

From Managing to Leading Growth and Change

Lisa Hanson
Elizabeth Allen



Overview

Elizabeth & Lisa

Teacher

Coordinator

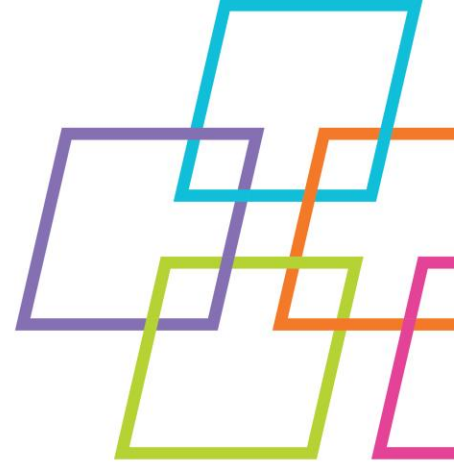
Deputy Director

Leading: In-sessional &
Pre-Sessional

Leading: International
Foundation Programme

Covid: IFP & PS

Overall reflections

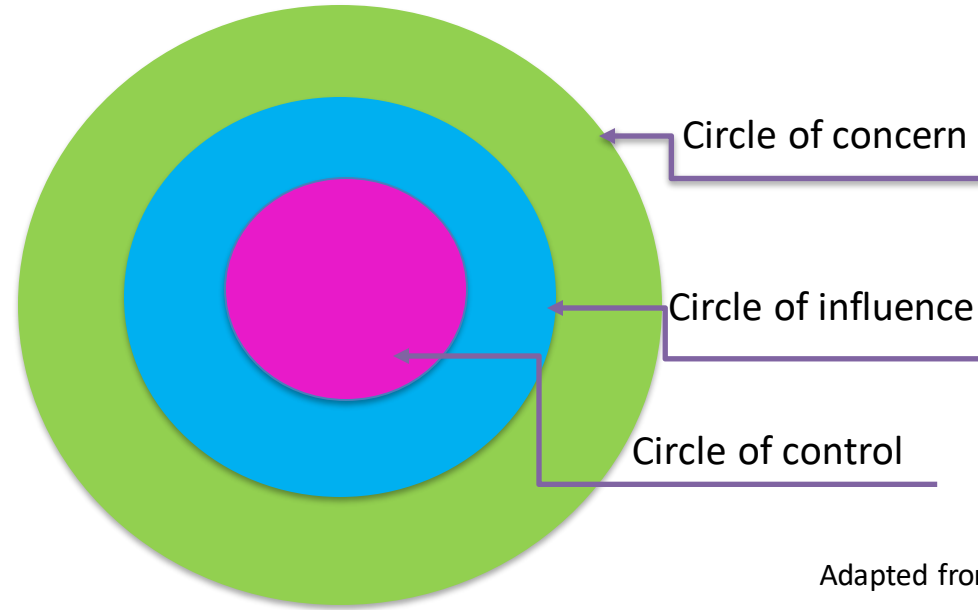


Leading change

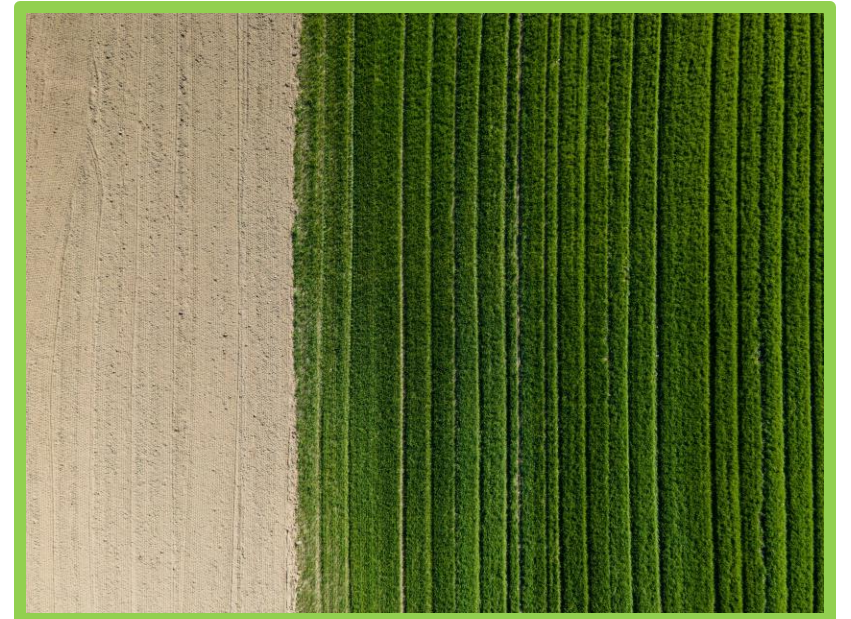
Teacher

Coordinator

Deputy Director



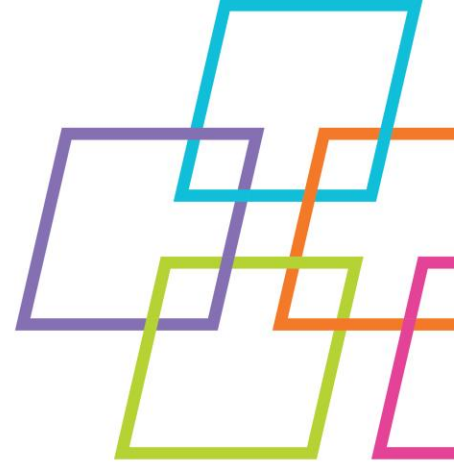
Adapted from Covey, 1989



