THE MANAGEMENT OF CHANGE IN EDUCATION

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Presentation Overview

- Aim of the Study

- What is the Change Management?

- Change Management Models

- Change Management Principles

- Conclusion and Recommendations

Aim of The Study

To explain a variety of theoretical approaches to the management of the change process within organizations and contribute to the field in this area by presenting an integrated model of change management in educational field.

Change Management

'The process of continually renewing an organization's direction, structure and capabilities to serve the ever-changing needs of external and internal customers'

(Moran & Brightman 2001)

Change Management Models

The Planning Approach to The Change Management

- Planning is a process of finding answers to future questions such as
  - what, why, when, how, where, by who, for how long and at what cost and
  - making decision ahead of time about any matter.

Purposes of Planned Organizational Change

- To maintain organizational integrity
- Ensure sustainability, growth and development of the organization
- Increase efficiency, productivity, motivation and satisfaction levels

- Development of trust and mutual support among members of the group
- Provide solutions for issues and arguments
- Improve communication
- Ensure competency based authority rather than position based authority and create synergy effect

Action Research Model

- Definition of the problem

- Change planning

- Application of the plan

- Assessment of the solution

- Changing or keeping the application in the light of the assessment

Lewin's Three Step Model

- Unfreezing the present level of behaviour.
  - ❖ An example of this unfreezing would be a series of management training sessions in which the need for change is incontrovertibly revealed.

- Movement and involves taking action to change the organization's social system from its original level of behaviour or operation to a new level.

- Refreezing
  - ❖ This involves establishing a process that ensures the new levels of behaviour will be relatively secure against reversion to prior modes of operation.

The Emergent Approach

- Nature of the change can not be improved and determined in advance

- Successful management of organizational transition has no simple prescription due to temporary and contextual factors

- Change can not be described as a series of logical decision making activities or a single reaction to counterpart situational conditions

- A successful change is less dependent on detailed plans and designs; and understanding complexity of the relevant conditions and defining a series of valid options are more important

The Emergent Approach

- Change should not be perceived as a series of linear events

- Stresses the unpredictable nature of change

- Apart from only being a method of changing organisational practices and structures, change is also perceived as a process of learning

