

# CHANGE MANAGEMENT

**Ben Colthorpe**  
**Operations Manager**  
**NEAS**

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- Presenter and topic introduction



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**BRACE YOURSELVES**

**MORE CHANGE IS COMING**

- As we all know, Change is an inevitable part of life. Ben Franklin said “The only thing that is promised in life is change... and death and taxes”.
- Change can be refreshing, energising, and positive in general. It can also be a source of great stress, anxiety and pain, in many cases when in need not be.
- Change management refers to processes, tools and techniques for managing the **people** side of change and helps individuals make successful personal transitions resulting in the adoption and realization of change.
- Change that is not well-managed in this regard can lead to unhappy, disengaged staff...

When your  
boss asks for  
proof you're  
in hospital



- For example...
- And consequently, unsuccessful change and damage to businesses in the short and long term.

## Introduction

### **Tell your group:**

- Your name, your job, your Centre
- What types of organisational change you been involved in?
- What the experience was like for you?

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- Group discussions (5 mins)

## QUALITY AREAS

- A. TEACHING, LEARNING AND ASSESSMENT
- B. THE STUDENT EXPERIENCE
- C. RESOURCES AND FACILITIES
- D. ADMINISTRATION, MANAGEMENT AND STAFFING
- E. PROMOTION AND STUDENT RECRUITMENT
- F. WELFARE OF STUDENTS UNDER 18 YEARS
- G. STRATEGY, RISK AND GOVERNANCE
- H. ONLINE DELIVERY
- I. ELT QUALIFICATIONS



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- Outline Quality Framework
- Which areas best cover the topic of Change management? D and G. (2 mins)



# CHANGE MANAGEMENT

## Group activity

Write on Butcher's paper;

- **the benefits of good change management**
- **the impacts of poor change management.**

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- Group activity – Individuals write on Butcher's paper / Whiteboard benefits of good change management and impacts of poor change management. (10 mins)
- Discuss some responses as a group (5 mins)

# CHANGE MANAGEMENT

Benefits of effective CM	Costs of poor CM
<ul style="list-style-type: none"> <li>• The benefits of the change serve as motivators and benchmarks</li> <li>• The day to day running of business not affected</li> <li>• Reduced time period for implementation</li> <li>• Increased chance of successful change</li> <li>• Employee performance increases as a result of staff feeling supported and understanding the change process</li> <li>• Managed costs of change</li> <li>• Opportunity for the development of best practices, leadership, and team building</li> <li>• Smooth transition from the old to the new while maintaining morale, productivity, and company image</li> <li>• Correct perception of the change for staff and public is created</li> <li>• Efficient communication</li> <li>• Minimized resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>• Employee morale suffers and divisions between “us” and “them” begin to emerge in the organization</li> <li>• Confidence in leadership decreases</li> <li>• Productivity declines on a larger scale for a longer duration than necessary</li> <li>• Loss of money / unnecessary expenditure</li> <li>• Students and other stakeholders feel the impact and see the disruption caused by the change</li> <li>• Stress, confusion and fatigue all increase</li> <li>• Passive and active resistance</li> <li>• Valued employees leave the organization</li> <li>• Future changes are more likely to stall or fail</li> </ul>

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- View and discuss points on the slide (5 mins)
  - **Benefits of the change** – Five sources of meaning; *Society & Mission / Customer / Company / Team / Me*
  - **Active resistance** (Being critical, Blaming/accusing, Blocking, Fault-Finding, Sabotaging, Undermining, Ridiculing, Intimidating/threatening, Starting rumors, Appealing to fear, Manipulating, Arguing, Using facts selectively, Distorting facts, Raising objections)
  - **Passive resistance** (Agreeing verbally but not following through, Failing to implement change, Procrastinating/dragging feet, Feigning ignorance, Withholding information, suggestions, help or support, Standing by and allowing the change to fail)
  - **How can poor CM cost organisations money?** (investment in solutions that do not solve the problem, loss of students/business short/long term, staff turnover etc)
  - **What is the impact on students, agents and service providers?** (quality decreases in all areas, mistakes and slow correspondence, poor reputation established)

