Welcome to..

Strengthening Your Team During Times of Change

Facilitator: Carol Jones

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Aims of the 'Strengthening Your Team' Series

1. Support senior teams to re-connect and connect during and after significant change, including the current CV19

2. Consider the theory and practice of team development as well as the leadership of change

3. Encourage you – as a team - to become even more effective in developing strategies for effectively leading change.

Session Protocol
Questions later (use chat)

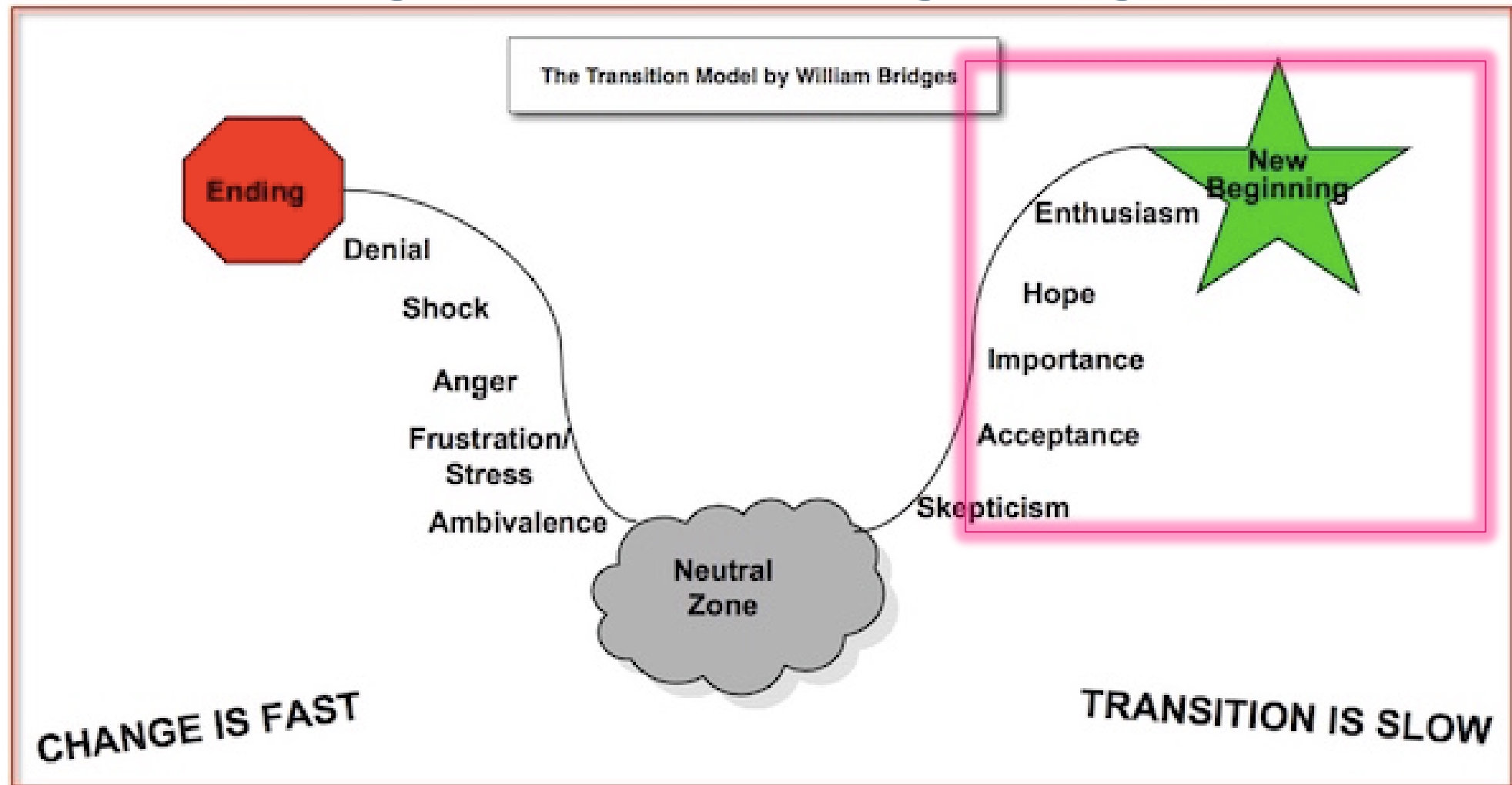# 'The world we knew is over - let's focus on the future'