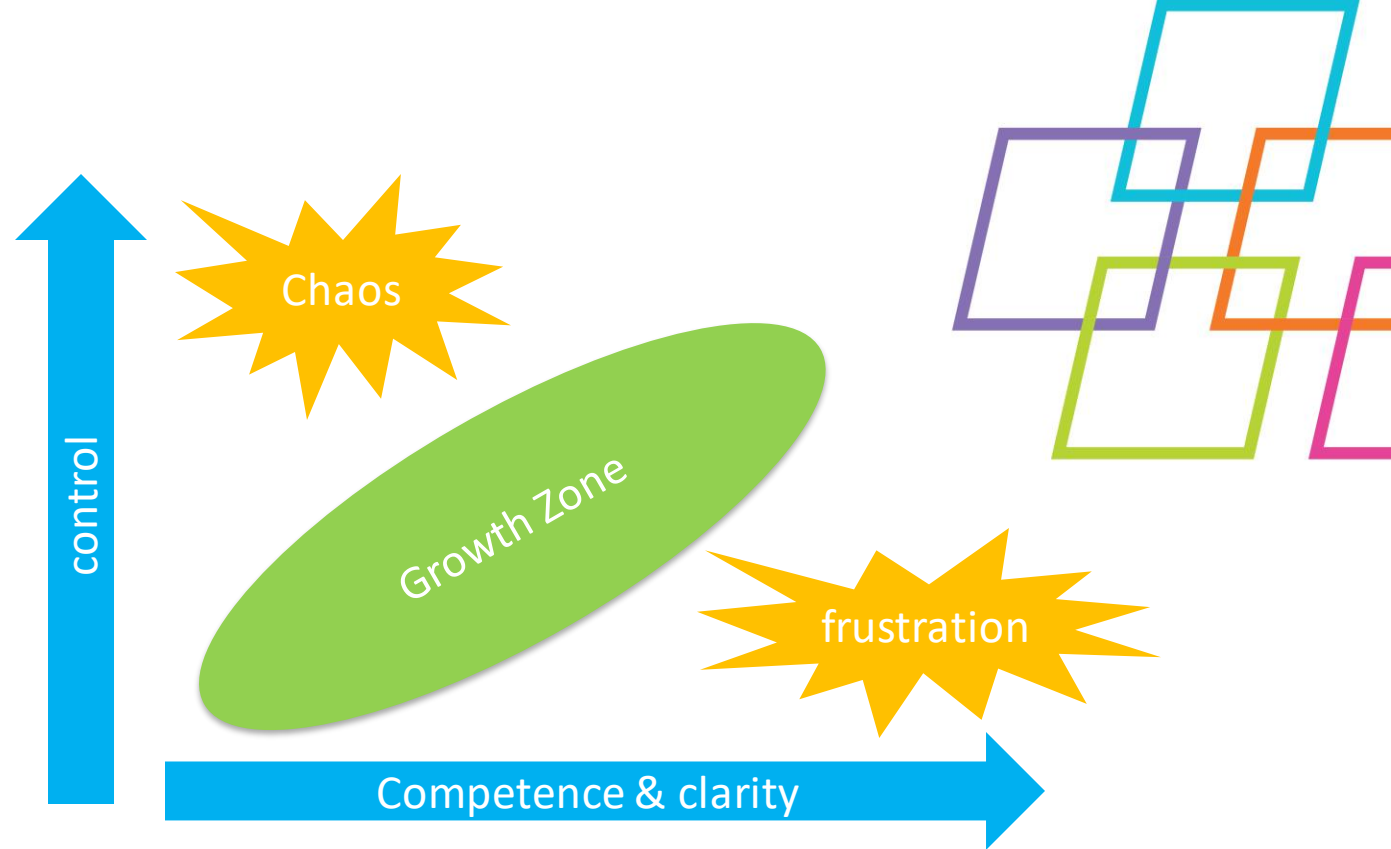
A leader



Leading change – external to the Centre



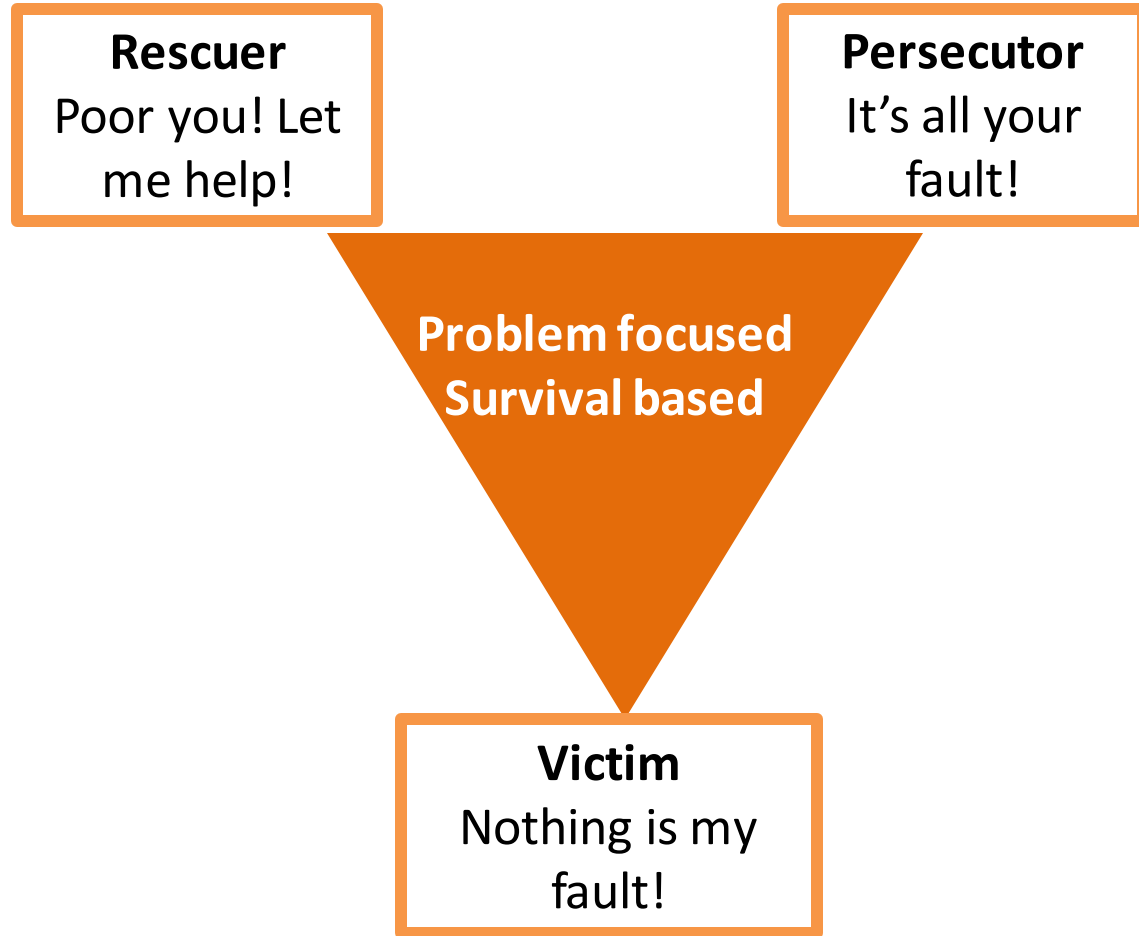
Leading for sustainability



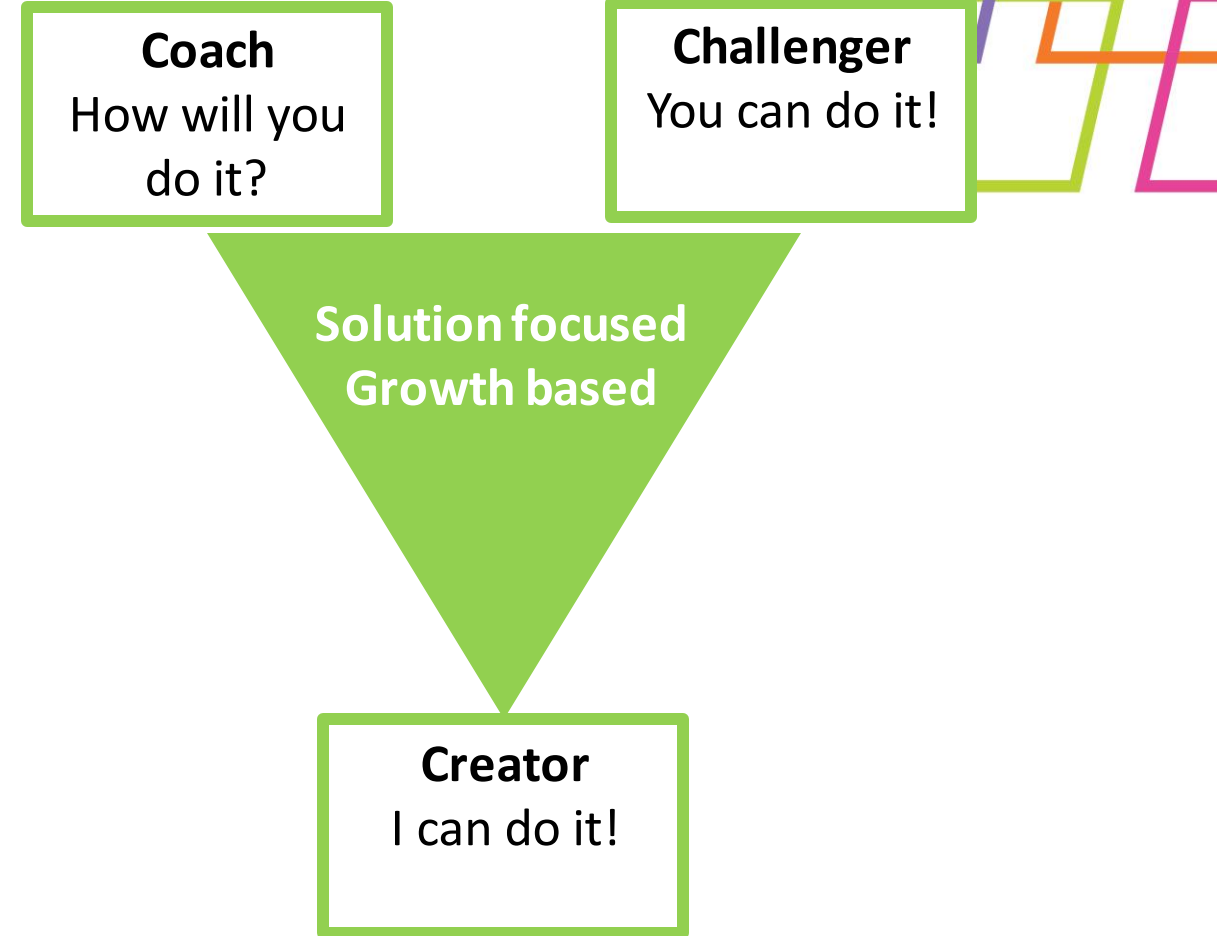
Marquet 2013 'Turn the Ship around'
Intent based leadership



