Change Management: Leading Transformation of Teacher Observations

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Change Management: Leading Transformation of Teacher Observations

Session Overview

- Our context
  - SEUP
  - Previous observation program
  - Why the change was needed
  - New observation program
- Project overview
- Change management strategy
- Stakeholder engagement
- Communication
- Training
- Rollout
- Evaluation of our change management
- Future direction

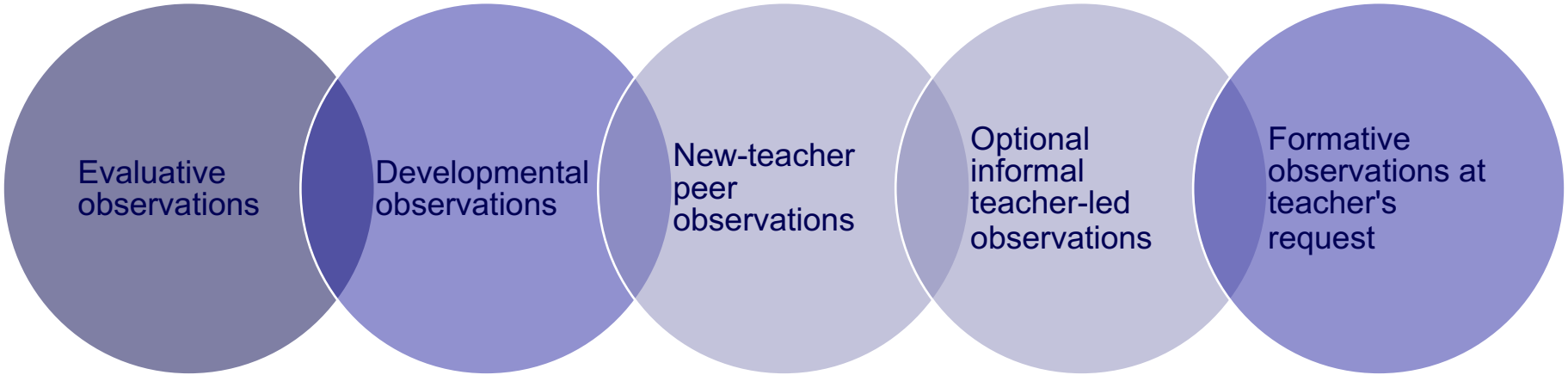
Reflection and Discussion points throughout!

Reflection & Discussion 1

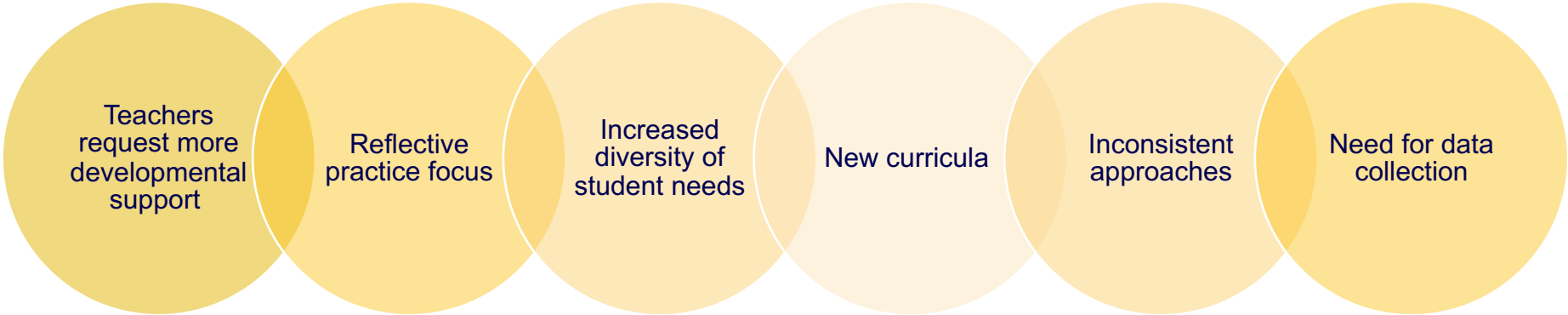
Think of a change you have managed or experienced. Tell your group about the change.

Add it to your worksheet to reflect on throughout the session.

Previous observations



Why we needed to change



Observation Program

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Core Evaluative Observation

Required	**1/year**
Organised by	**Management**
Observed by	**Managers**

Assessed using the evaluative observation rubric.

Evaluative with developmental aspects.

Reflection on prior observation feedback.

Core Developmental Observation

Required	**1/year**
Organised by	**PL**
Observed by	**Teachers** (Developmental Observer Team)

Not assessed.

Developmental in focus.

Reflection on prior observation feedback.

Learning Walks

on hold until 2024

Required	**1/year** (minimum)
Organised by	**PL**
Observed by	**PL or managers**

10—15 minute non-evaluative observations.

Anonymised feedback.

Inform PL priorities for training.

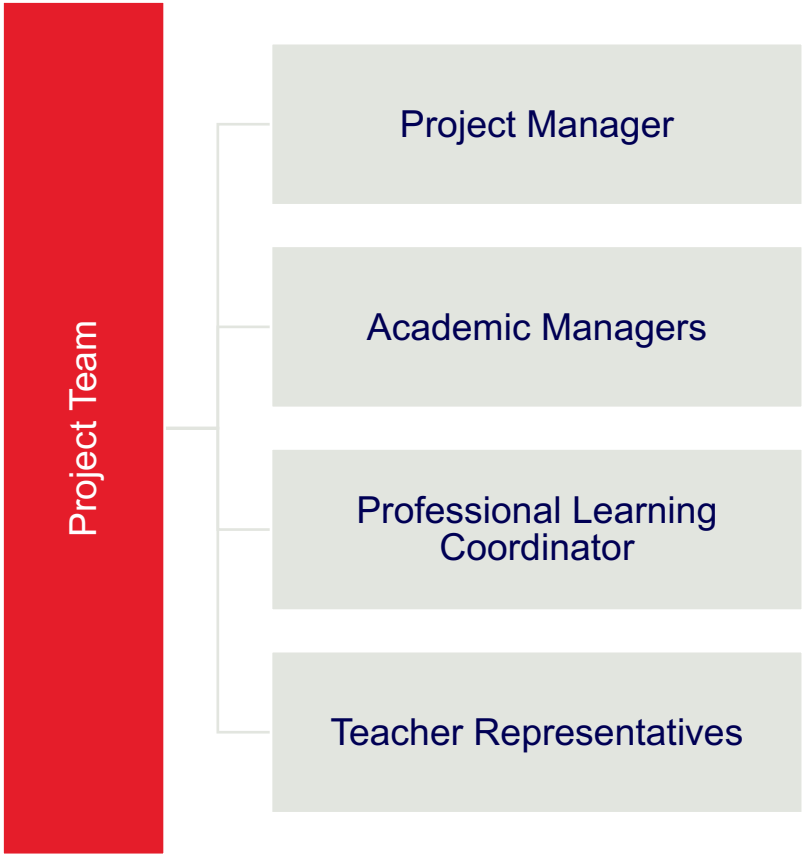
Developmental Suite

Required	**1/year** (minimum)
Organised by	**Teachers** (with PL support if requested)

Activity types:

- ObserveMe
- ObserveYou
- Self-Observations
- Unobserved Observations
- Mirror Planning
- Mirror Teaching
- Observation Triads

Observation Program Review Project Overview



Observation Program Review Project Overview

Phase 1
Research & Proposal

Phase 2
Implementation

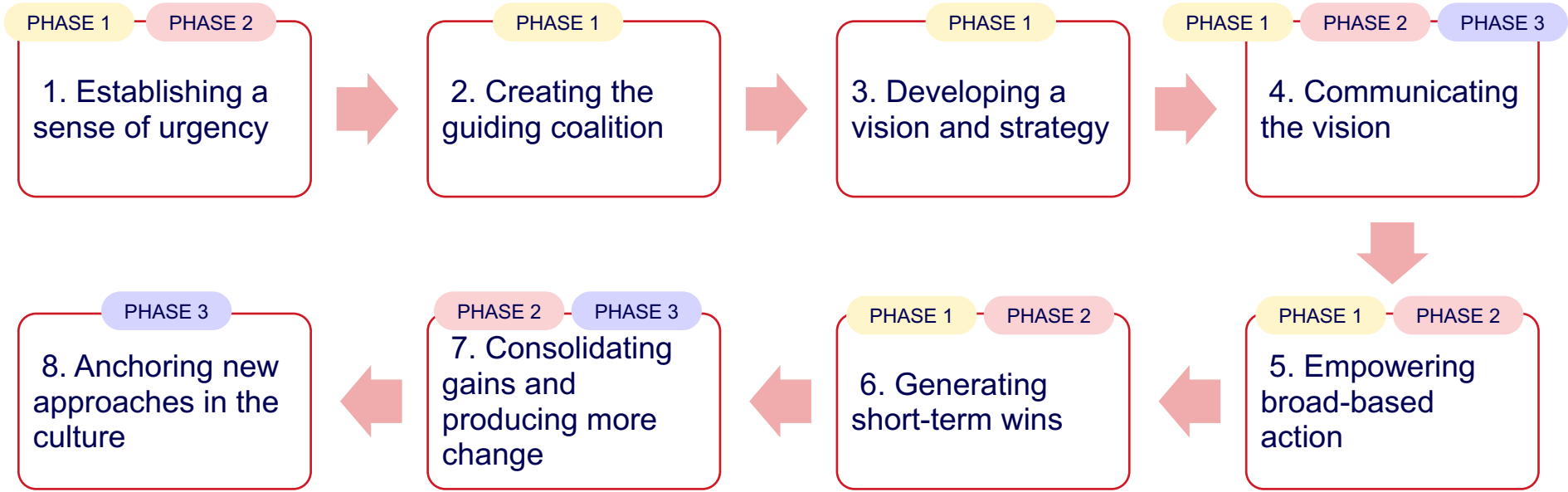
Phase 3
- Post-implementation stakeholder feedback
- Measuring impact
- Modifications based on feedback & impact

