

Managing Change at Redbridge Institute

Open House – Friday 20th September 2024

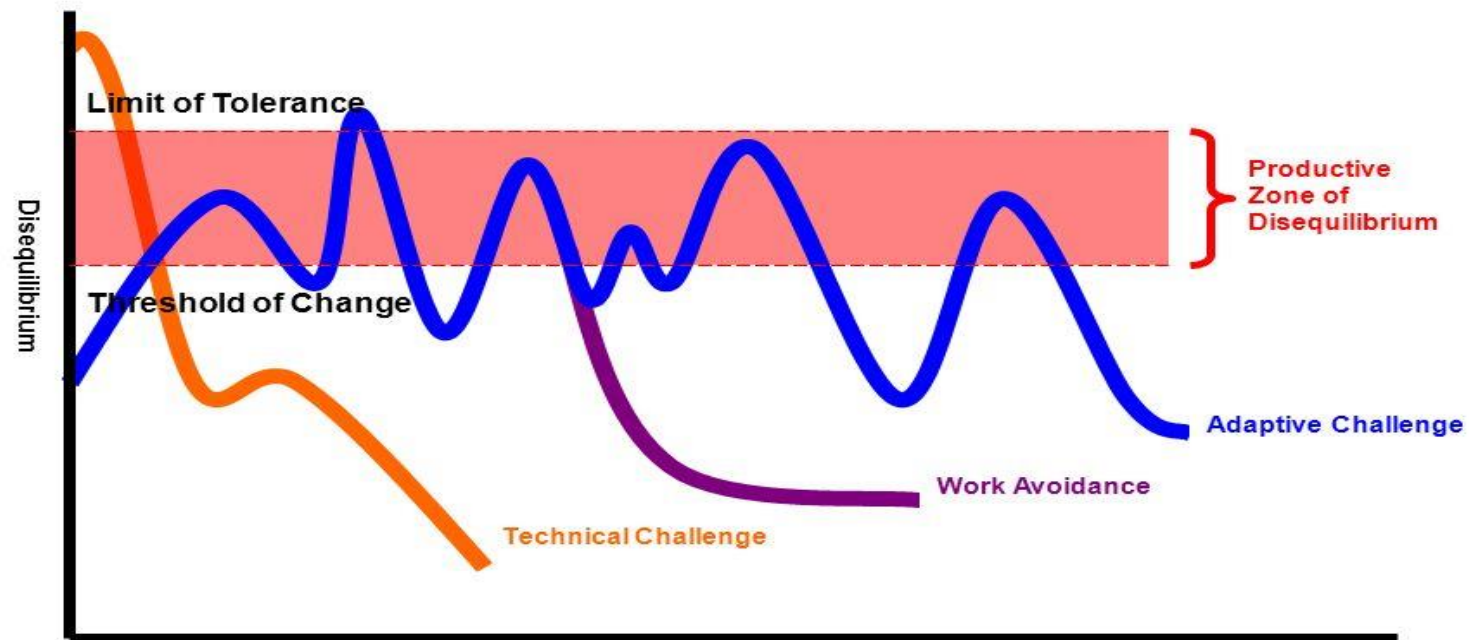
Change questions

- In light of the sector's shift towards being more outcome-focused and cost-efficient, how are you adapting your strategies to meet these evolving demands while still delivering high-quality education that led to an outstanding grade? Did you face any challenges from team members, external partners or other authorities and how did you overcome this?
- I am particularly interested in any tips around managing change.
- What do you feel the top 3 leadership attributes are when running a forward thinking and progressive adult learning service?
- We have recently had a restructure of the service. Due to this, managing change would be beneficial.
- How to manage change in relation to maximising the budget and therefore seeing art/craft courses disappear from curriculum plans
- Interested in managing in a VUCA (volatility, uncertainty, complexity, and ambiguity) world - so would be happy if some of those ideas could be covered if appropriate or fits

Adaptive Leadership

- Adaptive leadership is a practical approach to solving business issues, guiding leaders in identifying and focusing on the important aspects of a business operation and discarding what it can do without
- Leaders who apply adaptive leadership theory go beyond simply addressing challenges and finding ways to solve them. They also anticipate challenges and are able to identify their root causes.
- They are skilled at recognizing what risks are worth taking and what to avoid wasting the organization's time on. This allows them to have the skills they need to adapt to ensure their organization has the best leadership possible.

Adaptive vs technical challenges



Principles of Adaptive Leadership

1. Frame the challenge
2. Get on the balcony
3. Give work back to the people
4. Manage work avoidance
5. Resist seduction of your authority
6. Orchestrate conflict
7. Intervene, regulate stress and hold steady
8. Think politically and find partners

Why is adaptive leadership important?

1. Adaptive leadership can have an enormous impact on an organization because this leadership model places such a strong emphasis on overcoming challenges in order to achieve success.
2. An example of this problem-solution duality is an aspiring business leader who is faced with the challenge of setting ambitious goals and being able to rally team members to accomplish them.
3. An adaptive leader would be motivated by this challenge because of the potential for immense rewards for both the organization and its members.
4. Even if there are setbacks along the way, the leader is undeterred in galvanizing the company toward its goal.