Leading for sustainability

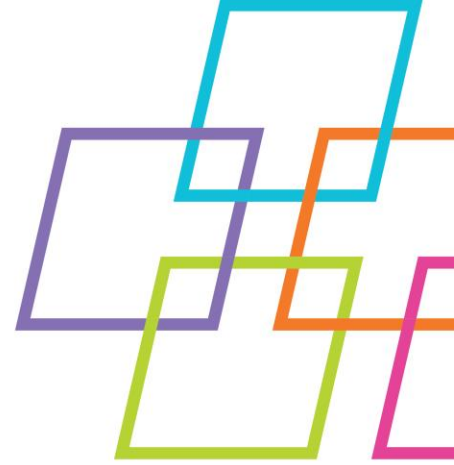
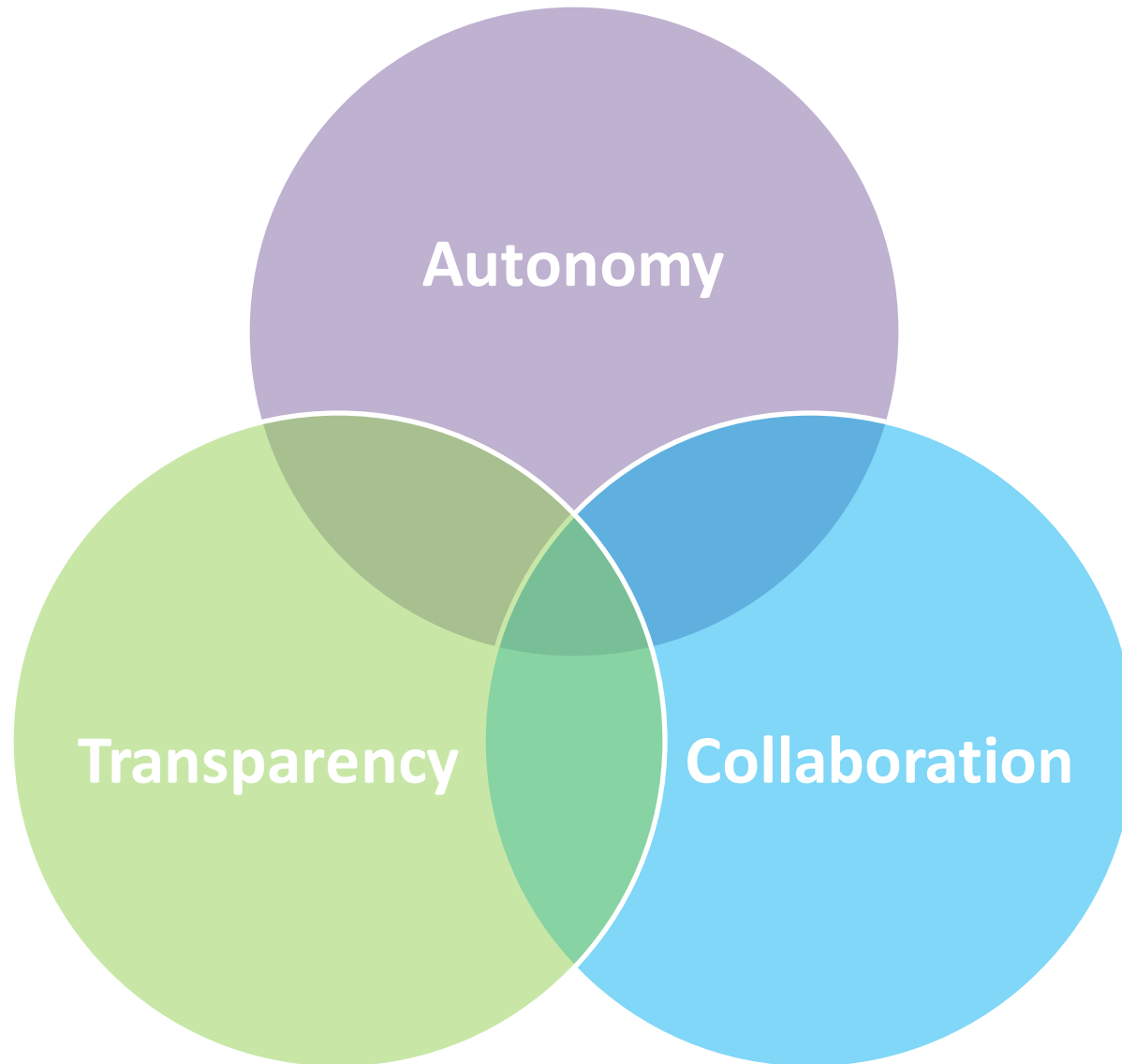


Drama Triangle
Karpman, 1968



The Empowerment Dynamic
Emerald, 2016

Balancing our principles to lead leaders



Leading change: IFP

International Foundation Programme

21 units

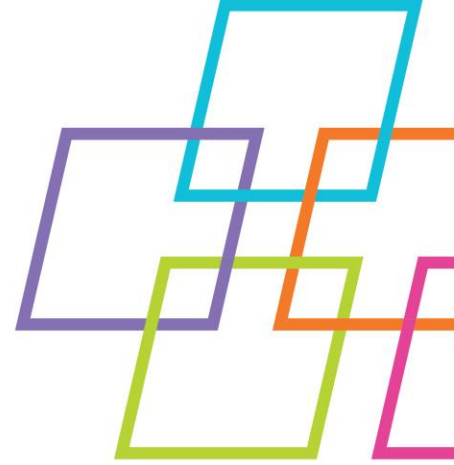
Delivered by the Centre:

