

ESTABLISH A CHANGE TEAM

Ownership of change is critically important. Leaders cannot make change happen themselves. They must work through others and influence them to cooperate. This is best achieved where there is a climate of positive teamwork and commitment to learning together and making improvements.

One technique that has proved very useful is to establish a change team. It is important that changes are not wholly dependent on the leader and that there is wider ownership from those who will be responsible for its implementation. Composing the change team and determining its brief will depend on your context. However, there are some key factors to be considered:

1. **Champions:** Stakeholders that are more enthusiastic than others and/or more able to understand the required change should be involved in driving the change forward. Do not assume that power and influence derive from seniority. Younger staff may well be more able to address change.
2. **Representation:** For significant changes that affect all stakeholders involve staff with responsibility, younger staff, staff from different subject areas and SMC members, as well as parents, community members and students.
3. **Challenge:** Include some people who are unsure of the change or oppose it. This allows issues to be addressed during planning and shows that the views of all are considered.
4. **Size of team:** Large teams are hard to manage and get consensus. Six to eight members team is a good number with problems arising if you go much above ten.
5. **Organizing the team:** You need to decide whether team members are representing different groups and, if so, how they share information with their colleagues or peers and ensure that they reflect the views of those they represent. It may be that the members are not expected to be representatives of a group, and that communication to the wider groups will come from the team as a whole and/or you as a leader.
6. **Role of the team:** You will need to determine the extent of the team's brief; what are the limits of their power? Are they advising, recommending or making decisions? If they are making decisions, within what limits?
7. **Your role:** The change team should have a clear understanding of their role. This will depend on your involvement. You should attend some meetings and get regular feedback about progress being made. Resist any temptation to take over the group!
8. **Chair of the group:** Your role will be simplified if a chair is appointed by you or chosen by the group. You can liaise regularly and influence ongoing activity and ensure communication with the wider staff and stakeholder groups.
9. **Subgroups:** If the change is complex, establish subgroups to examine particular aspects of the proposed change in detail.
10. **Timescale:** You should be clear about timescales but be prepared to review these regularly. Most changes take longer than originally thought and it is better (within reason) to ensure understanding and thorough planning rather than start too soon without adequate preparation.