Change Management

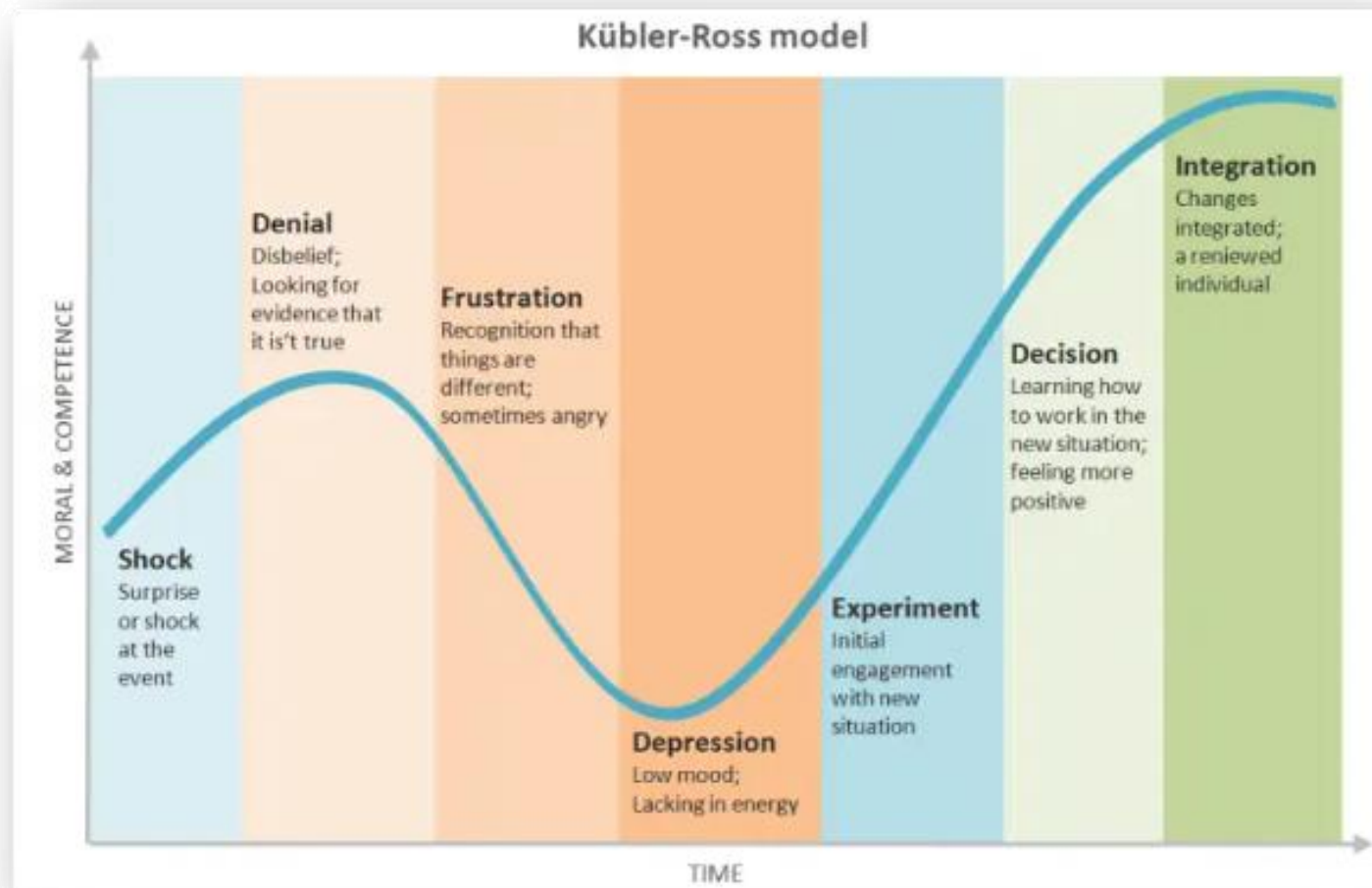
To improve is to change; to be perfect is to change often.

Winston Churchill

Managing change effectively is one of the key challenges that is affecting the sector.

Kubler-Ross Five Stage Model (1969)

- The stages of change are typically represented in the form of a change curve diagram.



McKinsey 7-S



McKinsey 7-S

Three 'hard' factors:

- **Strategy** – the organisation's response to changes in the business environment
- **Structure** – the organisation of functions, tasks, people and lines of authority
- **Systems** – the formal and informal procedures governing operations

Four 'soft' factors:

- **Staff** – the people or human resources and their competencies
- **Skills** – the distinctive capabilities of the organisation
- **Style** – the management styles of leaders and the overall organisational culture
- **Shared values** – the fundamental values shared across the organisation

OUR MISSION

Providing exceptional learning opportunities in a responsive, flexible and supportive way to the local community - *a stepping stone to improving people's quality of life through education, employment and wellbeing.*

OUR VALUES

Including everyone;
leaving no one
behind

Inclusive

Excellent

Always striving for
the best; first-class

Knowledge,
confidence and
ability to make own
decisions

Empowered

Respectful

Held in high or
special regard;
esteem

High degree
of excellence;
outstanding

Quality

Welcoming

Received happily;
giving pleasure

KEY STRATEGIC PILLARS FOR 2021-26

Curriculum

Providing
relevant and
appropriate
pathways for
local residents
with a clear
intent on
progression

Quality

Offering the best
learning journey
experience
and ensuring
excellent
achievement

Partnerships

Working
collaboratively
to deliver
place-based
community-
focused learning

Efficiency

Ensuring financial
sustainability by
delivering cost-
effective services

CMI - Checklist for action planning

1. Drive people out of their comfort zone and make clear to them the need for change
2. Build a team of people to guide the change – this should not necessarily be composed of only senior management
3. A vision is needed to draw together plans and proposals
4. The vision is consistently communicated over time – not just in a ‘one off’ presentation
5. Make sure there are no obstacles preventing employees from implementing the vision
6. Plan to make sure that some positive outcomes of the change programme are visible early on
7. Use the short-term wins to tackle the greater change that is needed
8. Make sure the change sticks by embedding it in the company culture

<https://members.md.cmi.org.uk/Content/Display/80339>

Top 3 attributes

- Passion
- Pride
- Patience