

Leading and Thriving in Times of

# Change

 [@SteveFrancis\\_AU](https://twitter.com/SteveFrancis_AU)

**Steve**Francis



# Collinsville

## North Qld







...Hong Kong



...Hong Kong

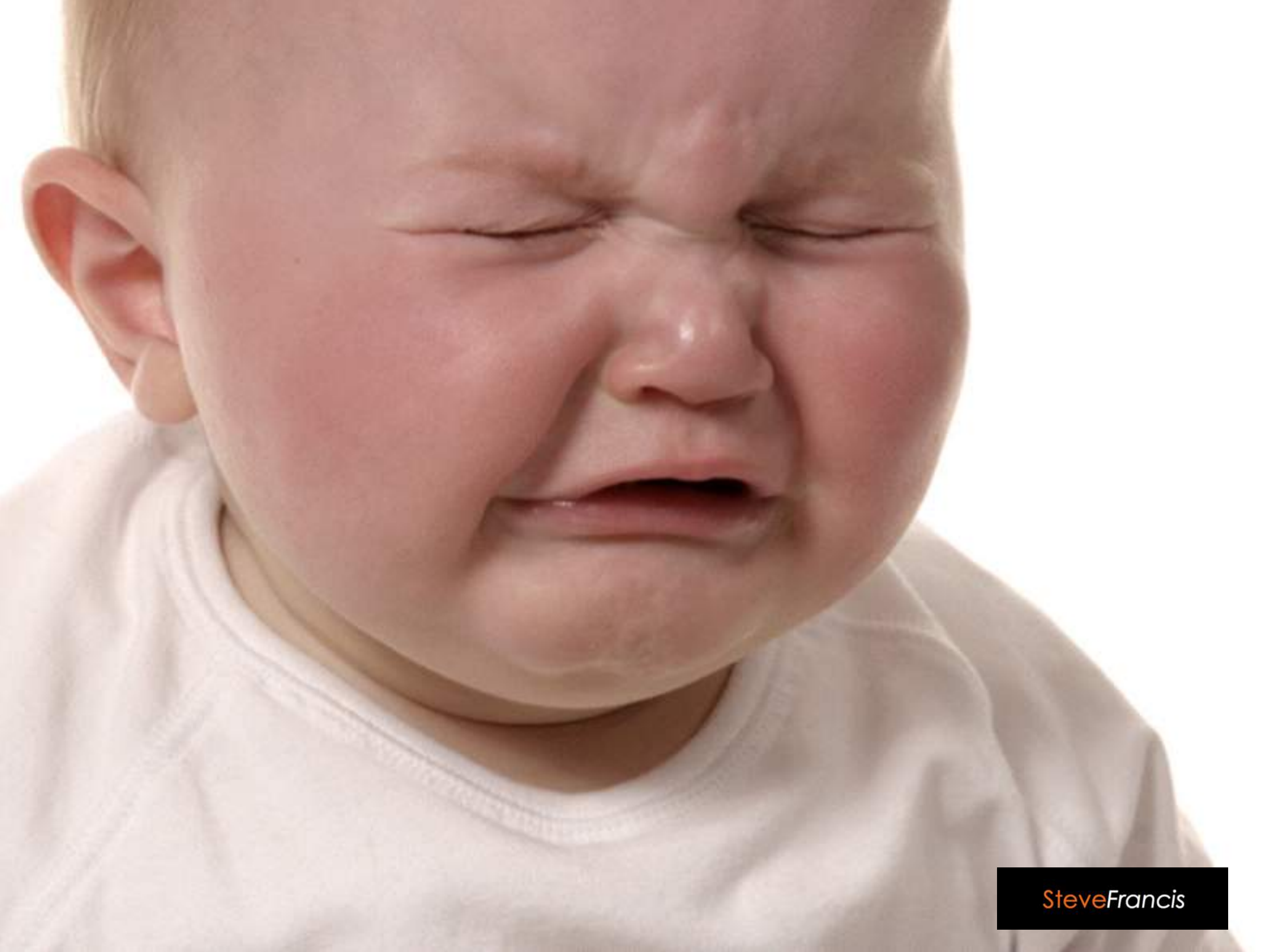













Biggest changes in the past 5 years





A full-page background image showing a surfer in a light blue wetsuit riding a large, powerful wave. The wave is curling over, creating a massive wall of white water and spray that dominates the upper two-thirds of the frame. The sky is a clear, deep blue. The surfer is positioned near the base of the wave's face, appearing small against the scale of the water.