Change management strategy

Lewin's Unfreeze, change, refreeze

UNFREEZE → CHANGE → REFREEZE

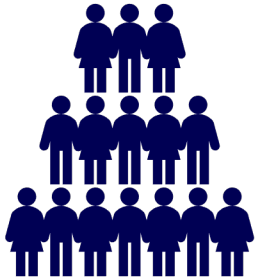
Kotter’s 8 step change model



Reflection & Discussion 2

In the change you are reflecting on, what was the most challenging of Kotter's 8 Steps? Why?

Stakeholder engagement



Stakeholder Groups:

- Students
- Teachers
- Managers
- Project Team

Stakeholder Group: Students

PHASE 1

- Survey results
- Feedback via admin team
- **Student Staff Consultative Committee**

PHASE 2

- Survey results
- Feedback via admin team

PHASE 3

- Survey results
- Feedback via admin team
- **Information about observations added to student communications**

Stakeholder Group: Teachers

PHASE 1

- Project manager is a teacher
- teacher on project team
- teachers as researchers
- Observation Consultative Group (OCG)

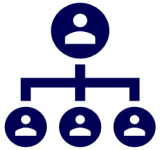
PHASE 2

- Observation Consultative Group (OCG)
- teachers develop and deliver training

PHASE 3

- feedback on the website
- feedback to line managers
- teachers observed

Stakeholder Group: Management



PHASE 1

- project team makeup – academic managers
- Steering group meetings

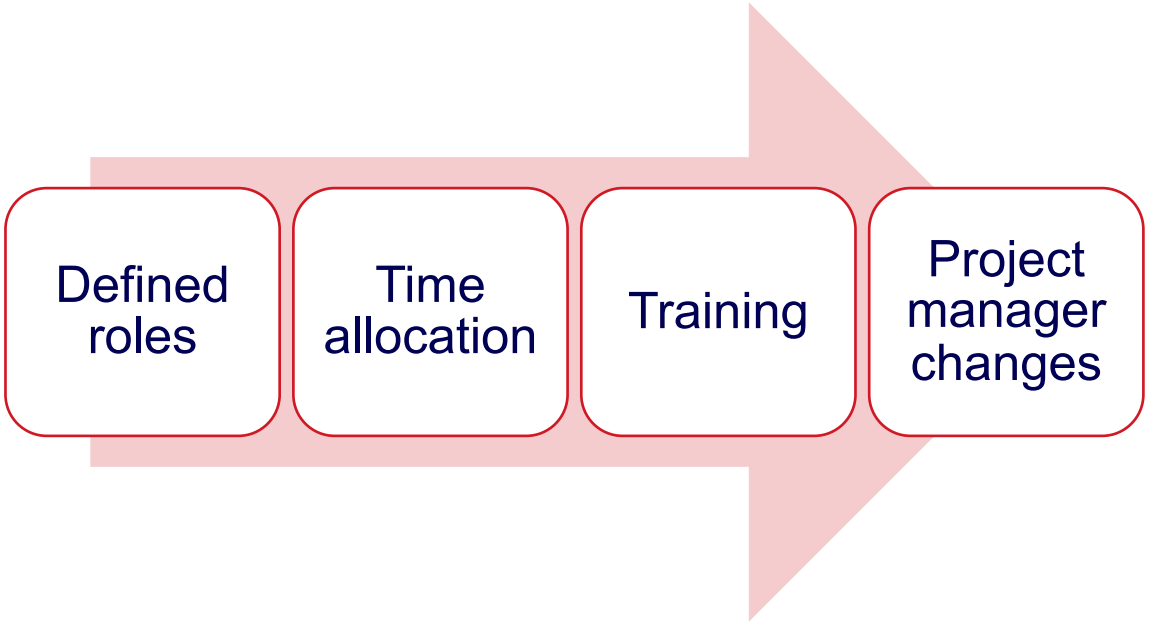
PHASE 2

- key deliverables
- Steering group meetings

PHASE 3

- line report feedback
- observer feedback
- operational feedback
- rubric review
- Steering group meetings

Stakeholder Group: Project Team



Reflection & Discussion 3

In the change you are reflecting on, who were the stakeholders and how were they engaged?

Communication

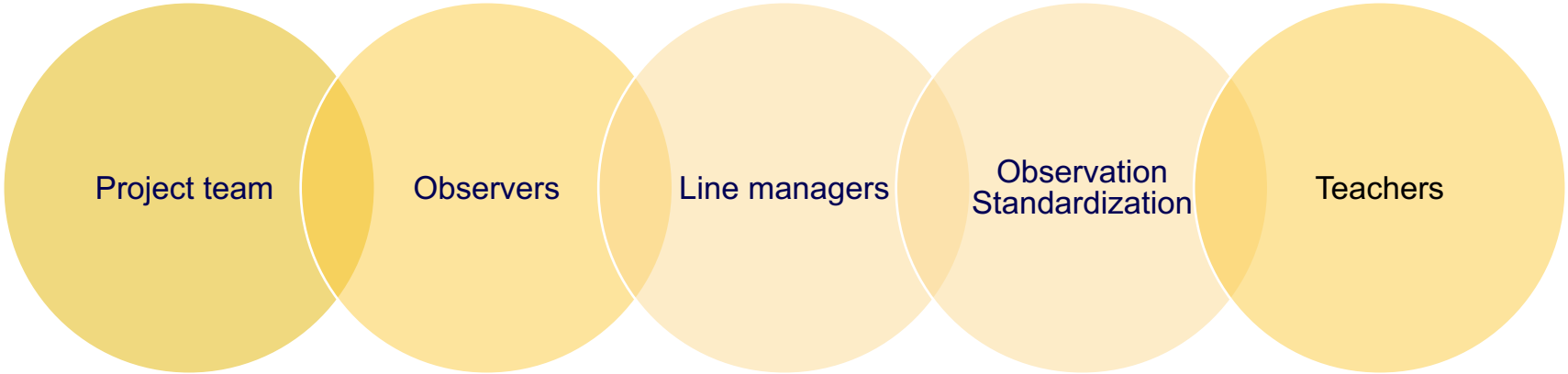
Principles:

- Stakeholder involvement
- Inclusivity
- Transparency
- Consultation

Methods:

- Progress updates: emails, newsletters, website, meetings
- OCG updates: emails, meetings
- Representation from campuses & programs
- Launch: online & f2f