<https://www.change-management-coach.com/benefits-of-change-management.html>

30'

## The Influence Model



<https://www.mckinsey.com/business-functions/organization/our-insights/the-psychology-of-change-management>

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(2 mins)

## Developing talent and skills

**How Good Are Your Change Management Skills? Take the quiz...**

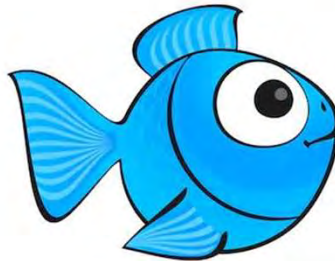
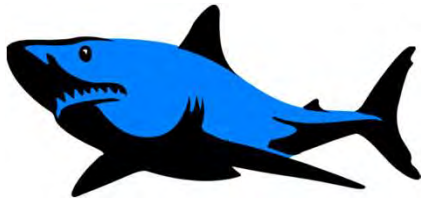


[https://www.mindtools.com/pages/article/newPPM\\_56.htm](https://www.mindtools.com/pages/article/newPPM_56.htm)

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- Complete quiz (5 mins)
- Discuss quiz results with peers (5 mins)

# Are You a Shark, a Carp or a Dolphin?



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## THE STRATEGY OF THE DOLPHIN: UNDERSTANDING THE METAPHOR

A useful analogy for describing human performance in the world of business. Several years ago, San Diego researchers placed 95 sharks and 5 dolphins (no carps, but you will understand why) in a large pool and let them live together for a week. Guess what they saw when they checked back on them seven days later... But first, let's have a closer look at the animals used as the metaphor to explain human nature and individual behaviors.

- Handout animal cards to participants. Groups read information about discuss their animal. (5 mins)
- Mix groups and outline key features of their animal. (5 mins)
- Report back to whole group key features. (5 mins)

### The Carp

The common carp is a victim. He fears to be hurt and would flee any potential danger, even if it means sacrificing everything. Often, the carp has lived some traumatic events, and feels trapped in the defeat. Carps prefer the status quo and avoid any change to reduce the risk of suffering. Self-sabotage, self-imposed limitations and fears... they are chronic victims. While carps have the strength to take action, their constant fear of adversity prevents them from coming out from the shadows and taking a stand. At the same time, carps are proud and composed; they rarely voice their opinions and often take the back seat or stay out of the game altogether. They play the nice-guy routine, letting others take the risk and the blame...

Carps believe that they live in a world of scarcity. When confronted with change, their behavior is best described as a get-out and give-in play.

We've all been a carp at some point in our life...

There is another type of a carp personality, presented in a more positive light... the pseudo enlightened carp. These people believe in the immense capacities and powers of humans. Unlike their common carp cousins, pseudo enlightened carps believe in a world of absolute abundance. "I believe that all we really need in life is to learn to let go, let the flow carry us, and everything will be fine. It's just a matter of time before everyone wins. All creatures should love and take care of each other." One little snag: these people never take action, they initiate no change to avoid any disruption of their environment. In the end, they are hardly any different from the common carp. They think they are dolphins, but since they are often too nice for their own good, they get eaten by the shark.

### The Shark

The shark is a ferocious predator, no surprise here! Sharks have no remorse when it comes to winning at any expense, and they make no distinction. For the shark, everything and everyone is a potential threat or competition. They believe they live in a world of scarcity and limitations. They are intolerant, impulsive and always ready to attack. "For me to win, you have to lose." It is the opposite of a win-win approach. Sharks have several strategies to achieve a personal win, because winning is the only acceptable outcome, whatever the cost: cheat, create panic and confusion by whirling and raising waves, never admit to their faults, distort reality, hoping they will never be questioned. Sharks have an insatiable lust for power, they seek to control. And for that they maintain a general climate of crisis to keep others feeling dependent on them. Only their vision can be valid. Egocentric and narcissistic, they accept only their own judgment. For sharks, the ideas and solutions suggested by others do not deserve any attention. While they prefer the stronghold strategy, when challenged by a stronger opponent sharks can resort to compromise or trade-off. However, their strategy of control is not viable in the long term.