Change can be overwhelming  
Many staff are suffering change fatigue  
Too many competing priorities dilutes effectiveness



# What are your school's TOP 3 priorities?





Change is necessary when there is a  
discrepancy between what is ***happening***  
and what is ***desired***







Who's change is it?





Change is **INEVITABLE**

Steering is *OPTIONAL*

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3 choices



“It is not the strongest of the species that survive,  
nor the most intelligent,  
but the ones most responsive to change.”

Charles Darwin



# CHANGE

Predictable Stages of Concern

Refinement

Collaboration

Impact

Implementation

Personal

Information

*Blanchard, 2010*



*If you'd like a copy or other information...*

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2 key factors

Ability to LEARN  
Our ATTITUDE

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A bulldog is sitting in the center of the frame, looking directly at the camera with a grumpy or indifferent expression. The dog has a white body with tan-colored ears and face. The text "You CHOOSE your attitude" is overlaid on the dog's body.

You CHOOSE your  
attitude

Your ATTITUDE is contagious...*is your attitude worth catching?*



@SteveFrancis\_AU

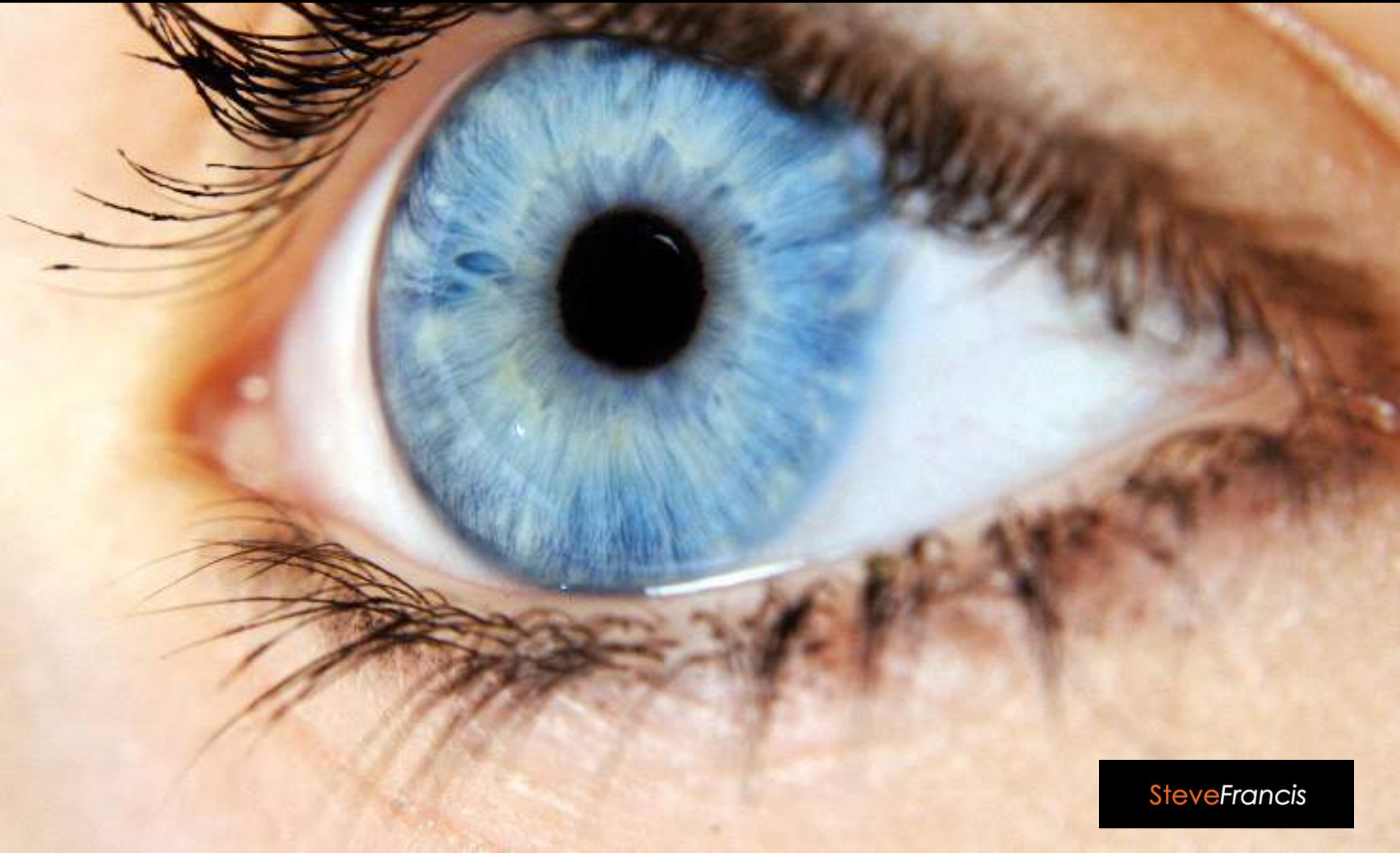


2 key factors

Ability to LEARN  
Our ATTITUDE

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You are an **EXPERT** in **LEARNING!**