Training


Project team
Observers
Line managers
Observation Standardization
Teachers

Reflection & Discussion 4

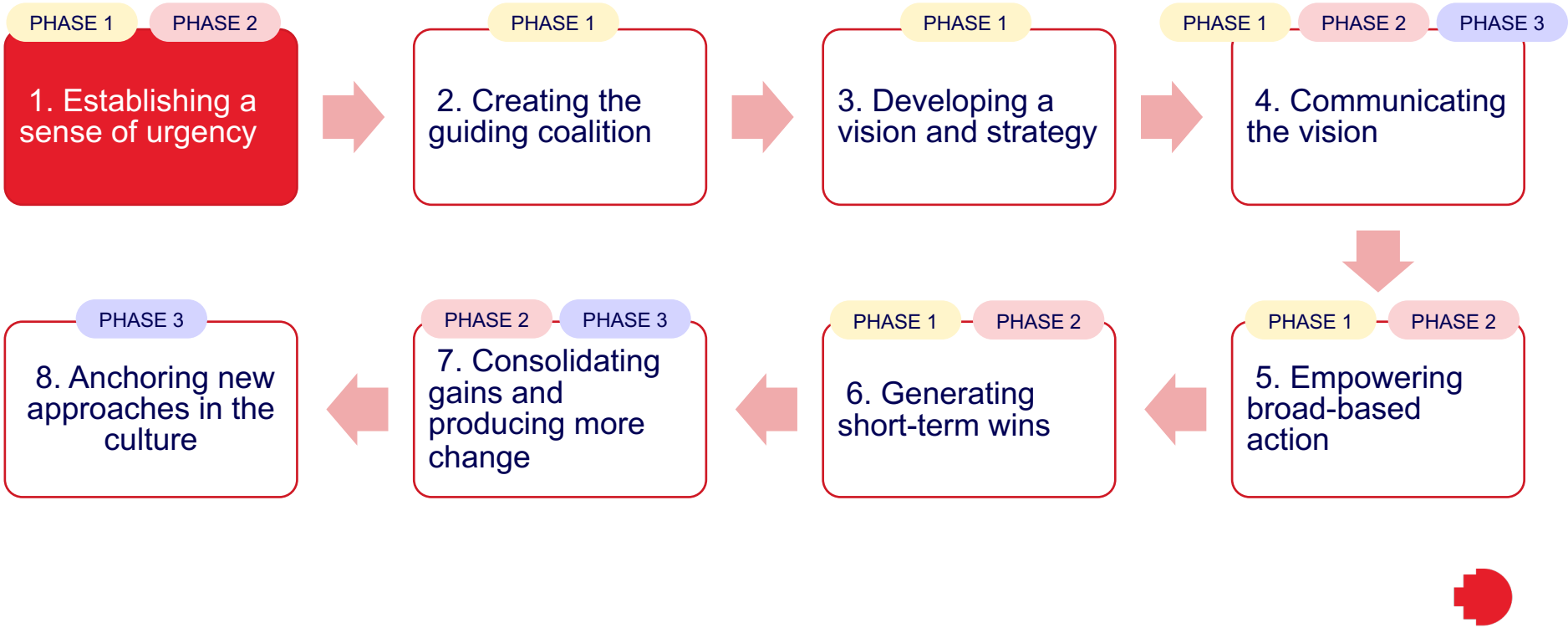
What impact did communication and/or training have on the change you are reflecting on?

Rollout

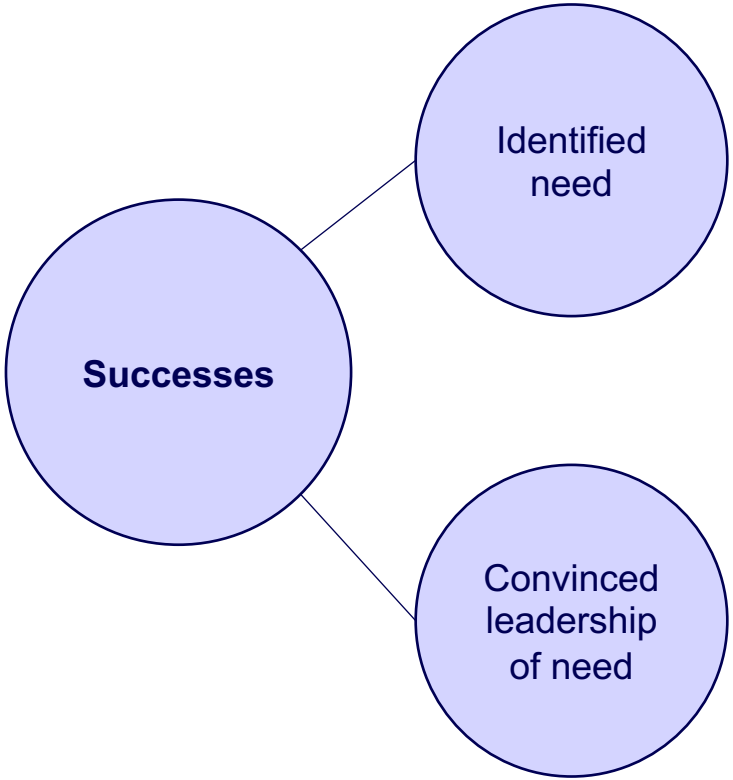
Phased rollout

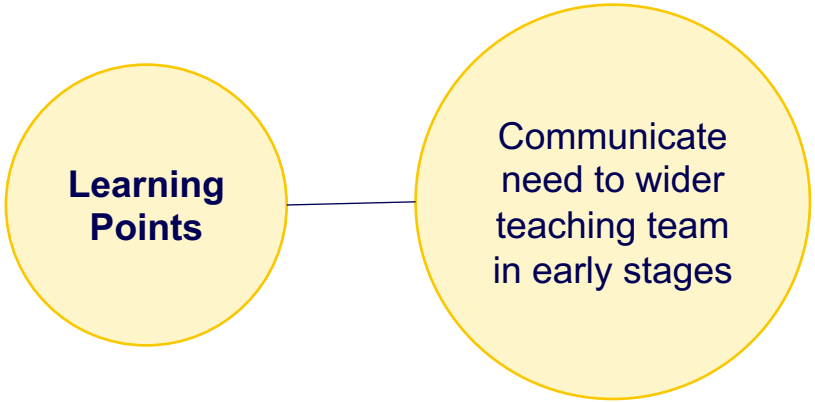
- to avoid teacher overwhelm
- to suit development needs
- to prioritize flexibility and ongoing adjustment