ASCL general secretary Geoff Barton says that, if teachers focus on what they can control, we can create an education system fit for a post-pandemic era

By Geoff Barton
05 June 2020 - 13:16

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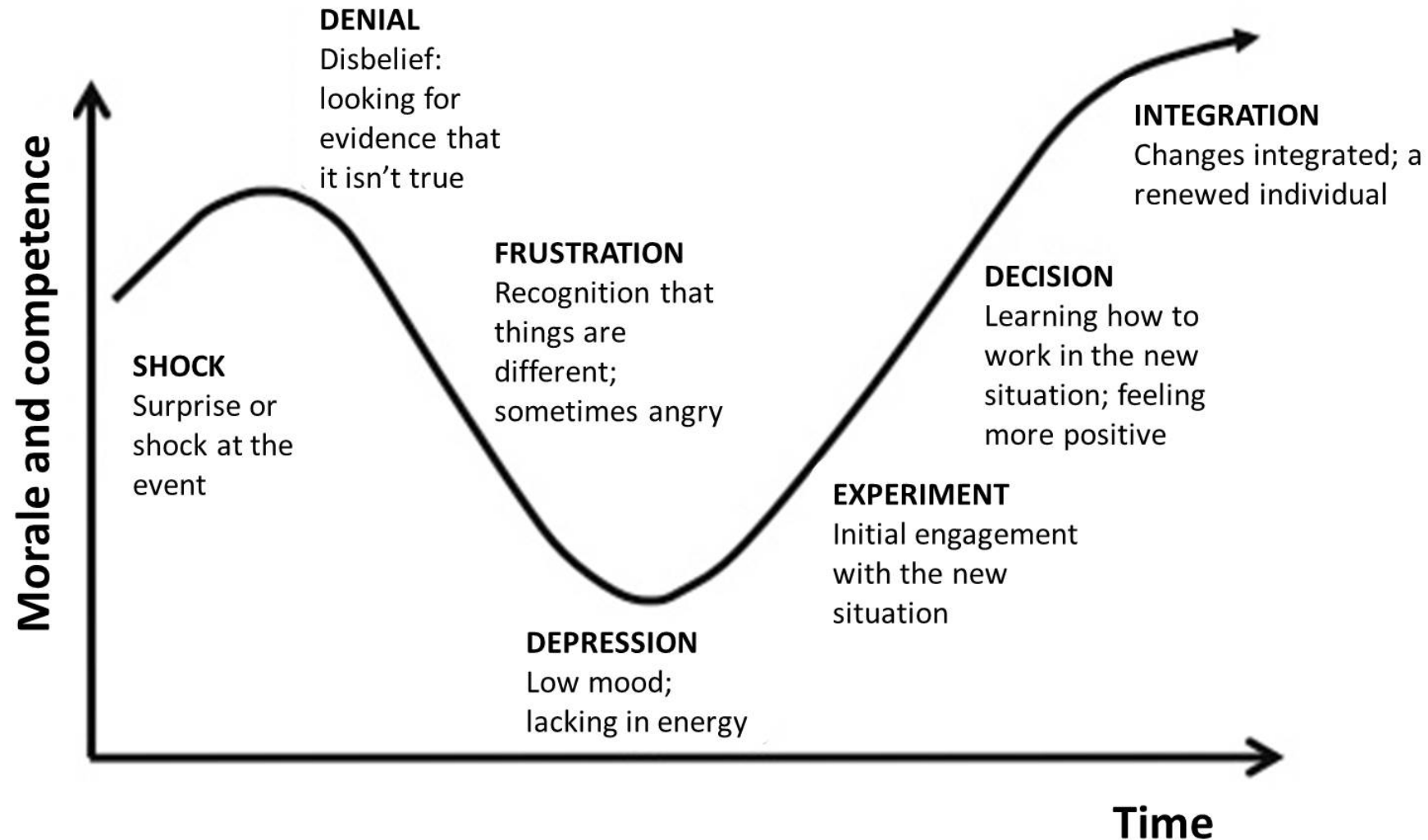# Focusing on the 'New Beginnings' Phase