### The Dolphin

Unlike carps and sharks who believe they live in a world of scarcity, the dolphin believes in abundance. While dolphins admit there might be shortage of resources, they choose not to live in fear of it. They are inventive, playful and intelligent. They believe in cooperation and can easily adapt to any changing situation to make the best use of the available resources and to find elegant solutions that would combine precision, consistency and simplicity. Dolphins thrive in tougher environments, using their flexibility and adaptability to achieve more with less. Besides, Cybernetics states that the most flexible person will have the advantage in any situation. The dolphin would not blindly apply laws and principles, but rather advocate strategies that work.

A master of creativity and adaptability, the dolphin will sometimes behave as a carp, sometimes as a shark, depending on the situation. The dolphin works towards a specific goal, knowing all the facts, hoping to achieve improvement, innovation and evolution by continuously pushing the limits, towards a world where everyone is a winner.

The dolphin can control, compromise, give up or give in, show disengagement or noncommitment... But unlike sharks and carps, the dolphin does not pursue his own interests, but works for the collective good. For example, a dolphin can be authoritative, pushy and even go as far as offending some people in the case of a medical emergency (and will take care of mending relationships later once the emergency is taken care of). And when the result is of little importance, a dolphin can become disengaged. The noncommitment strategy may be one of the dolphin's preferred ones. The Dolphin thus avoids nonconstructive tasks and situations in order to invest time and energy in the true values and goals.

So, what do you think happened in the pool? Well, the researchers found 95 dead sharks and 5 dolphins playing together. How come?

60'

## Change Equation

$$\text{Dissatisfaction} \times \text{Desirability} \times \text{Practicality} > \text{Resistance to Change}$$

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**Dissatisfaction** – Your team has to feel dissatisfied with the current situation before a successful change can take place. Without dissatisfaction, no one will likely feel very motivated to change. Dissatisfaction could include competition pressures ("We're losing market share") or workplace pressures ("Our sales processing software is crashing at least once a week"). Dissatisfaction can be any factor that makes people uncomfortable with the current situation.

**Desirability** – The proposed solution must be attractive, and people need to understand what it is. If your team doesn't have a clear vision of what things will be like after the change, and why things will be better, then they probably won't be willing to work to deliver it. The clearer and more detailed you make this vision, the more likely it is that your team will want to agree with the change and move forward.

**Practicality** – Your team must be convinced that the change is realistic and executable.

**Resistance to change** – Resistance to change includes people's beliefs in the limits of the change ("A new system won't fit with our unusual business process"), stubbornness toward any change ("I don't want to have to learn how to use a new system"), and general inertia or lack of interest at the beginning.

And because there's a multiplicative relationship between Dissatisfaction, Desirability and Practicality, if one element is missing, that variable will have a value of zero – meaning that this whole side of the equation will equal zero.

(2 mins)

## Change Management activities

- Ensuring that there is clear expression of the **reasons for change**, and helping the sponsor communicate this.
- Identifying **"change agents"** and other people who need to be involved in specific change activities, such as design, testing, and problem solving, and who can then act as ambassadors for change.
- Assessing all the **stakeholders** and defining the nature of sponsorship, involvement and communication that will be required.
- Planning the **involvement** and project activities of the change sponsor(s).
- Planning how and when the changes will be **communicated**, and organizing and/or delivering the communications messages.
- Assessing the **impact** of the changes on people and the organization's structure.
- Ensuring that people involved and affected by the change understand the **process of change**.
- Making sure those involved or affected have **help and support** during times of uncertainty and upheaval.
- Assessing **training** needs driven by the change, and planning when and how this will be implemented.
- Identifying and agreeing the **success indicators** for change, and ensure that they are regularly measured and reported on.