Evaluation of our process: Kotter's 8 steps

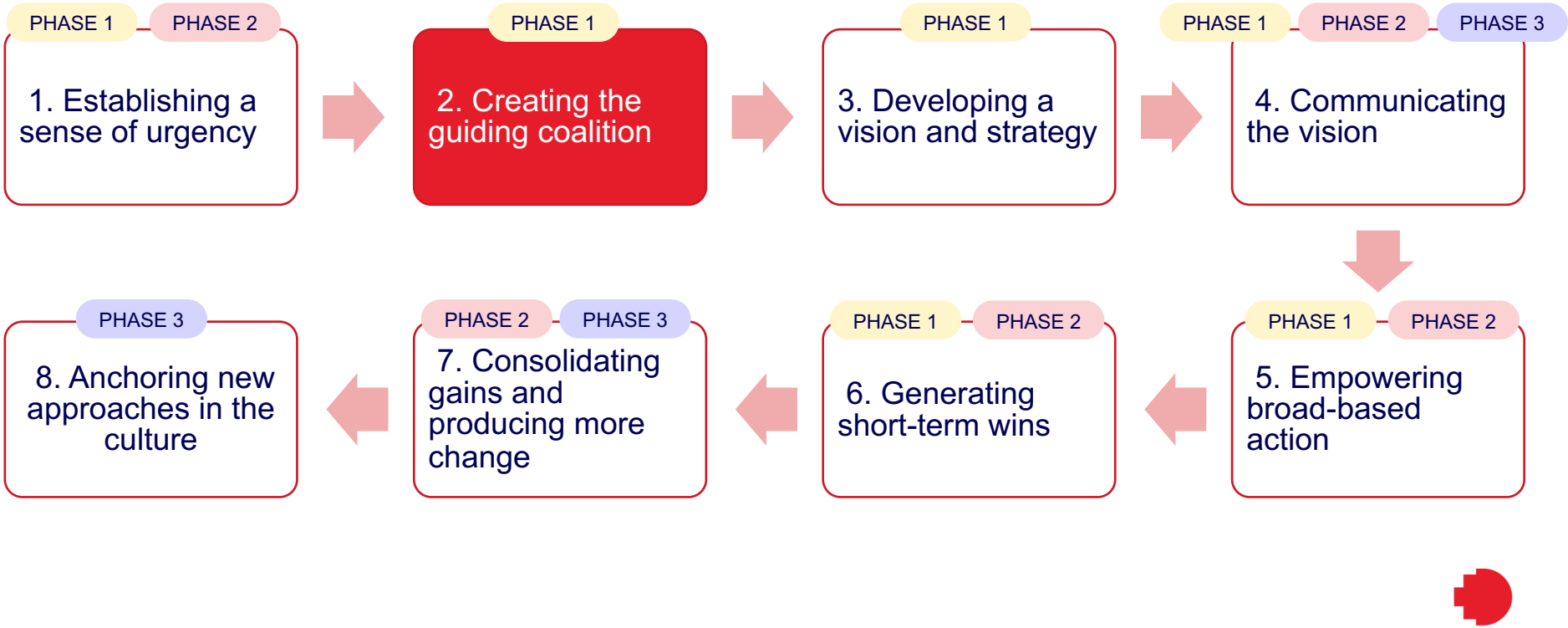


1. Establishing a sense of urgency

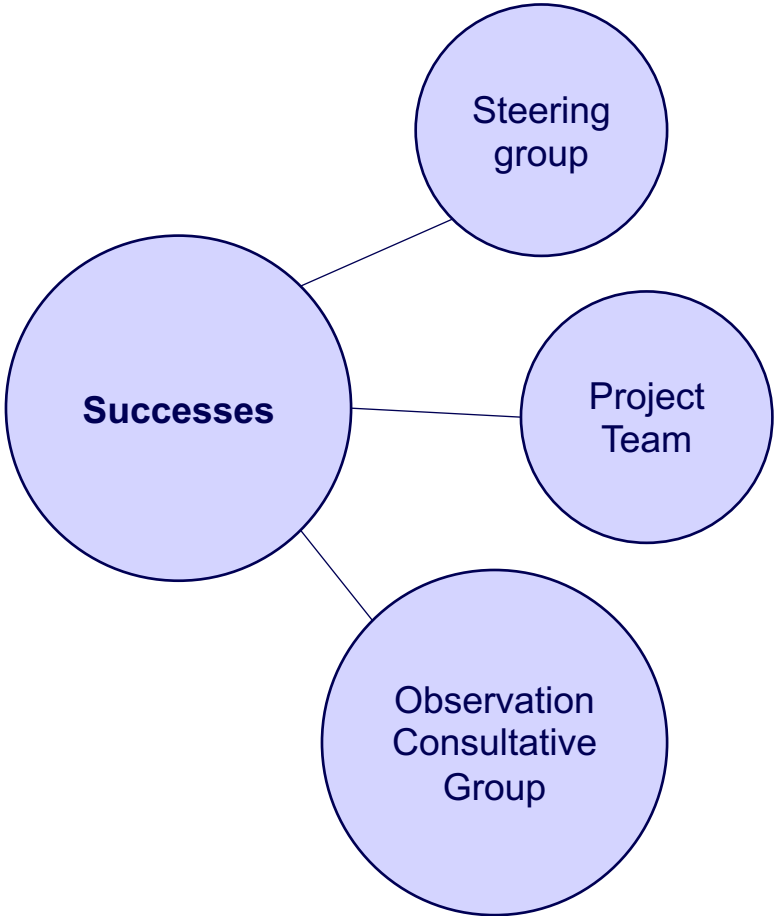


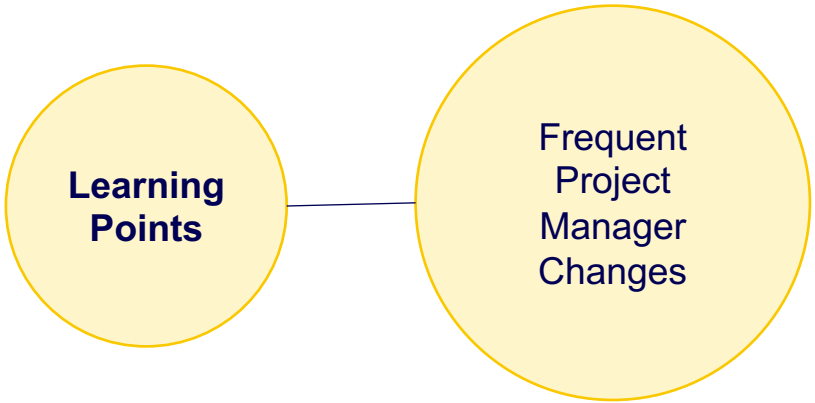


Evaluation of our process: Kotter's 8 steps



2. Forming a powerful guiding coalition





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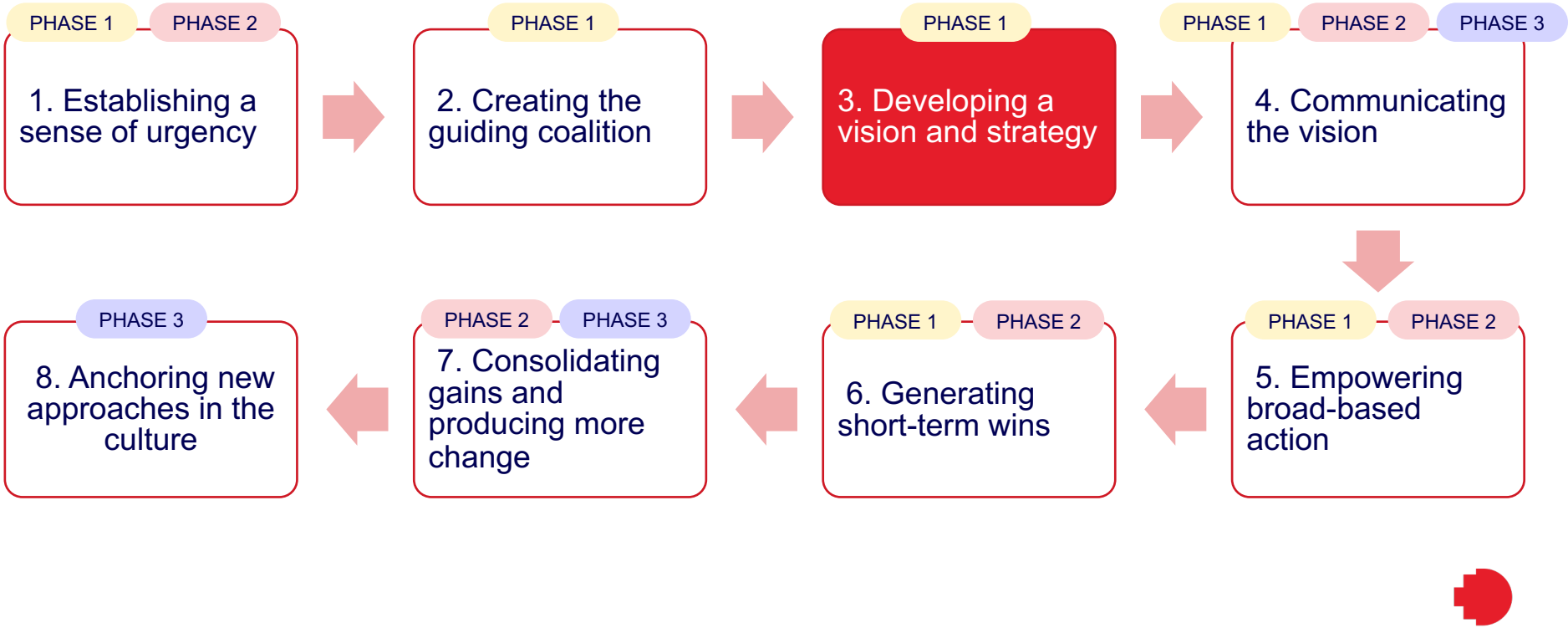
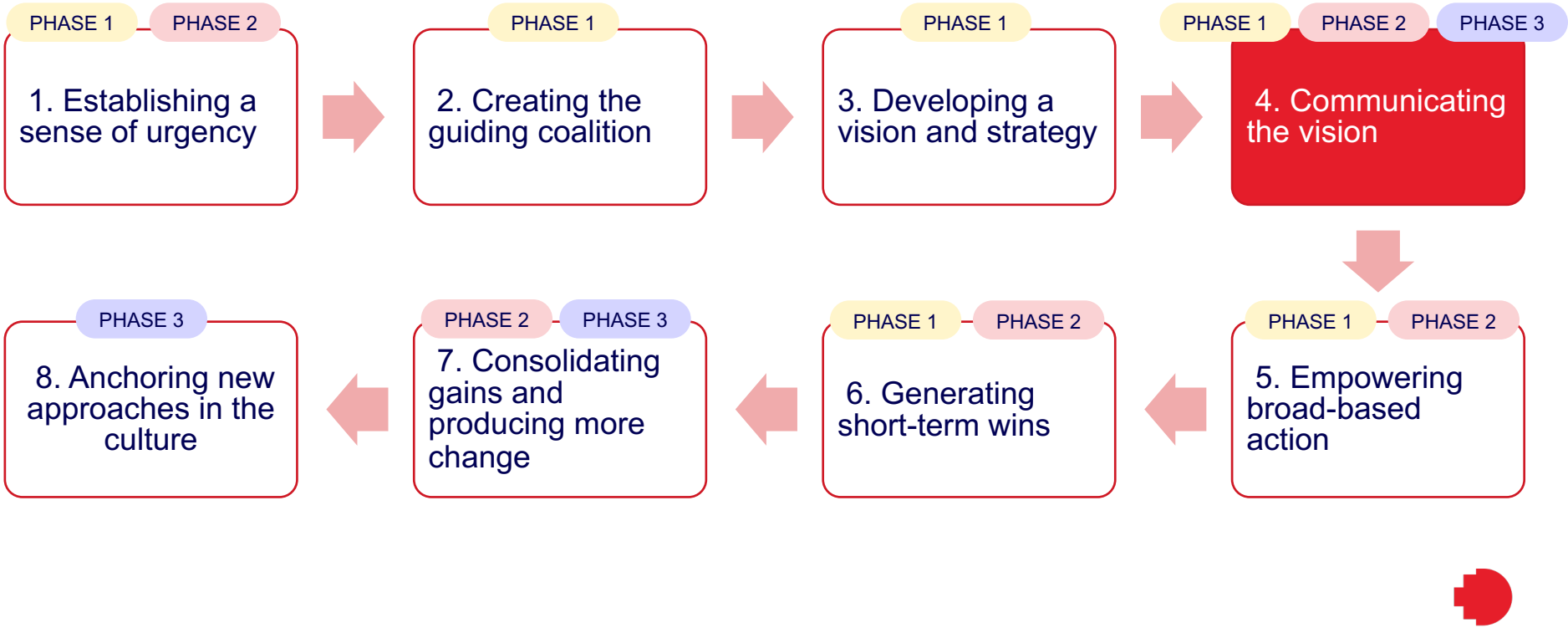