4 EAP units

16 Subject units (3 units, 2018-19)

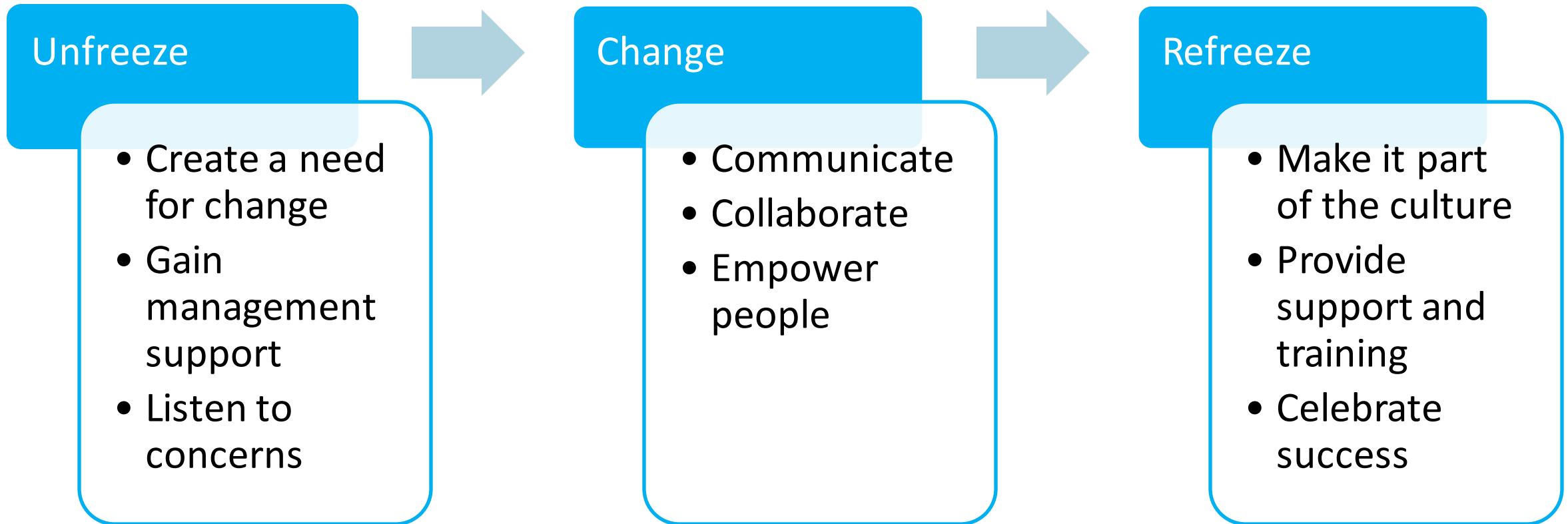
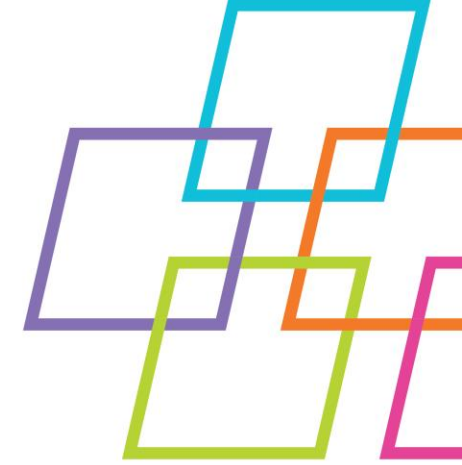
Increase programme coherence:

- Curriculum
- Assessment
- Delivery



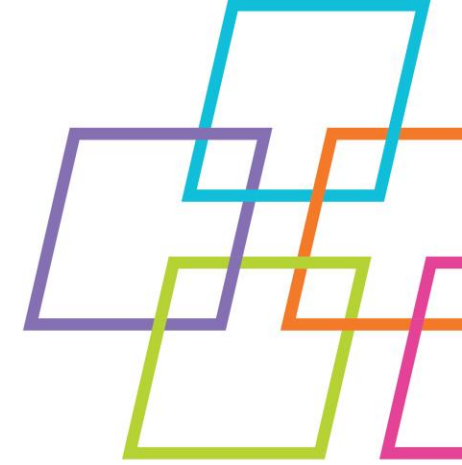
Leading change

Lewin's Change Management Model (Lewin, 1947)

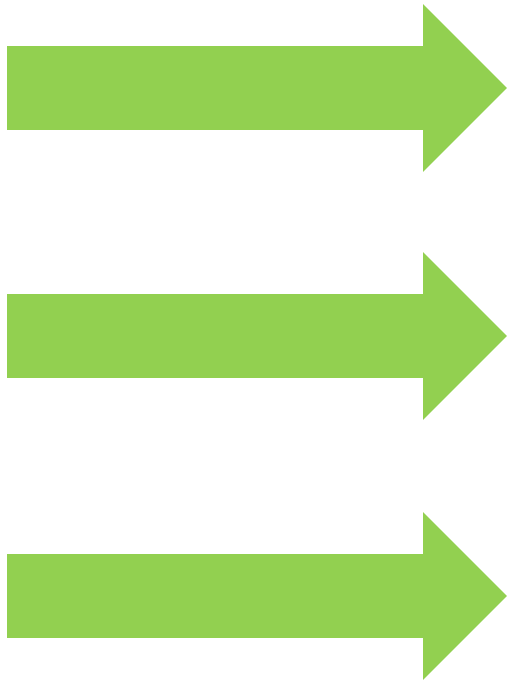


Leading change

Lewin's Force Field Analysis (Lewin, 1943)