The Transition Model by William Bridges

Ending

Denial

Shock

Anger

Frustration/Stress

Ambivalence

Neutral Zone

Skepticism

Acceptance

Importance

Hope

Enthusiasm

New Beginning

CHANGE IS FAST

TRANSITION IS SLOW

Elizabeth Kubler-Ross – Change and Emotion

Morale and competence (y-axis) / **Time** (x-axis)

DENIAL
Disbelief: looking for evidence that it isn't true

INTEGRATION
Changes integrated; a renewed individual

FRUSTRATION
Recognition that things are different; sometimes angry

DECISION
Learning how to work in the new situation; feeling more positive

SHOCK
Surprise or shock at the event

EXPERIMENT
Initial engagement with the new situation

DEPRESSION
Low mood; lacking in energy

Model 1 - Kotter's Cycle of Change

Creating a climate for change

Engaging and enabling the whole organization

Implementing and sustaining change

1	2	3	4	5	6	7	8
Increase Urgency	Build the Guiding Team	Get the Right Vision	Communicate for Buy-in	Empower Action	Create Short-term Wins	Don't Let Up	Make it Stick

[5] Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press

LEADING ON

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# Model 2 - Viviane Robinson: Reduce Change to Increase Improvement

Bypassing theory of action or Engaging theory of action?