3. Creating a vision

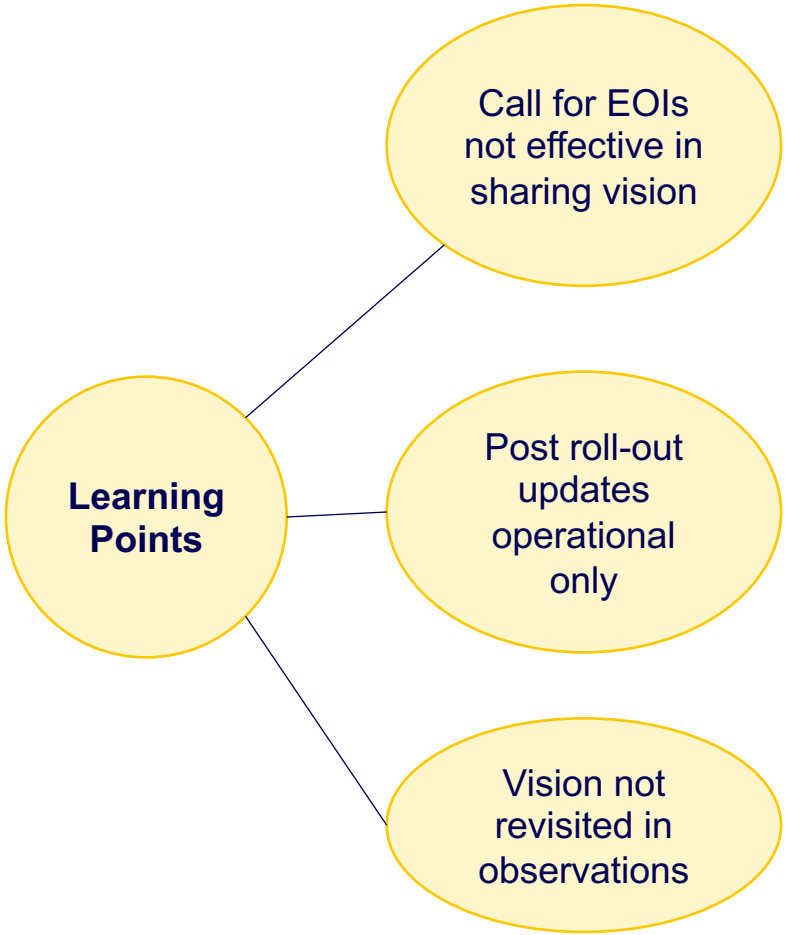
Learning Points

Missed opportunity to engage wider teaching team in creation of the vision

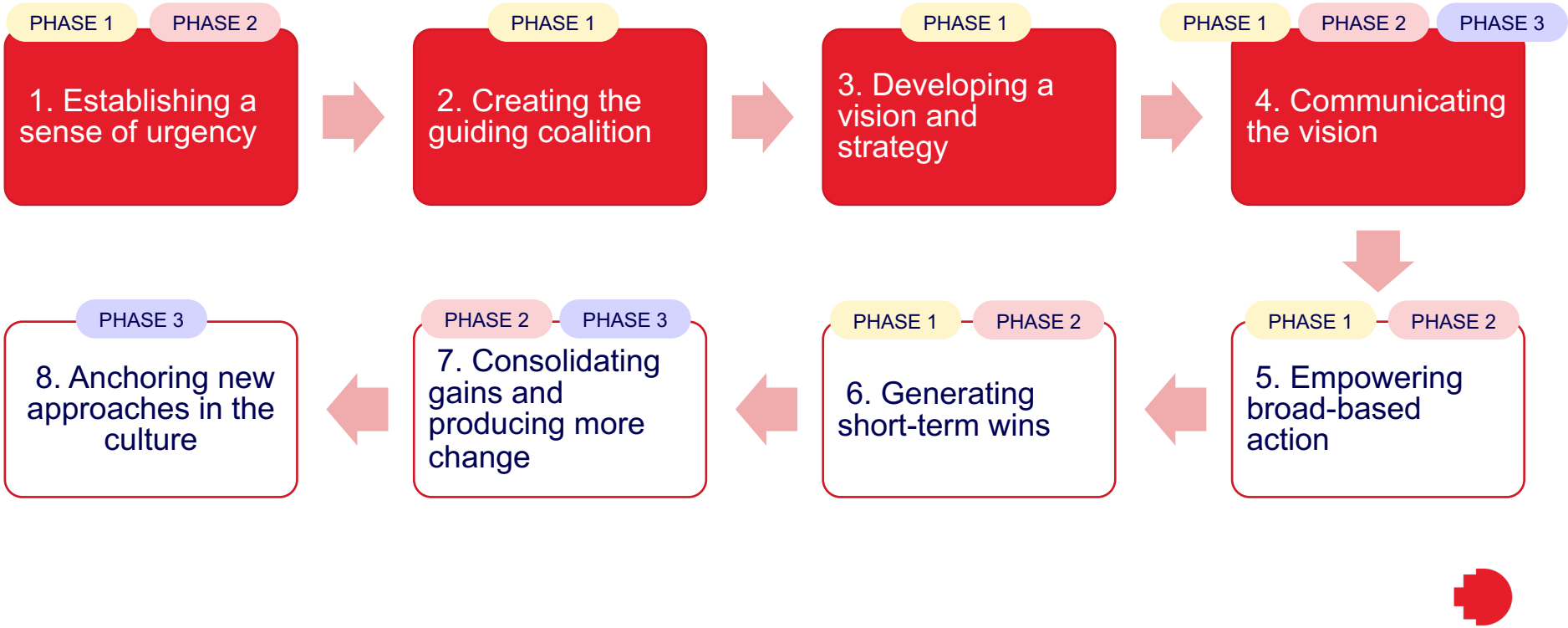
Evaluation of our process: Kotter's 8 steps



4. Communicating the vision



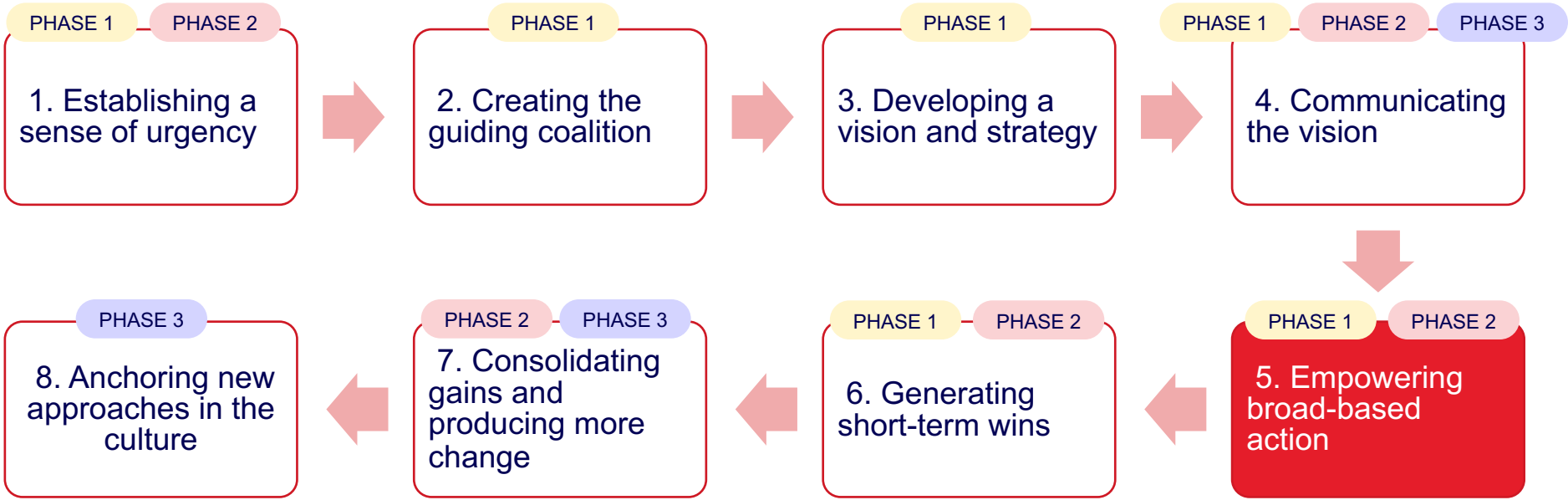
Evaluation of our process: Kotter's 8 steps