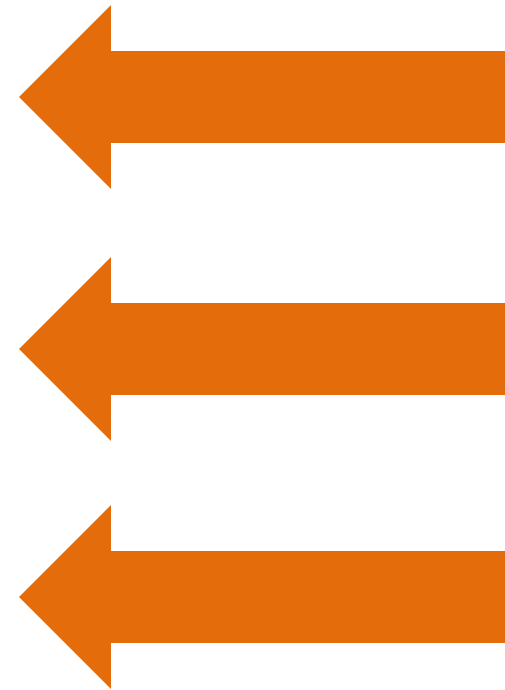


Driving Forces



Present State
or
Desired State

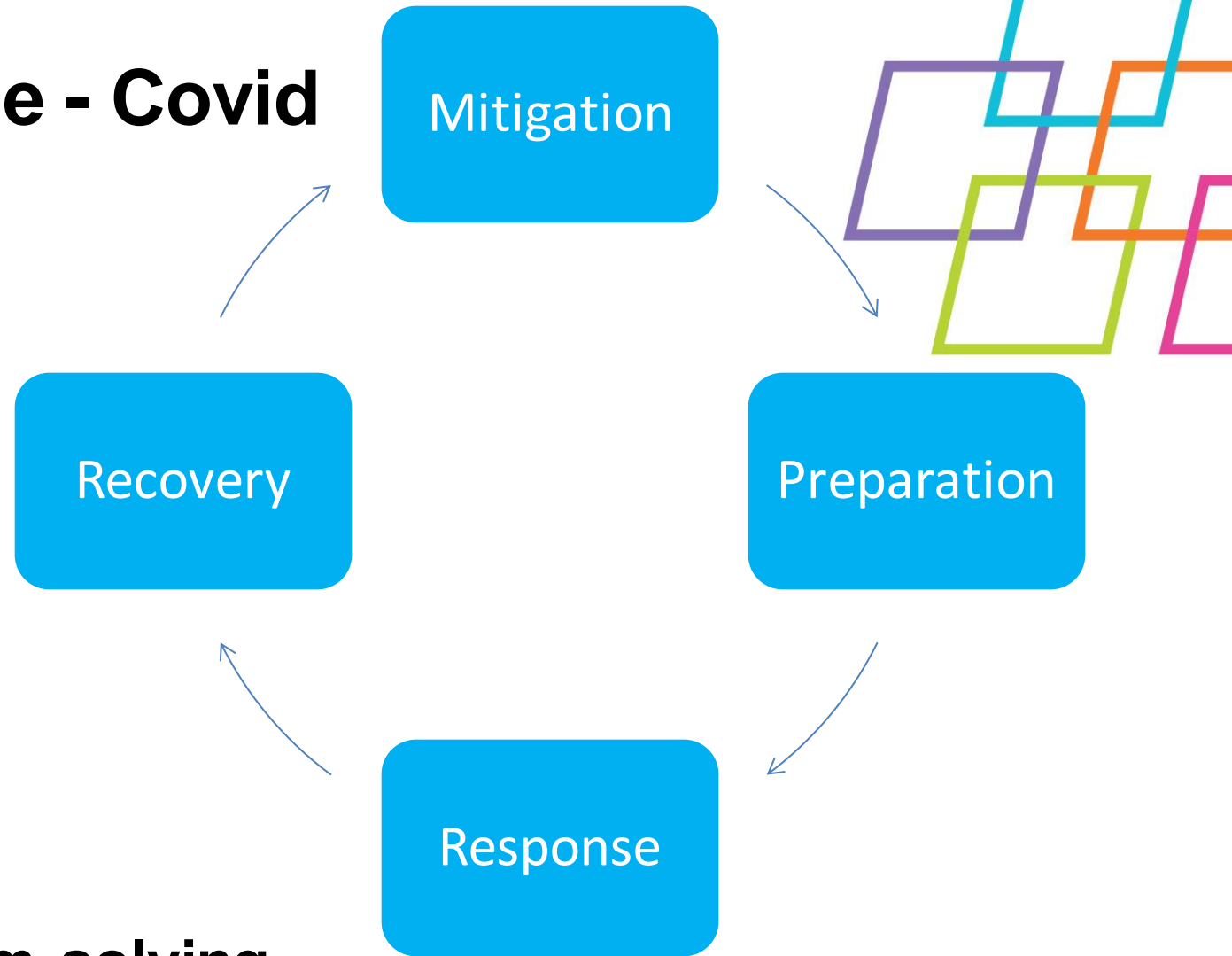
Restraining Forces



Managing/Leading change - Covid



("Water lily" by LJWDevon is licensed under CC BY-NC-SA 2.0)

