

Change management

We recognise that a Community of Learning | Kāhui Ako can benefit from change management support as it develops and tackles its achievement challenges.

Communities of Learning are based on collaboration - education providers working together, making decisions by consensus and sharing good practice, ideas and resources. Effective change management will enable a Community of Learning to identify and make the positive changes that support this way of working.



Change management guides how we prepare, equip and support people to successfully adopt change, create success and achieve desired outcomes.

Change managers can work across three levels of change:

1. effective individual change
2. organisational change
3. enterprise change across the entire Community of Learning.

Change managers can facilitate support for the Community of Learning to work together as a connected, collaborative community.

A change manager can offer advice and practical support in areas such as leadership arrangements, communication and engagement with a variety of stakeholders, establishing effective processes and ways of working, and identifying creative ways to share resources to maximise the impact on children and young people's learning.

Support can be provided to:

- » manage the logistics of working effectively with multiple schools, tertiary providers and early learning services me ngā kōhanga reo
- » facilitate the work of multiple boards of trustees and how they could work better together
- » provide assistance during recruitment and appraisal of Community of Learning roles
- » create a shared vision for a Community of Learning, ensuring all the members are heading in the same direction
- » share and use multiple systems and processes across members of the Community of Learning
- » find efficient ways to share resources and ways to work smarter and more collaboratively
- » communicate effectively and in a timely manner with your parent and wider community.

FAQs

Our Community of Learning has a variety of needs, can we only get one change manager?

No, not at all! It helps to think about change management as a function that encompasses a variety of skill sets that can be fulfilled by a number of different roles. Professionals are available who have skills and capability in a range of change areas. Each Community of Learning may have a variety of needs that a number of change professionals can assist them with over time. As a Community of Learning develops they will go through periods of different activity and may engage a variety of professionals over time.

What change management roles are available and how long should each engagement be?

A variety of roles are available, so the Community of Learning can source a specific skill set to meet its particular needs.

The roles range from short term support to help with the Community of Learning formation through to longer term professional change expertise from a change manager. Based on feedback from a number of Communities of Learning we have drafted generic service descriptions for four roles. These are **change manager, HR support, communications and engagement specialist, change support**. Typically the engagements would be short term with very specific deliverables.

For Communities of Learning that would like to address significant areas of change, we have identified a panel of suitably qualified change managers. These experts will work directly with Community of Learning leadership to provide practical support and assist them in the design and development

of a medium to longer-term work programme. Change managers will assist the leaders to put systems and structures in place to create sustainable change. They will also address the need to create an environment of effective change using a variety of mechanisms such as culture, behaviour and communications.

The change managers are experts with a strong background in change management as well as coaching leaders in governance, project management, planning and monitoring, and building teams. Typically these experts would be engaged over a number of months.

How long is this support available for?

Change management support funding is currently available until 30 June 2019.

Will we be assigned a change professional or can we select a suitable person ourselves?

We want the members of the Community of Learning to feel comfortable with the change professionals they engage and be confident they will get the outcomes they need to achieve their shared goals. Your local education advisor will work closely with you to identify suitable people. A change manager can be chosen from a panel of suitably qualified suppliers.

There is already someone employed in a member school or provider that wants to help us. Can we use them in a change role?

Yes certainly. An existing employee in a non-teaching role may be an ideal candidate for the change role you have identified. However, this role will need to be clearly differentiated from the person's substantive role. All change roles need to have a clear set of

outcomes to be delivered over a defined timeframe. The outcomes and deliverables need to be well understood and agreed to by all parties. Your education advisor can help you work through the practicalities of making this happen.

Our Community of Learning already has an expert partner who helps us with changes. Do we also need a change manager as well?

A change manager has specific skills in managing organisational and structural change, planning and project and stakeholder management. Change managers will bring a different lens to the growth and development of the Community of Learning. These skills complement the work of the expert partners and allow your expert partner to focus on the educational challenges.

Can our expert partner also perform the role of change manager?

No. The two experts will have unique skill sets and different ways of viewing and approaching change. An expert partner will view change based on the educational needs of children and young people and achievement challenges. A change manager will view change from an organisational perspective that encompasses the whole Community of Learning structure. This includes all the systems, processes, members and stakeholders. This is a different view of change than an expert partner has.

Where can I get more information?



Please see the change management role descriptions on our website and contact your education advisor to find change professionals to meet your needs.