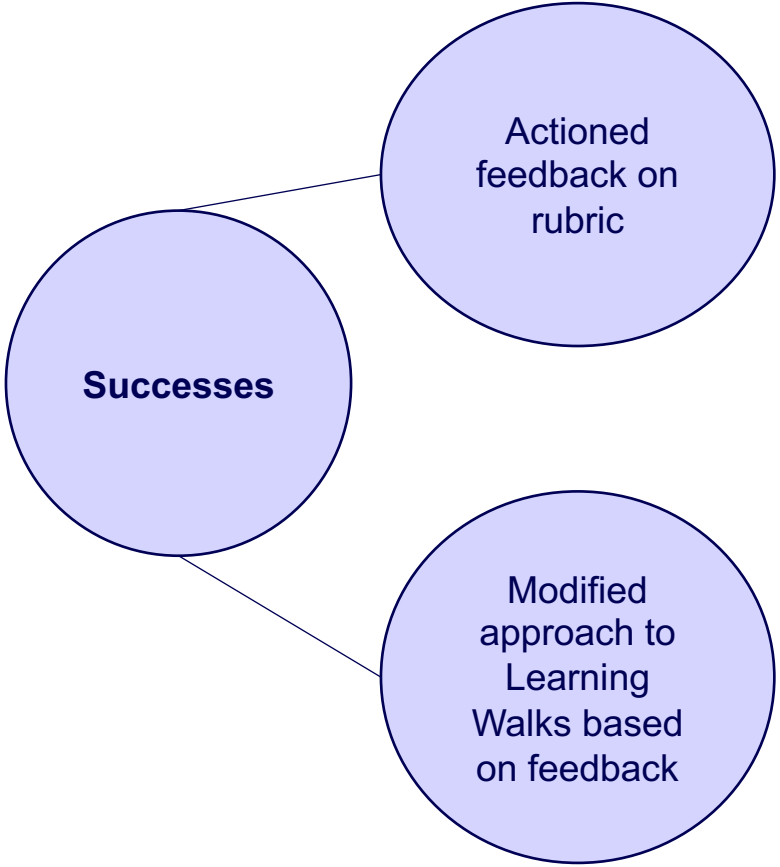
Reflection & Discussion 5

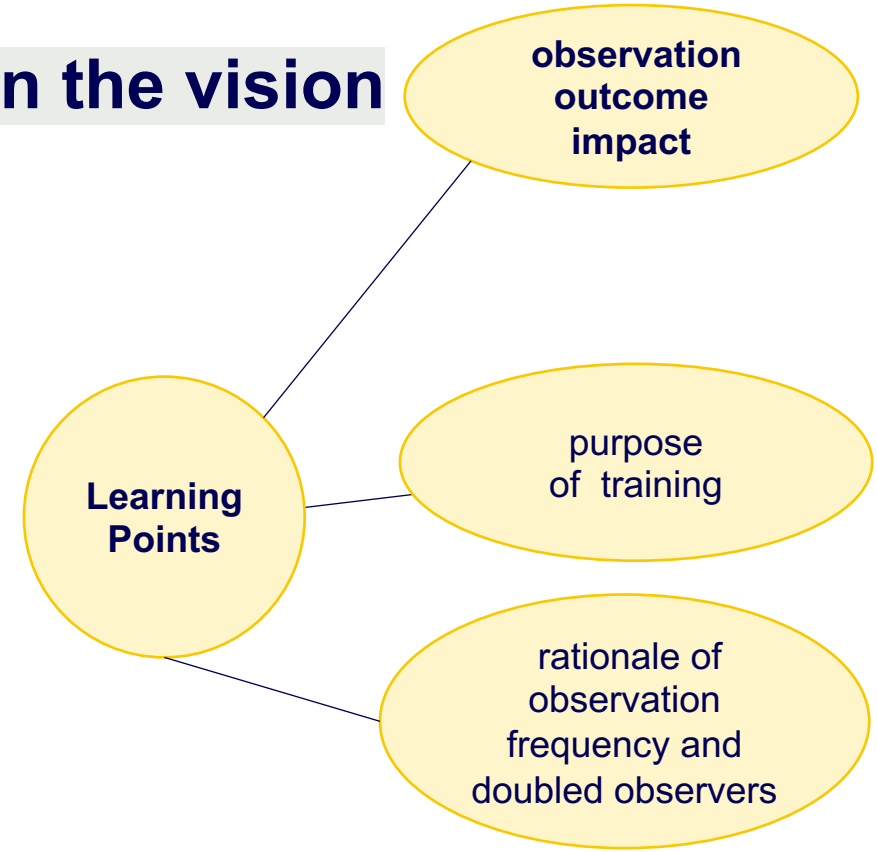
Can you identify any learning points from the initial steps of Kotter's model in the change you are reflecting on?

Evaluation of our process: Kotter's 8 steps



5. Empowering others to act on the vision





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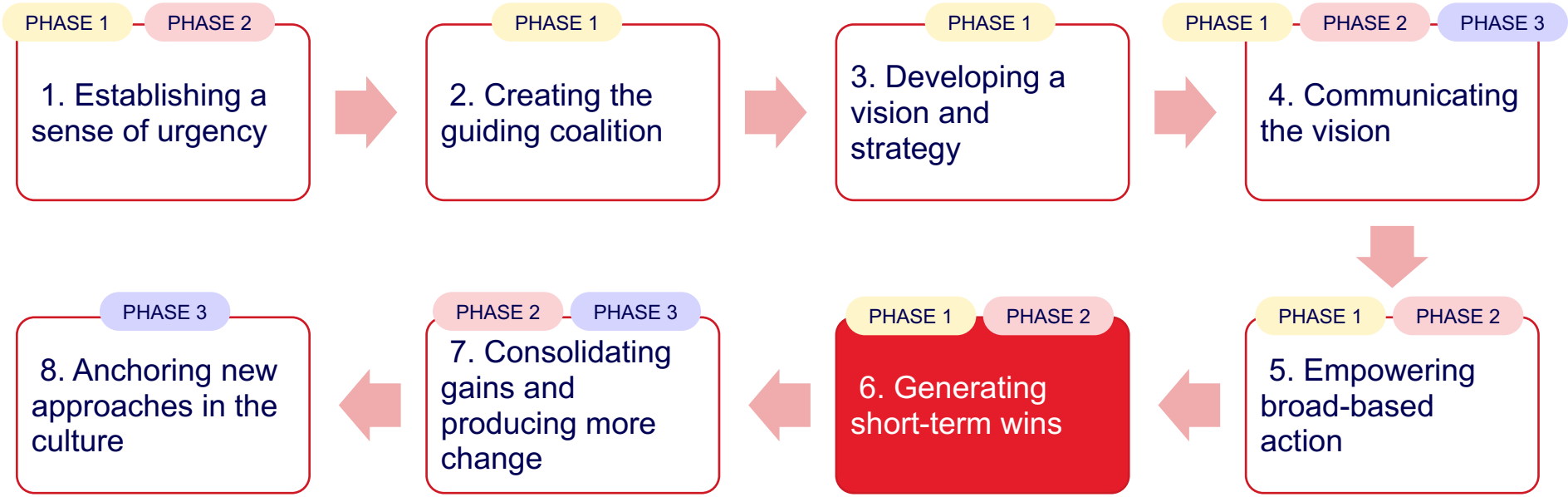
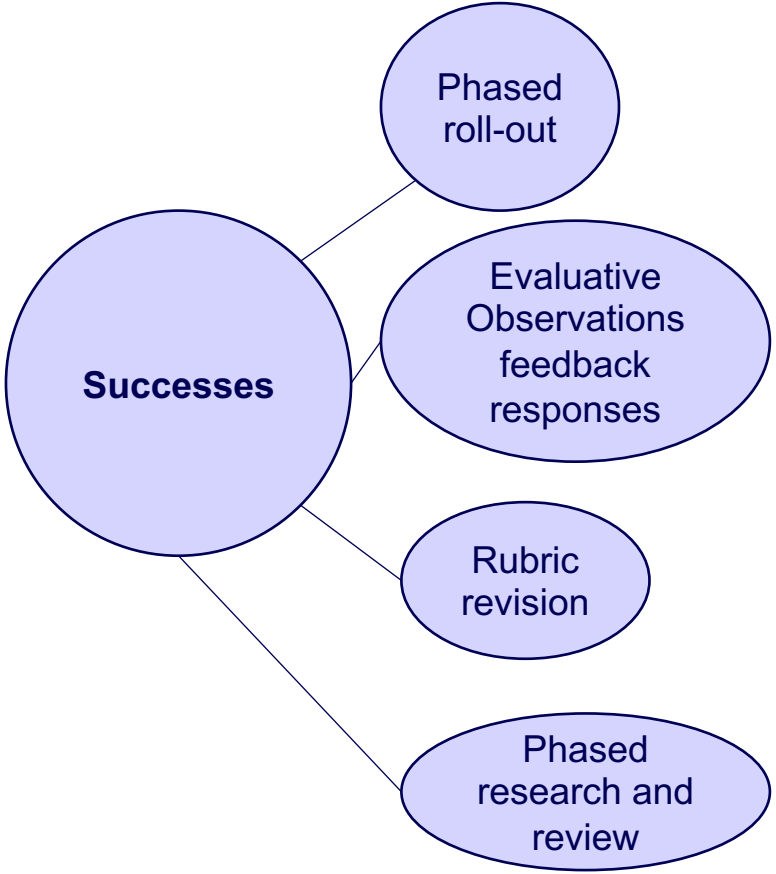
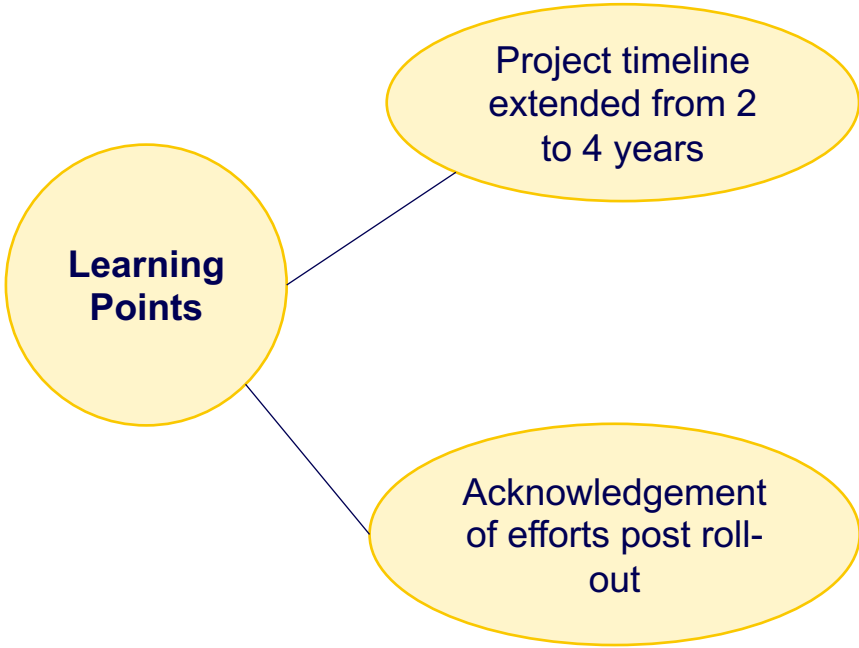