REDUCE CHANGE TO INCREASE IMPROVEMENT

VIVIANE ROBINSON

CORWIN IMPACT LEADERSHIP SERIES

1. Agree on the problem to be solved

2. Reveal the relevant theory or theories of action

3. Evaluate the relative merit of the current and alternative theories of action

4. Implement and monitor a new, sufficiently shared theory of action

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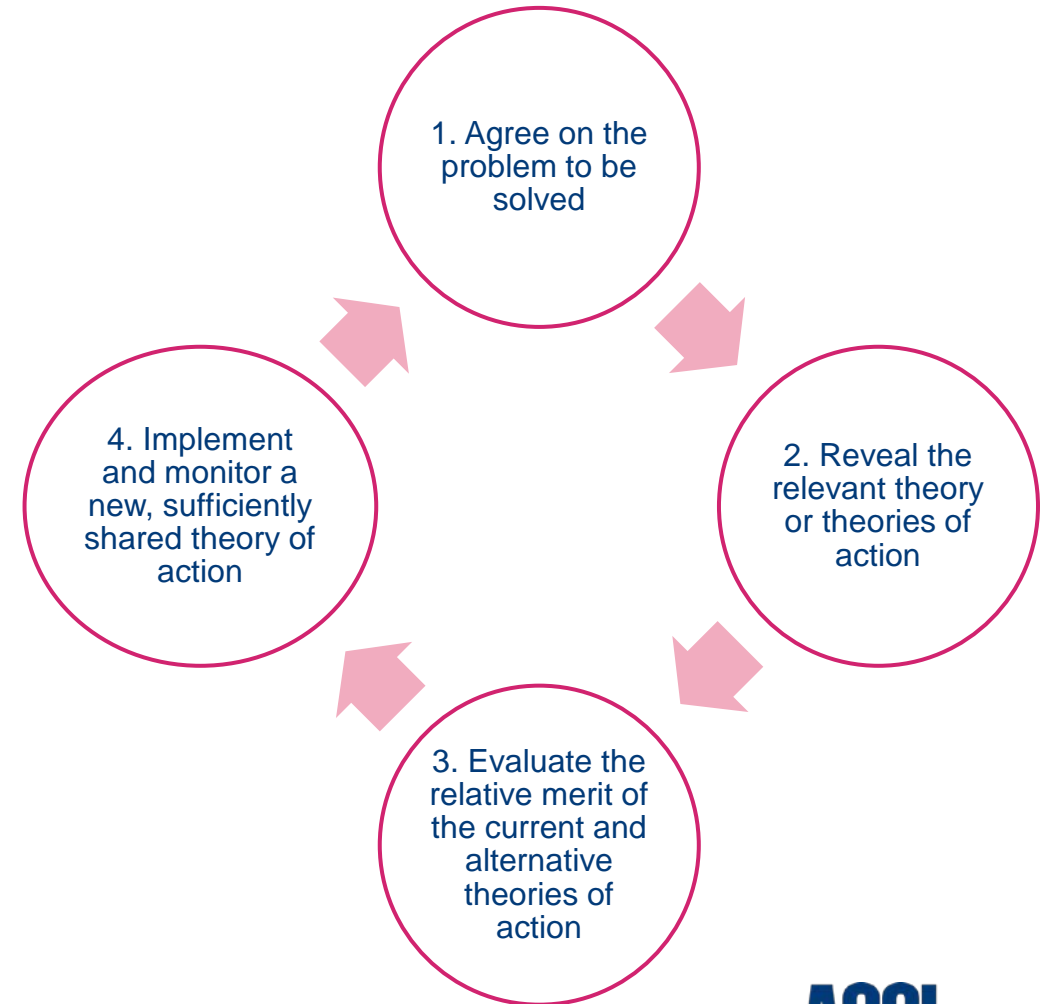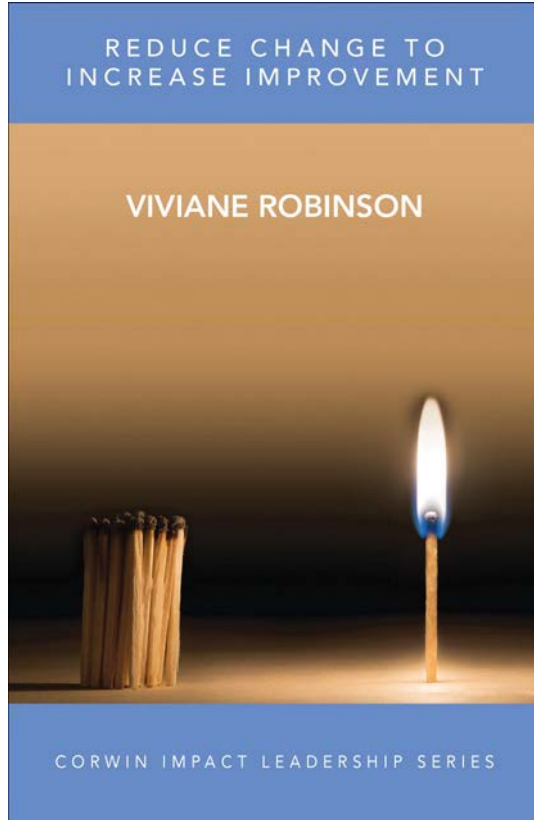
Successful Change Depends on Investing Time in Relationships

|	Tangible	Intangible
Organisation	Strategy Systems Outcomes	Organisational culture Team culture Leadership Staff engagement Loyalty
Personal	Job role Line-management Remuneration /benefits Capabilities Location	Commitment Intrinsic rewards Personal history Relationships Values Personality
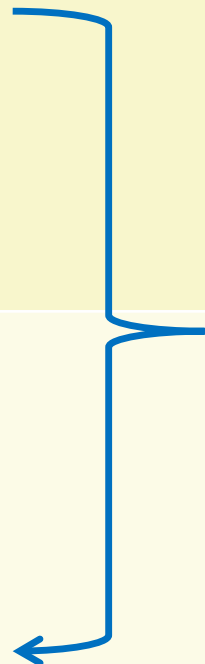
What's the team's role in leading change?

We can't affect change successfully unless we build trust ……..understand each other's world view /values /experiences
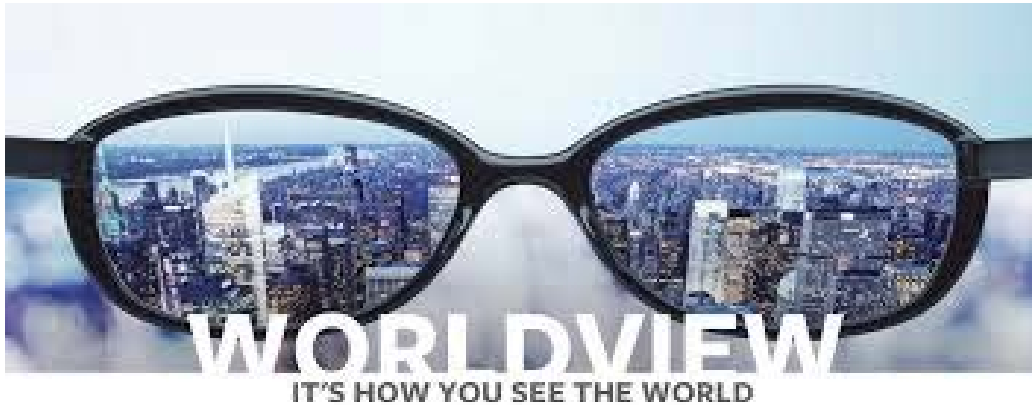
WORLDVIEW
IT'S HOW YOU SEE THE WORLD

