** is the organisation and management of resources in order to achieve a set of objectives by the defined time, cost and quality constraints.



- **Change management** is a subset of project management.

An integrated project and change management plan considers events, timelines **and** the human process of change itself.

Term 2 Snapshot: Individual case data

- **39** clusters provided data
- Total number of individual cases open during Term 2 = **9584**

	HLN	Māori	Pasifika	Gateway
Total number	1520	2681	755	?
% of individual cases	-	28%	8%	-
% of NZ population	-	15%	7%	-

- Range (Average number of cases per RTLB per cluster): **6 – 21**
- Average number of individual cases per RTLB per cluster = **11**
- **81%** of schools received RTLB service for individual students

Examples

	Geography	Average individual cases per RTLB (T2 2013)	Average Group / Teacher/School cases per RTLB (2012)
Cluster A	Urban	6	4.6
Cluster B	Urban	13	3.1
Cluster C	Rural	8	4.3
Cluster D	Rural	21	4.2
Cluster E	Urban/rural	11	2.2
Cluster F	Urban/rural	8	5.8

Regional Office Linkages

- Practice Leader forums and professional development for PLs
- IWS and ORS
- HLN student referrals and access to specialist support
- PB4L
- The RTLB service in relation to the SE service – the seamless service
- Financial support
- Property solutions

