

#### 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

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# 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.

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# 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

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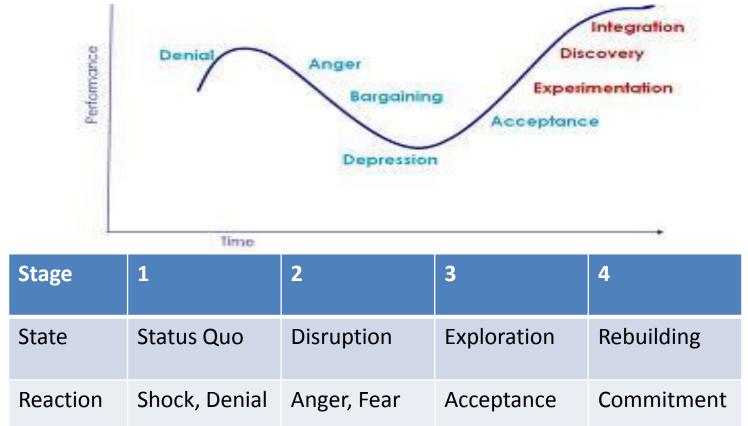
# Kotter's 8-Step Change Model

- 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



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# The Change Curve: Stages of personal transition and organisational change



# 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

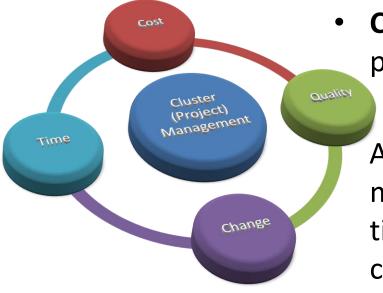
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• Working with users to ensure that the change is successfully embedded



#### 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.

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## 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

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# 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

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