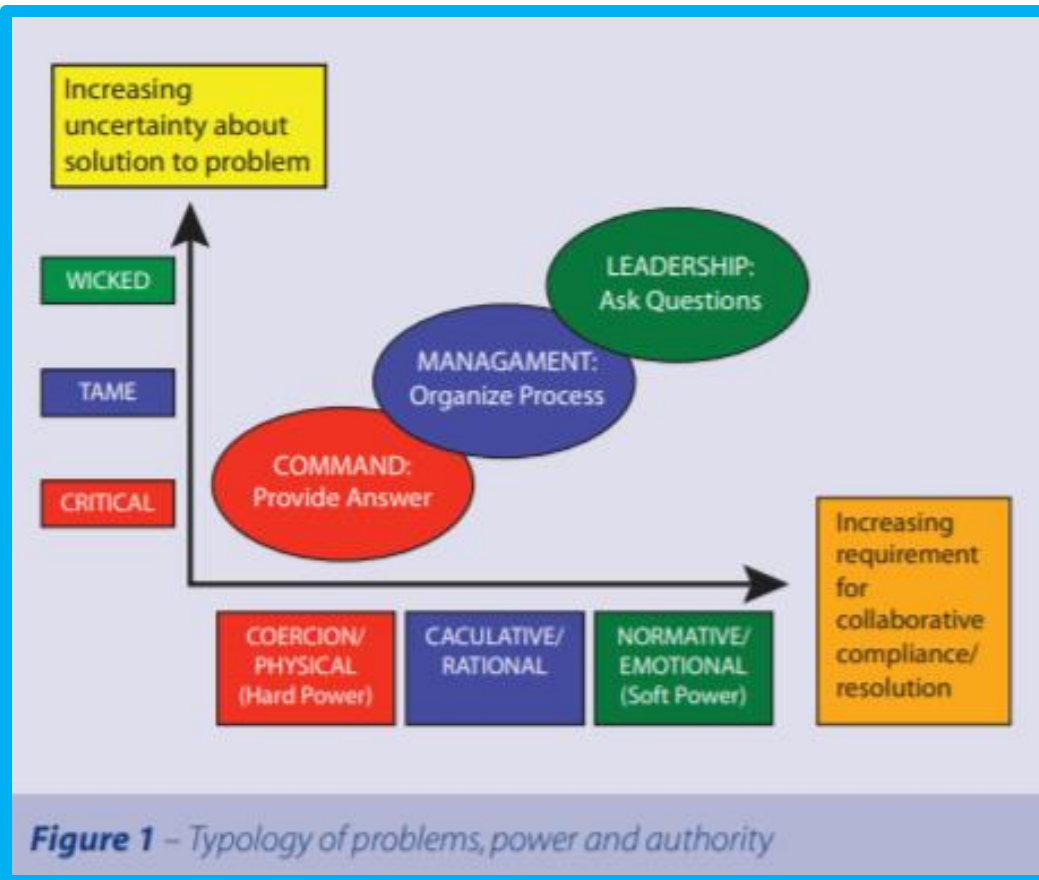


Pattern recognition for problem solving

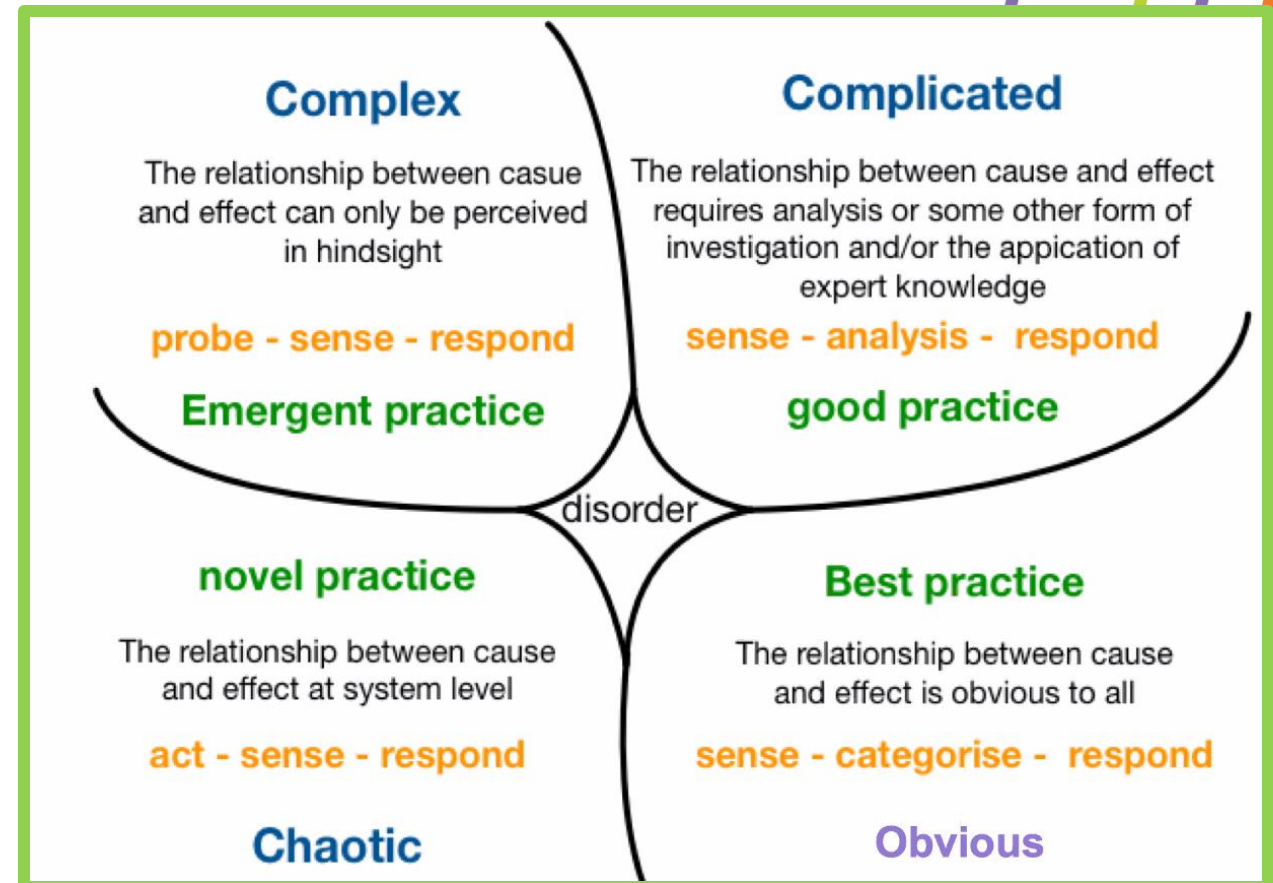
Familiar problem – apply familiar model / solution