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- Read through points (2 mins)

# Lewin's 3 Phase Model

## KURT LEWIN'S 3 PHASE MODEL AS THE PIONEERING THEORY



Lewin, K. (1947) Frontiers in Group Dynamics. Concept, Method and Reality in Social Science. Social Equilibria and Social Change, in: Human Relations, ed. 1, no. 1, pp. 5-41.

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- Let's take a look at some popular models for Managing Change.
- For Lewin, the process of change entails creating the perception that a change is needed, then moving toward the new, desired level of behavior and finally, solidifying that new behavior as the norm.



# Kotter's 8 Step Process

## JOHN PAUL KOTTER'S 8 STEP PROCESS AS A MODERN MANAGEMENT AGENDA



- In groups, reflect on your experience of change management in relation to this model.
- List specific actions you might take for each step.

Kotter, J. P. (1996) *Leading Change*: Harvard Business Review Press.

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- Kotter is a Harvard Business School Professor and world-renowned change expert.
- His process is an easy step by step model which provides a clear description and guidance on the entire process of change and is relatively easy for being implemented.
- Emphasises the involvement and acceptability of the employees for the success in the overall process.
- Major emphasis is on preparing and building acceptability for change instead of the actual change process.

### Step 1: Create Urgency

For change to happen, it helps if the whole company really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving. This isn't simply a matter of showing people poor sales statistics or talking about increased competition. Open an honest and convincing dialogue about what's happening in the marketplace and with your competition. If many people start talking about the change you propose, the urgency can build and feed on itself.

#### Notes:

Kotter suggests that for change to be successful, 75 percent of a company's management needs to "buy into" the change. In other words, you have to work really hard on Step 1, and spend significant time and energy building urgency, before moving onto the next steps. Don't panic and jump in too fast because you don't want to risk further short-term losses – if you act without proper preparation, you could be in for a very bumpy ride.

### Step 2: Form a Powerful Coalition

Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it. You can find effective change leaders throughout your organization – they don't necessarily follow the traditional company hierarchy. To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance.

Once formed, your "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

### Step 3: Create a Vision for Change

When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why you're asking them to do something. When people see for themselves what you're trying to achieve, then the directives they're given tend to make more sense.

### Step 4: Communicate the Vision

What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications within the company, so you need to communicate it frequently and powerfully, and embed it within everything that you do. Don't just call special meetings to communicate your vision. Instead, talk about it every chance you get. Use the vision daily to make decisions and solve problems. When you keep it fresh on everyone's minds, they'll remember it and respond to it. It's also important to "walk the talk." What you do is far more important – and believable – than what you say. Demonstrate the kind of behavior that you want from others.

### Step 5: Remove Obstacles

If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all levels of the organization. Hopefully, your staff wants to get busy and achieve the benefits that you've been promoting. But is anyone resisting the change? And are there processes or structures that are getting in its way? Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

### Step 6: Create Short-Term Wins

Nothing motivates more than success. Give your company a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have some "quick wins" that your staff can see. Without this, critics and negative thinkers might hurt your progress. Create short-term targets – not just one long-term goal. You want each smaller target to be achievable, with little room for failure. Your change team may have to work very hard to come up with these targets, but each "win" that you produce can further motivate the entire staff.

### Step 7: Build on the Change

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Launching one new product using a new system is great. But if you can launch 10 products, that means the new system is working. To reach that 10th success, you need to keep looking for improvements. Each success provides an opportunity to build on what went right and identify what you can improve.

### Step 8: Anchor the Changes in Corporate Culture

Finally, to make any change stick, it should become part of the core of your organization. Your corporate culture often determines what gets done, so the values behind your vision must show in day-to-day work. Make continuous efforts to ensure that the change is seen in every aspect of your organization. This will help give that change a solid place in your organization's culture. It's also important that your company's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started.

- In groups, reflect on your experience of change management in relation to this model.
- List actions you might take for each step (15 mins)

90' (BREAK)

## 1. Create a Sense of Urgency

### What you can do:

- Identify potential threats , and develop scenarios showing what could happen in the future.
- Examine opportunities that should be, or could be, exploited.
- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers, outside stakeholders and industry people to strengthen your argument.