6. Planning for and Creating Short term wins





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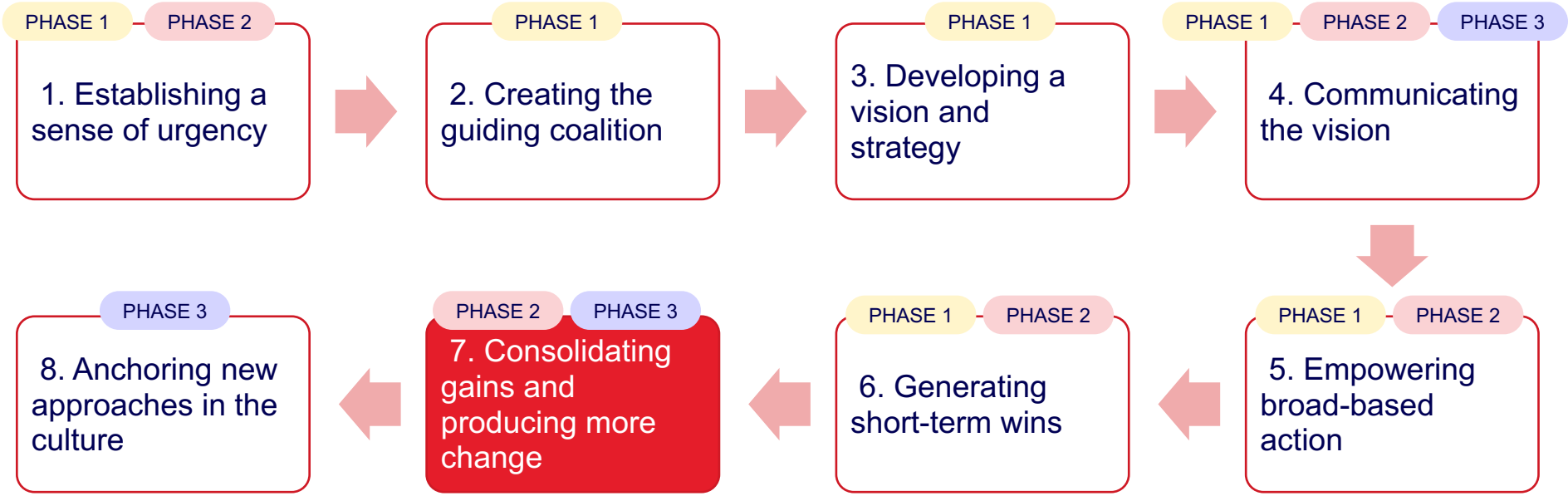
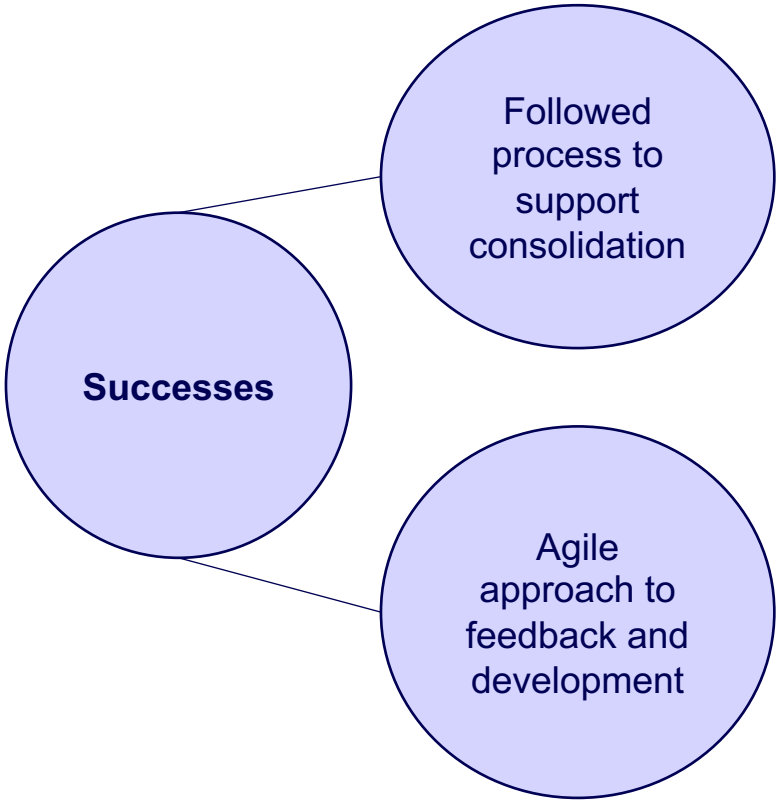
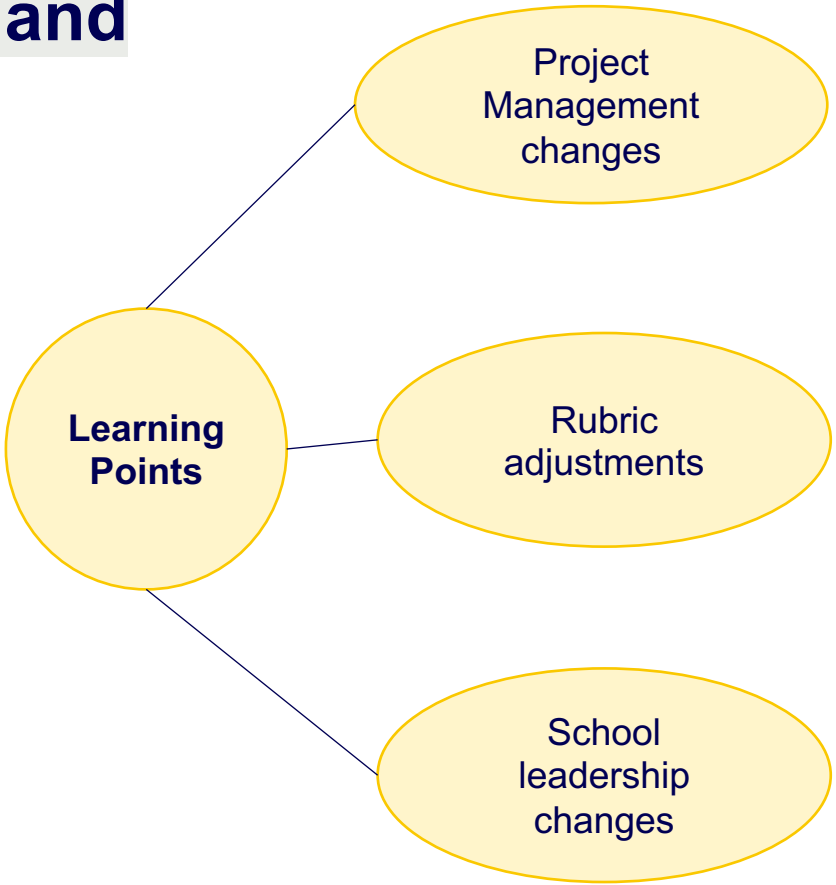