How and From Where Might Teams Find Their 'Beginnings'?

Stage 1 - Wider picture – raise philosophical questions in the team (alongside values work)

Stage 2 - Communities (stakeholders) – using communication systems

Stage 3 - Exploring solutions to immediate challenges – building on trust talk

How and From Where Might Teams Find Their 'Beginnings'?

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Pool of Ideas

Construct Stage 1 – Team emerges from neutral zone asking philosophical questions about education

Change is Here… for Good….

Example 1 – Education Leadership Collective @EdLeadCollecti1

MAT chiefs and maintained heads to unite in 'new voice'

Pandemic helps provide impetus for new 'collective' promoting collaboration between maintained schools and academies rather than competition

"This unprecedented dose of Covid-19 has given many of us within the education sector a real opportunity to pause, to reflect, to glimpse into another possible world of schools.
"We can imagine an alternative paradigm that shifts its focus from fragmentation and competition, to dream for greater collaboration, connections, creativity and compassion in our schools and a re-imagined narrative for education."
Aims of the group include to create::
- A space where all members can contribute views, thoughts and challenges.
- Create a collective voice which has power, influence and traction at the national table.
- Make significant contribution to a re-imagined, unified education system that places our young people equal with their local, national and international peers.

Example 2: Big Education - Learning from Lockdown
Liz Robinson (HT) & Peter Hyman (Exec HT), Co-directors of Big Education

How the current crisis could change the way we think about education

Peter Hyman
@PeterHyman21

Join the debate, share your ideas. Your chance to write for the new learningfromlockdown.com website where we are bringing together fresh insights and practices from lockdown that could stay in place once schools are properly back.

Mission

This blog tries to answer the question, what can we learn from lockdown that will improve education when schools return? This blog will help to curate some of these ideas and insights, so that this extraordinary forced experiment genuinely has lasting legacy and real benefit.

Our belief is that we can emerge from this difficult period with a better, bolder and more fulfilling way of schooling our children. With your help we can do something really special. Please sign up, contribute, and make your voice heard.

Enquiry questions

What things have you started doing that you want to keep?

What are the things you want to get rid of on your return to school?

What do you miss from the way things were before the crisis?

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Construct Stage 2 – Researching communities (stakeholders) – using communication systems to ask questions and consult

What are you experiencing? What will help you and our communities at this time? How can we encourage our children /staff to learn? How are we meeting with hard to reach families /children?