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- Reconvene after the break and share actions in each step. 3 mins approx. each slide.

### What you can do:

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- Examine opportunities that should be, or could be, exploited.
- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers, outside stakeholders and industry people to strengthen your argument.

## 2. Build a Guiding Coalition

### What you can do:

- Identify the true leaders in your organization, as well as your key stakeholders .
- Ask for an emotional commitment from these key people.
- Work on team building within your change coalition.
- Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company.

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### 3. Create a Vision for Change

#### What you can do:

- Determine the values that are central to the change.
- Develop a short summary (one or two sentences) that captures what you "see" as the future of your organization.
- Create a strategy to execute that vision.
- Ensure that your change coalition can describe the vision in five minutes or less.
- Practice your "vision speech" often.

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## 4. Communicate the Vision

### What you can do:

- Talk often about your change vision.
- Address peoples' concerns and anxieties, openly and honestly.
- Apply your vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision.
- Lead by example .

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## 5. Remove Obstacles

### What you can do:

- Identify, or hire, change leaders whose main roles are to deliver the change.
- Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with your vision.
- Recognize and reward people for making change happen.
- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise).

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- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise).

## 6. Create Short-Term Wins

### What you can do:

- Look for sure-fire projects that you can implement without help from any strong critics of the change.
- Don't choose early targets that are expensive. You want to be able to justify the investment in each project.
- Thoroughly analyze the potential pros and cons of your targets. If you don't succeed with an early goal, it can hurt your entire change initiative.
- Reward the people who help you meet the targets.

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- Reward the people who help you meet the targets.

## 7. Build on the Change

### What you can do:

- After every win, analyze what went right, and what needs improving.
- Set goals to continue building on the momentum you've achieved.
- Employ 'Kaizen' principles; incremental changes add up to substantial changes over the longer term, without having to go through any radical innovation
- Keep ideas fresh by bringing in new change agents and leaders for your change coalition.

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### What you can do:

- After every win, analyze what went right, and what needs improving.
- Set goals to continue building on the momentum you've achieved.
- Learn about Kaizen, the idea of continuous improvement.
- Keep ideas fresh by bringing in new change agents and leaders for your change coalition.



## 8. Anchor the Changes in Corporate Culture

### What you can do:

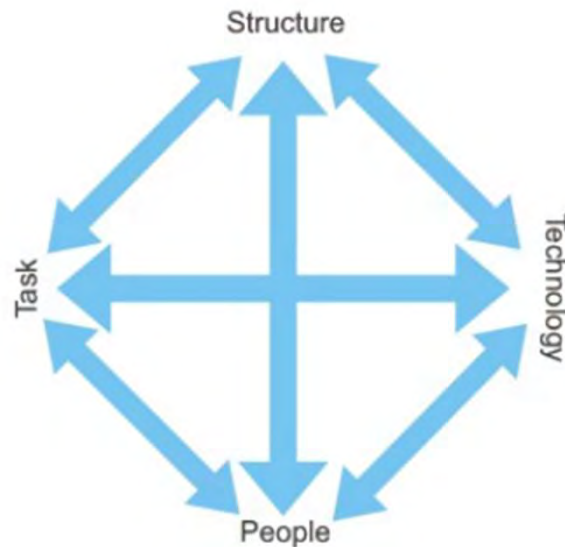
- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.
- Include the change ideals and values when hiring and training new staff.
- Publicly recognize key members of your original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.
- Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten

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- 120'

## Leavitt's Diamond Model



www.mindtools.com

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- Leavitt's model can be a good starting point for any change analysis process. Whether you plan a simple process redesign or a complete organizational restructure, Leavitt's Diamond helps you assess the impact of the proposed change – so you can plan and provide for those impacts in advance.
- To use Leavitt's Diamond, follow this two-step process.