7. Consolidating Improvement and producing more gains





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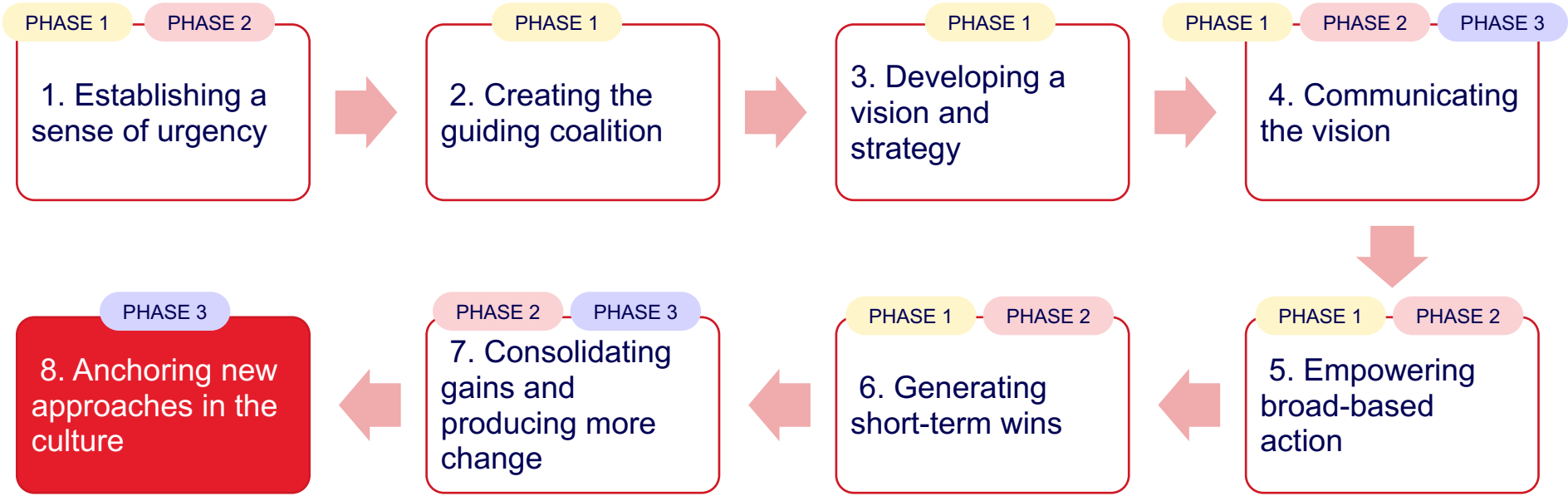
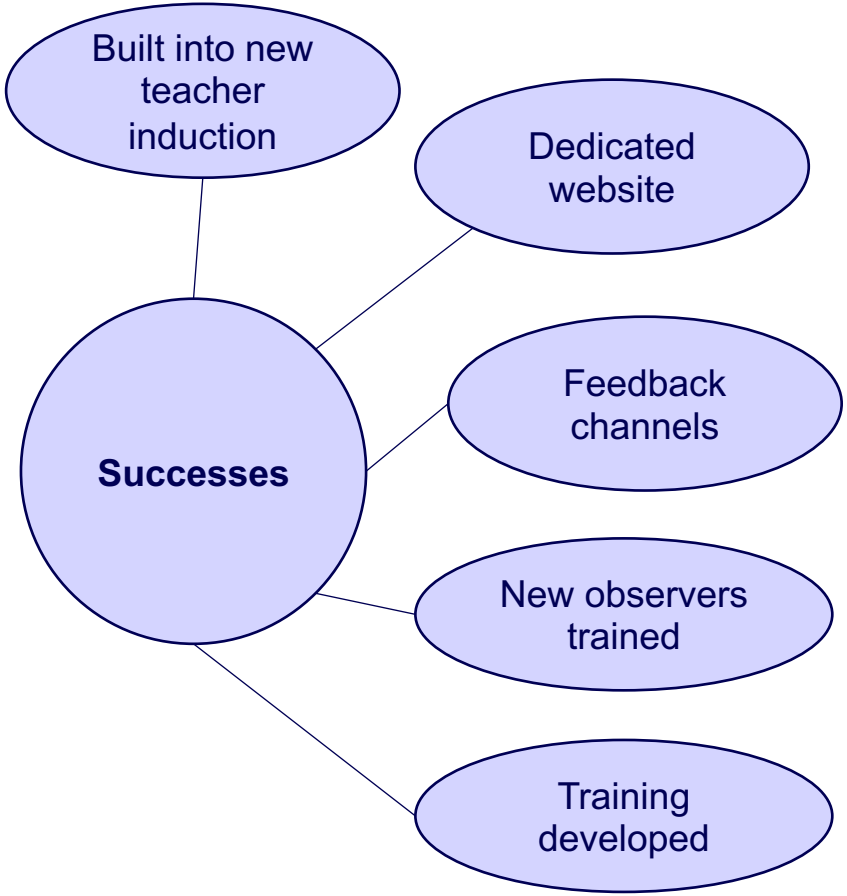
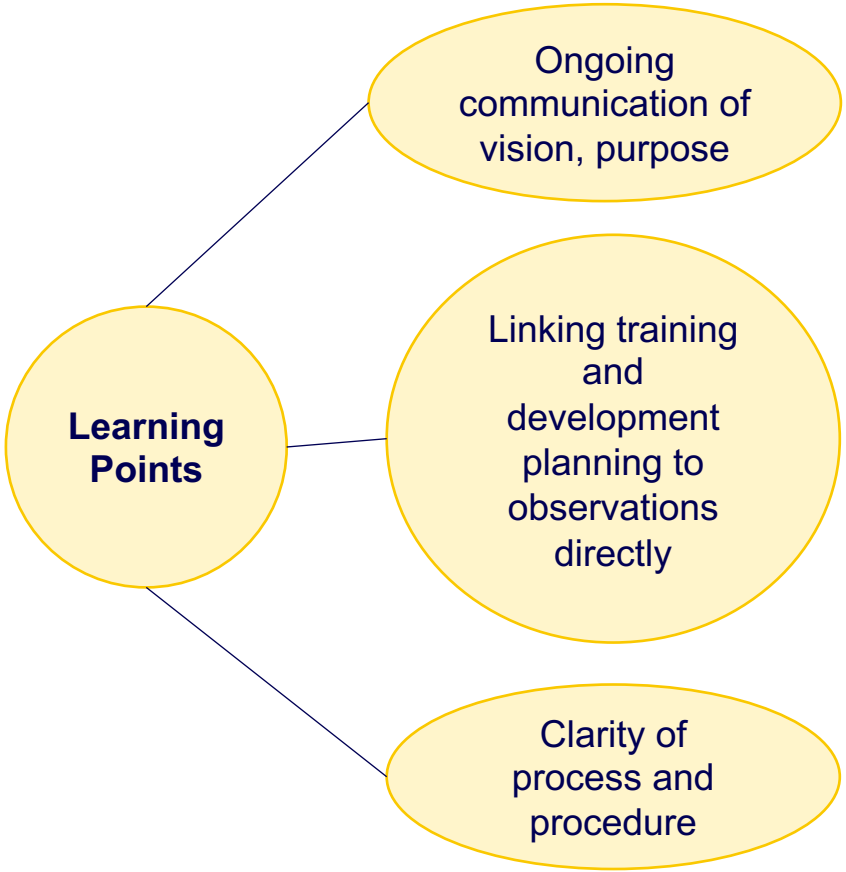


8. Institutionalizing Change





Future direction

Engaging Stakeholders

Effective Communication

Reasserting the Vision

Institutionalizing Change

Reflection & Discussion 6

What are your takeaways from our change management processes, your reflection, and your discussions today? How can you apply them to your next change management initiative?

References

Kotter J.P., Leading Changes: Why Transformation Efforts Fail. Harvard Business Review, March-April 1995, pp. 59-67

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Questions?

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