The Managing Change Model

- Individual response to change
- The general nature of change:
  - The characteristic patterns that typify change efforts in organizations.
- Planning change:
  - concerning the causes of change in organizations, articulation of the vision, how to get from the present to the future, and barriers to effective transitions
- Managing the people side of change:
  - concerning how, when and how much to communicate about change within the organization, and psychological issues related to transition
- Managing the organizational side of change:
  - concerning the design and structural issues of systemic and long-term change efforts
- Evaluating the change effort:
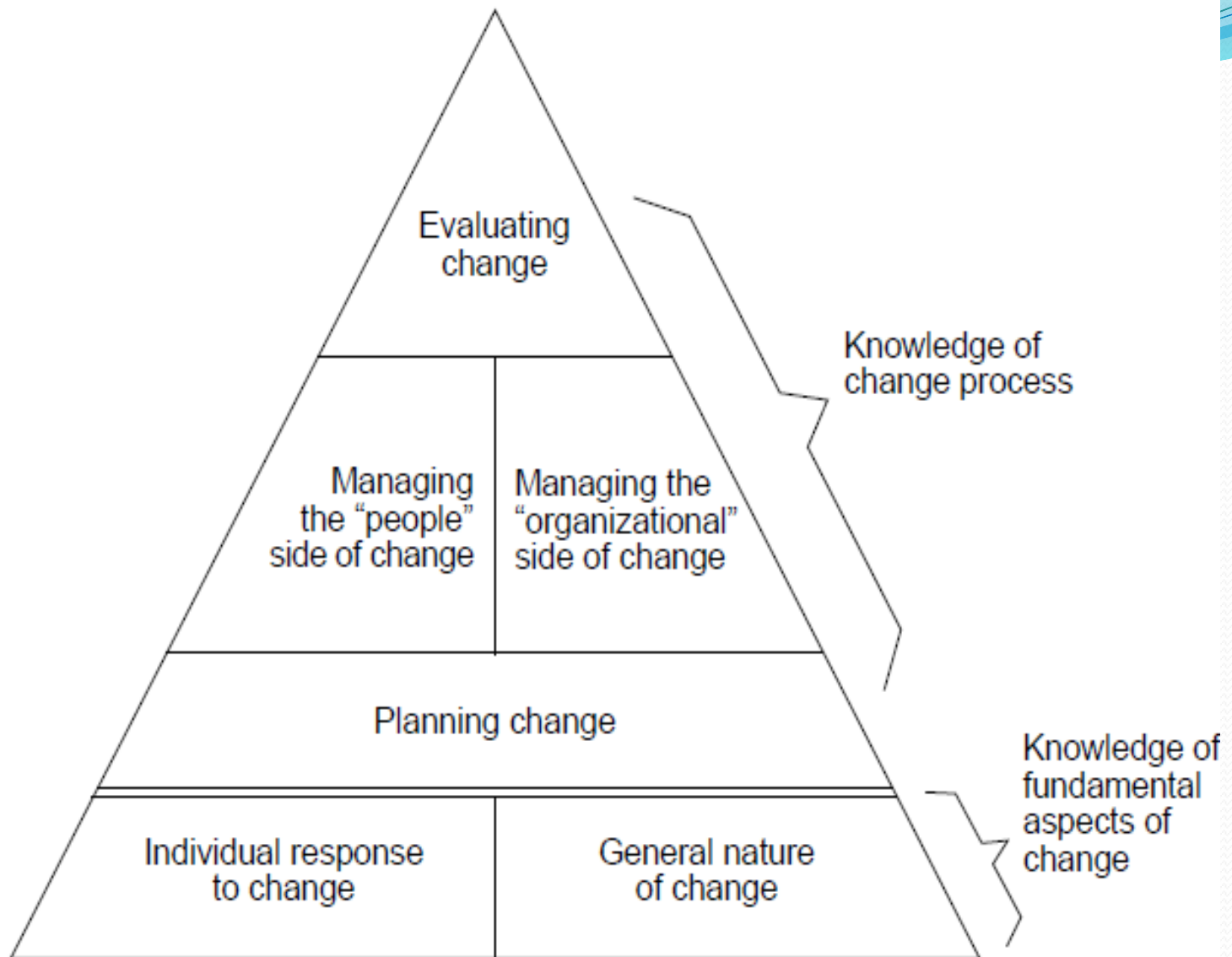 - concerning indicators of a change effort's effectiveness

Figure 1. The Managing Change Model

Change Management Principles

❑ Determine the factors which oppose or facilitate change

❑ Build a broad coalition for the change

❑ Fill key positions with competent change agents: During change process, key positions in the institution must be committed to the change.

❑ Use task forces to guide implementation: Project teams to work may help the change process.

(Yukl 1994)

Change Management Principles

❖ Implement change initially on a small scale:

  ✓ Making a change in a small part of the system can provide tangible evidence of the feasibility and benefits of a change

❖ Change relevant aspects of the organizational structure

❖ Monitor the progress of change

(Yukl 1994)

Change Management Principles

➢ Generate a sense of urgency about the need for a change

➢ Help people cope with the emotional pain of change

➢ Inform people about the progress which occur during change process

➢ Show continued to commitment to the change at all stages

➢ Empower people during implementation process of the change

(Yukl 1994)

Managing Organizational Change

- Establish a work order which is necessary for change
- Think through the change and anticipate issues and problems
- Create informal discussion settings in order to receive feedback for teaching principles of the processes and contents of the change

- Encourage and develop the participants
- Welcome the objections of those who participate in the change
- Be open and prepared to change
- Monitor, support and reinforce the change

Pugh (1993)

Change Management Actions and Procedures

- Define internal and external pressures which push for change

- Identify and clarify purposes and plans

- Carefully integrate existing and the new situations

- Operate within the existing and changing organization culture

- Manage transitions effectively

- Lead micro policies of the organization

- Provide best support in matters such as risk taking and learning

- Ensure participation of participants and ownership of the change event

- Develop self confidence and motivation of participants

- Provide feedback and manage stress

- Change the organization and move it towards learning organizations

Conclusion and Recommendations

- Based on the theoretical approaches to the management of the change process within organizations:

- From educational perspective organisational leaders in schools should take steps for change management initiatives for each of organization's subsystems and should plan and implement this change management process integrated and congruent

THANK YOU