### Step One: Define Each Component

#### Tasks

Identify your work unit's main tasks, including both routine and key tasks. For example, if your work unit is a restaurant, the key tasks could be taking orders, preparing meals, and serving meals. The routine tasks could be cleaning, setting tables, and so on.

To help define your tasks, consider these questions:

- What is the staff expected to do?
- How do staff get work done?
- Why does the work unit exist?

#### People

Define the "people" within your work unit. People are often the key consideration in any change initiative, because skill sets and staff attitudes greatly affect the success of change in any organization.

To help define your "people" component, consider the following:

- What are their beliefs, attitudes, and behaviors?
- What is their response to the proposed change?
- What are their skill levels?
- What are they trained to do?
- What are the rewards that motivate them?
- What is their work culture?

#### Structure

Determine how people are grouped within the work unit. In other words, what is your organizational structure? If we go back to our restaurant example, the structure could be defined in terms of waiters, chefs, managers, cleaners, and so on.

Ask yourself these questions:

- What is the hierarchy in your work unit?
- Is the unit centralized or decentralized?
- Where is the control at each level?
- How are the work units divided?
- What is the geographical breakdown (if everything isn't at one location)?
- How are duties divided?
- What is the workflow?
- What is the communication flow?

#### Technology

Identify the technology that your work unit uses by making these two lists:

**Key equipment and processes** that enable and support your business functions, including computer systems, essential software, devices – anything that enables communication and workflow.

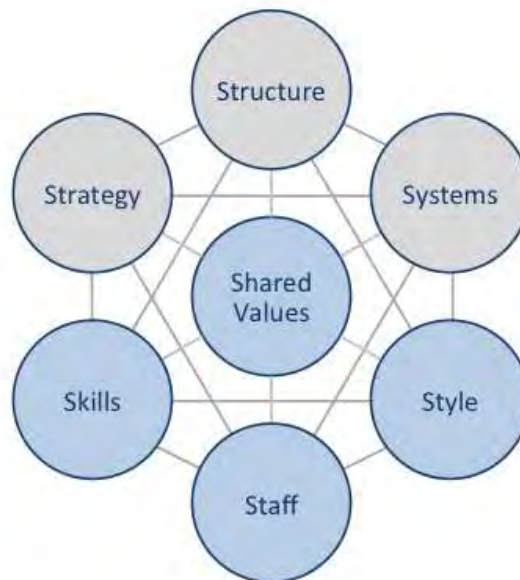
**Tools** you can use to implement the proposed change, including things such as seminars and training materials.

### Step Two: Analyze the Impact of the Proposed Change

Determine how the primary change will impact each of the four components.

- In pairs, discuss how the recent Change in ELICOS Standards 2018 P4.1ciii) formal benchmarking of Direct Entry Courses might have been addressed through this model and share with group (10 mins).

## McKinsey 7S Model



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- Popular strategic planning tool.

### Strategy:

What is our strategy?  
How do we intend to achieve our objectives?  
How do we deal with competitive pressure?  
How are changes in customer demands dealt with?  
How is strategy adjusted for environmental issues?

### Structure:

How is the company/team divided?  
What is the hierarchy?  
How do the various departments coordinate activities?  
How do the team members organize and align themselves?  
Is decision making and controlling centralized or decentralized? Is this as it should be, given what we're doing?  
Where are the lines of communication? Explicit and implicit?

### Systems:

What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage.  
Where are the controls and how are they monitored and evaluated?  
What internal rules and processes does the team use to keep on track?

### Shared Values:

What are the core values?  
What is the corporate/team culture?  
How strong are the values?  
What are the fundamental values that the company/team was built on?

### Style:

How participative is the management/leadership style?  
How effective is that leadership?  
Do employees/team members tend to be competitive or cooperative?  
Are there real teams functioning within the organization or are they just nominal groups?

### Staff:

What positions or specializations are represented within the team?  
What positions need to be filled?  
Are there gaps in required competencies?