But faulty pattern recognition and need innovative solutions

Managing & Leading change – Covid & PS



Wicked & Tame problems
Grint, 2008
Rittel & Webber, 1973



Cynefin Framework
Snowdon & Boone, 2007

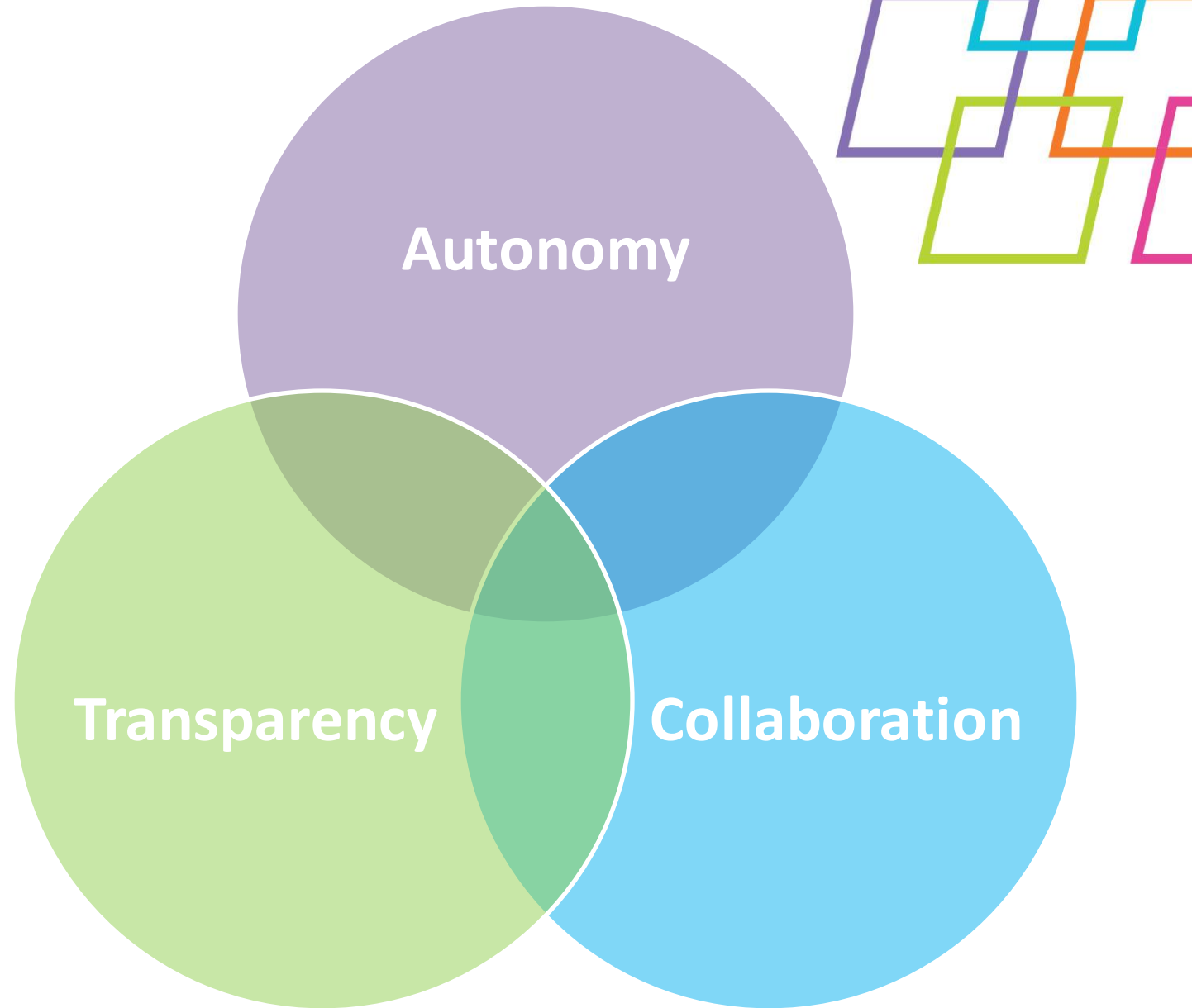
Overall reflections

Leading other leaders

Put the students at the centre

Many EAP practitioners have had non-standard academic careers

Does this make us better able to deal with change?



References

Burnes, B. (2004). Kurt Lewin and the planned approach to change: a re-appraisal. *Journal of Management studies*, 41 (6): 977-1002.

Covey, S.R. (1989). *The Seven Habits of Highly Effective People: Restoring the Character Ethic*. New York: Simon and Schuster.

Emerald, D. (2016). *The Power of TED* (*The Empowerment Dynamic)*. Bainbridge Island: Polaris Publishing Group.

Frei, F.X., and Morriss, A (2020). *Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You*. Boston: Harvard Business Review Press.

Grint, K. (2008). Wicked Problems and Clumsy Solutions: the Role of Leadership. *Clinical Leader*, (1:II).

Karpman, S. (1968). "Fairy tales and script drama analysis". *Transactional Analysis Bulletin*. 26 (7): 39–43.

Lewin, K. (1943). *Field Theory in Social Science*. Social Science Paperbacks.

Lewin, K. (1947). 'Frontiers in group dynamics'. In Cartwright, D. (Ed.), *Field Theory in Social Science*. London: Social Science Paperbacks.

Marquet, L. D. (2015). *Turn the ship around!* Portfolio Penguin.

Snowden, D. & Boone, M. (2007). A Leader's Framework for Decision Making. *Harvard Business Review*. 85. 68-76, 149.