Construct Stage 3 - Explore solutions to immediate challenges

Thank You Evelyn Forde,
HT and Team ASCL Panel
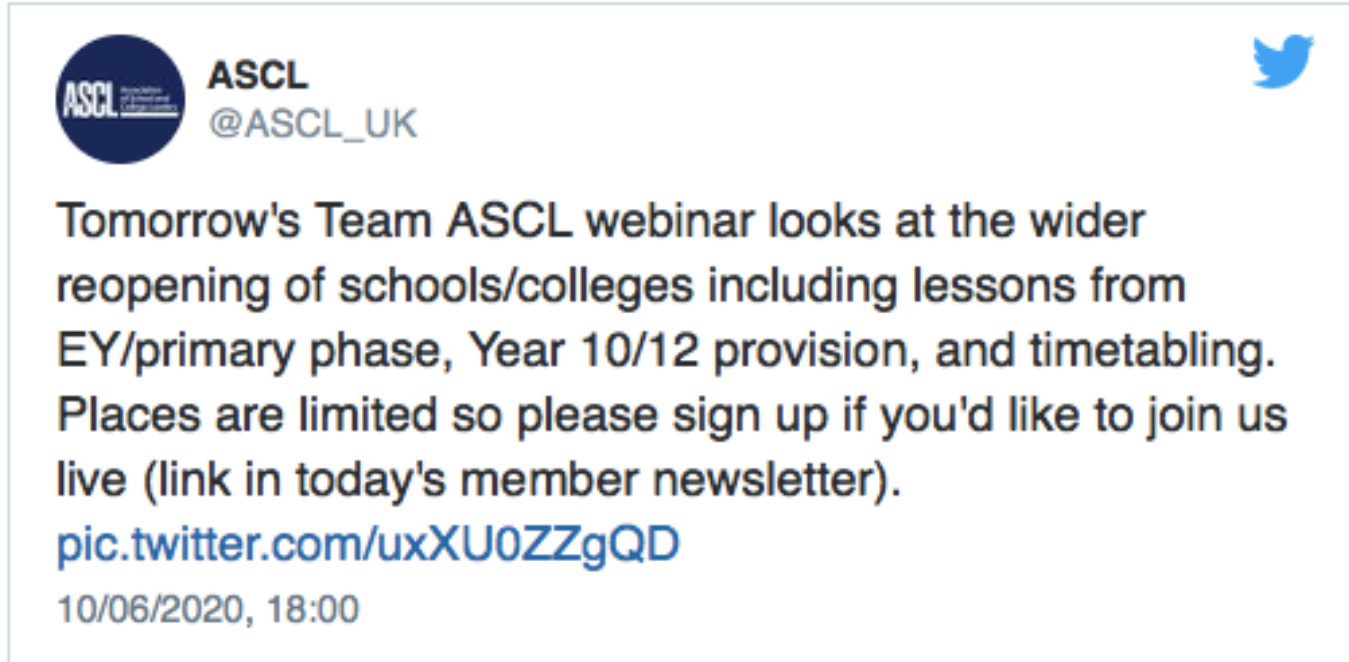
Construct Stage 3 - Explore solutions to immediate challenges – build on trust talk