### Skills:

What are the strongest skills represented within the company/team?  
Are there any skills gaps?  
What is the company/team known for doing well?  
Do the current employees/team members have the ability to do the job?  
How are skills monitored and assessed?

## Workshop activity

### Brainstorm in your group:

- A hypothetical major change that is imminent in our industry
- How would your team (as members of the same organization) prepare for this change?

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- Participants work in groups to implement a model to their scenario. (15 mins)

#### **Suggested major changes:**

- Another 'perfect storm' resulting in unexpected dramatic decrease in student numbers
- An unexpected large number of new providers offering English language programs, resulting in a saturated market
- A digital revolution resulting in virtual English language learning being the norm
- Groups pair and share (5 mins)

180'

## Feedback

**We value your feedback. Please take a moment to fill out this short survey.**



<https://www.surveymonkey.com/r/L8NQKFJ>

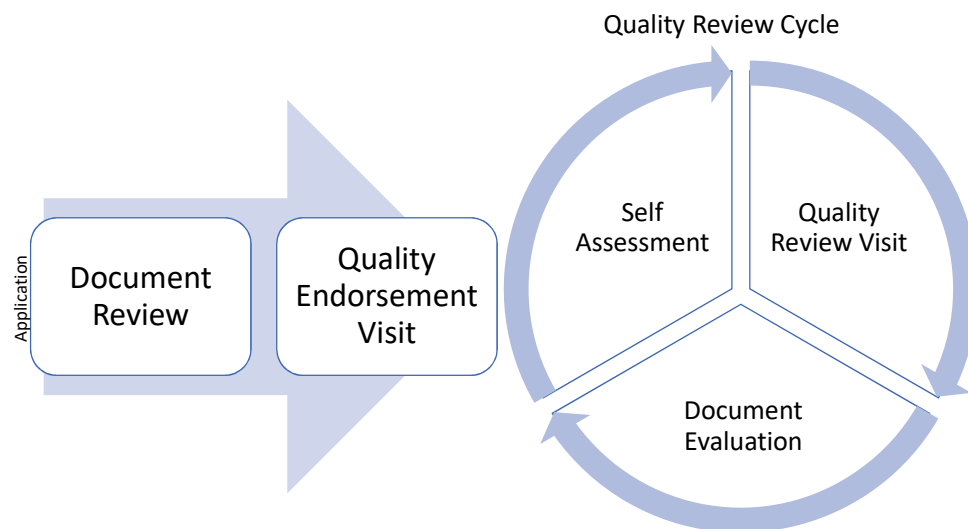
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- Note slides will be made available. Refer to further support info at <https://www.business.qld.gov.au/running-business/employing/staff-development/managing-change>



AS A LEADER, TEACHER, PRACTITIONER, PROFESSIONAL OR STUDENT IN EDUCATION,  
WHAT TRANSFORMATIVE JOURNEYS HAVE YOU SEEN OR EXPERIENCED?  
HOW CAN WE HARNESS THE POWER OF JOURNEYS IN CREATING AND MAINTAINING  
A SUSTAINABLE FUTURE IN EDUCATION?

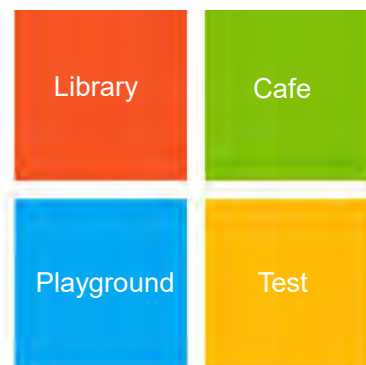
## NEAS Quality Endorsement at a glance



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1. Strategy, Risk and Governance
2. Teaching, Learning and Assessment
3. The Student Experience
4. Leadership in ELT – NEW!
5. Online Delivery - NEW! Coming Aug 2019
6. Welfare of Students Under 18 – NEW! Coming Sep 2019
7. Administration, Management and Staffing – NEW! Coming Oct 2019
8. Promotion and Student Recruitment – NEW! Coming Nov 2019



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