

What this course is about

This course explores some of the methods and theories that will help you to implement change successfully in your school. There are many theories around change and it has been the subject of much educational research. These theories can be helpful because they provide a way for you to think about the implications of change and how to make it successful. Sadly, in education and elsewhere, much effort to make change happen meets with resistance and fails to result in the intended outcomes.

Many of the School Leadership courses deal with the challenges of change. You may already have studied the course *Perspective on leadership: planning and leading change in your school*, which introduces the importance of managing change so that it is effective and has impact. This course focuses on the next stage – implementing change – so is useful if you have already studied the courses on building a shared vision, self-review and development planning. In this course you will be introduced to some ways of thinking about change that will help you as you try and improve your school. The case studies demonstrate how other people have managed to bring about change, often by creative thinking and a certain amount of cunning.

Resistance to change is normal and understandable behaviour according to Marris (1986), because we are attached to our current reality no matter how unsatisfactory that might be. Therefore, one of the biggest challenges facing school leaders is persuading the people who work in their schools to change the way they do things. This course will help you to develop some ideas about how to overcome such resistance.

What the school leader will learn in this course

- The nature of the change process and how people respond to change.
- Some key theories of change and their relevance to schools.
- How to work with and through others to implement change.

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Figure 2: adapted from Knoster, T., Villa, R. and Thousand, J. (2000) 'A framework for thinking about systems change', in Villa, R. and Thousand, J. (eds) *Restructuring for Caring and Effective Education: Piecing the Puzzle Together*, pp. 93–128. Baltimore, MD: Paul H. Brookes Publishing.

Figure 6: adapted from Davies, R. (2012) 'CRM implementation – the effect on users (part 1)', <http://www.contactedgecrm.com/2012/03/09/crmimplementation-theeffectonusers-pt1/>.

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