Toolkit 7 Step Problem Solving/ Teambuilding (PSTB) Technique

Helping to solve a school's problem through a team decision-making technique

Toolkit 1 Problem Solving Teambuilding (PS/TB) Technique

- Structured approach to problem solving

- Iterative and participative process

- Team building experience

- Time bound

Roles, responsibilities and rules

Owner

- Decision maker

- Owns the problem

- Focused on content

Resources

- Contribute ideas and expertise

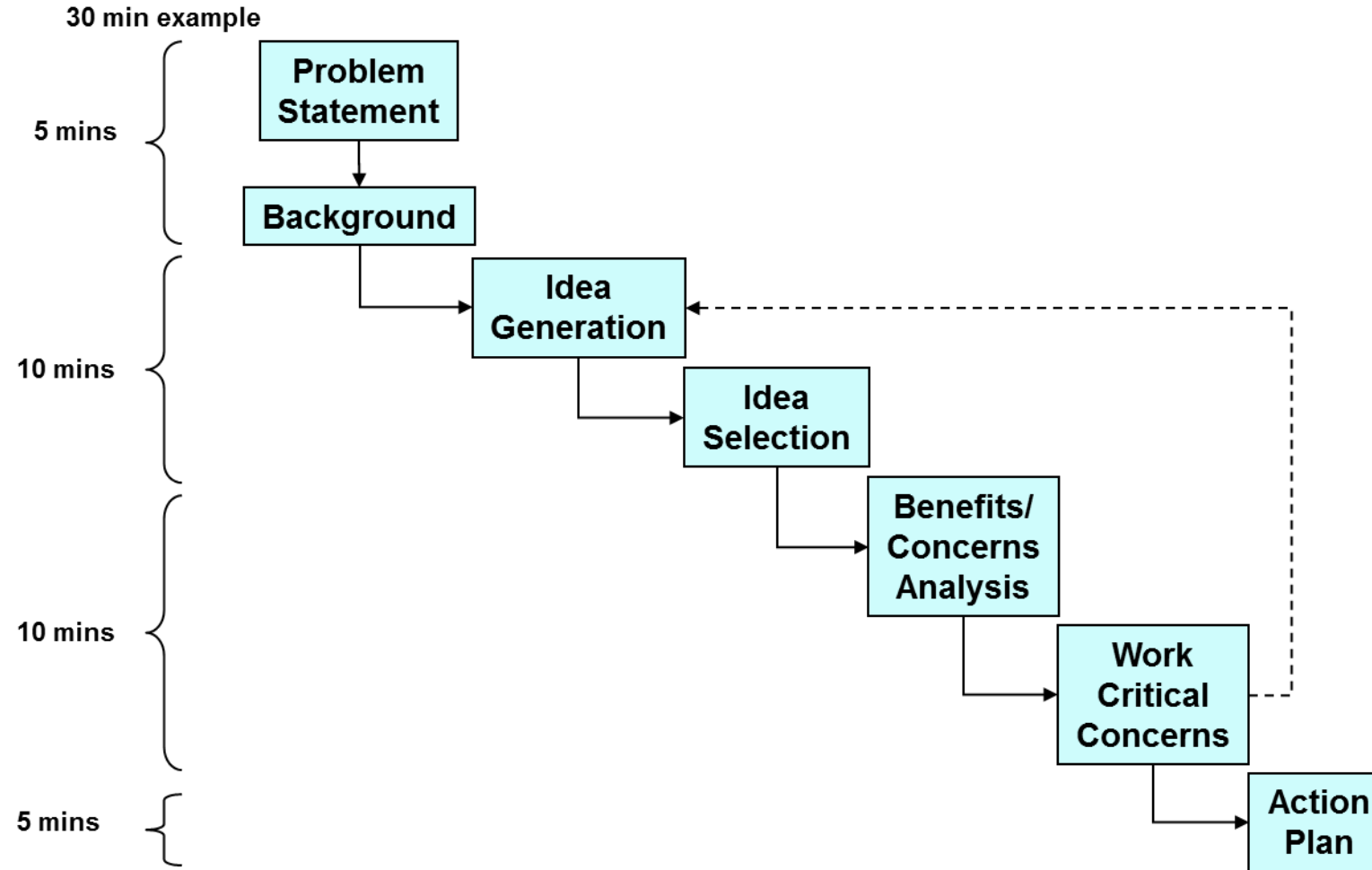- Follow the process

- Helps the team attain the goal

Facilitator

- Focused on the process

- Keeps the meeting on track

- Promotes creativeness

Rules

- **Agree the time contract (e.g. 20, 30, 45 mins)**
- **Positive behaviours**
- **Remember who owns the problem**

The PSTB process has seven steps for the team to work through

Recording your strategy / actions using (different) models i.e RACI

Responsible
- The person who actually carries out the process or task assignment
- Responsible to get the job done

Accountable
- The person who is ultimately accountable for process or task being completed appropriately
- Responsible person(s) are accountable to this person

Consulted
- People who are not directly involved with carrying out the task, but who are consulted
- May be stakeholder or subject matter expert

Informed
- Those who receive output from the process or task, or who have a need to stay informed

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Toolkit 2 Solutions from Coaching – Remote (Teams /Zoom)

Context (3 mins)

What's the main issue?

Coach asks clarification questions

Summarises what the problem seems to be

'so the problem is …'

Generate options

What have you tried so far?

What would it look like if this challenge was sorted?

What options are open to you?

Move to solutions to challenges & actions

So, from what you've said you've identified xx as a possible solution?

Completion (what, when, how)

How will you move this forward?

When will you do this?

Put a date /timeline

What makes an effective team?

- Trust
- Clear Communication
- Teamwork
- Alignment and cohesion
- Commitment: accountability, responsibility, flexibility
- Emotional intelligence
- Cooperation, collaboration
- Honesty and integrity

A Summary…
Strengthen Your Team By Developing Trust Through Action

BUILD YOUR TEAM - (a 'team recovery' programme) – using diversity to develop trust and enhance communication

Share CHANGE processes together (recognize the theory in the practice)

Find SOLUTIONS and STRATEGIES during the 'new beginnings' phase

Reflections / Sharing Points /Questions (use chat)

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Next Steps

Further help… contact Carol Jones
via ASCL PD