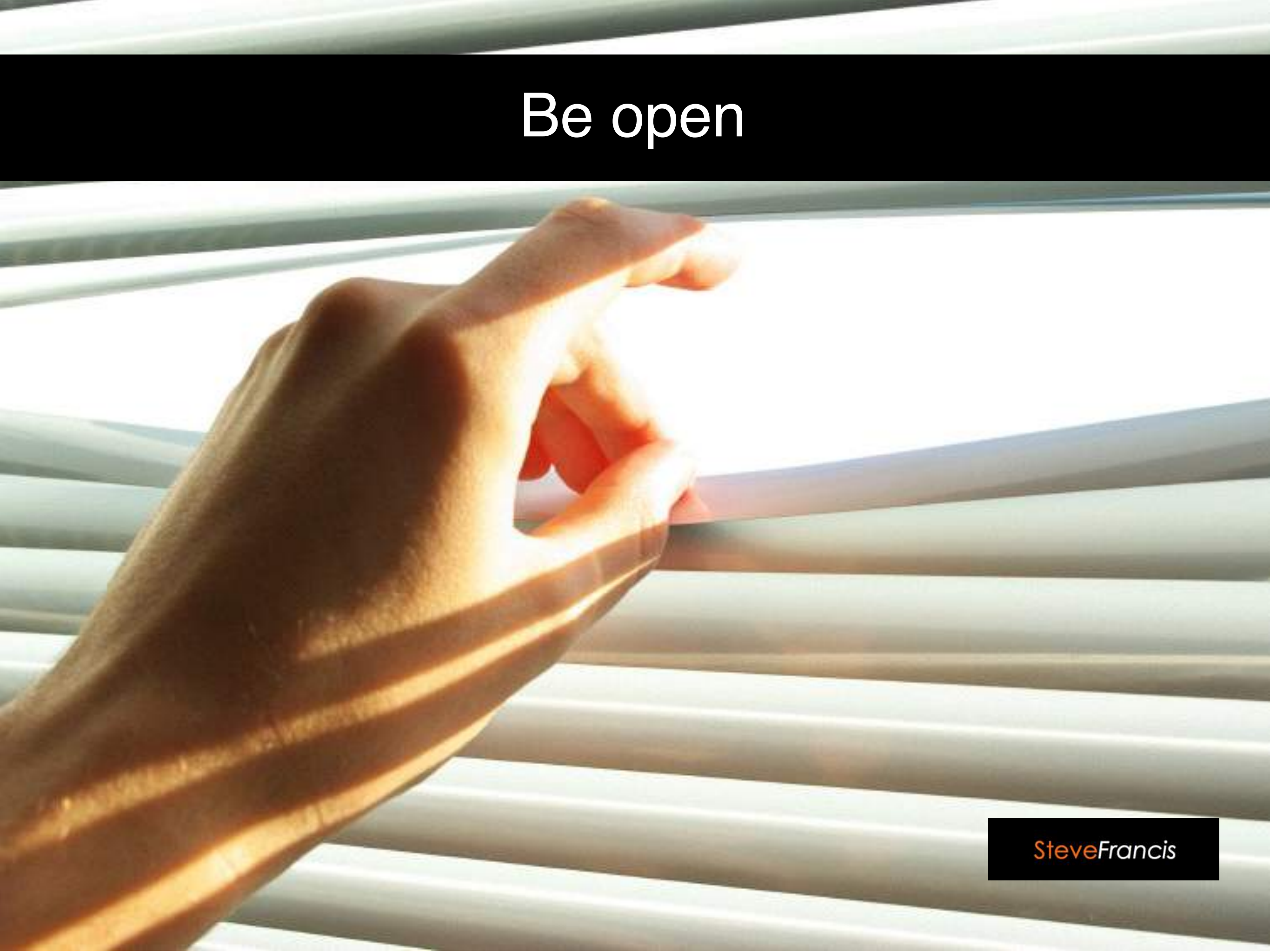


# Aspire to something better



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# Be open



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# Need to feel safe



Slightly uncomfortable



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# Get going!



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# Feedback







Learning

Growth

Decline



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# Don't Eat the MARSHMALLOW Early!



# 7 Sins of Implementing Change

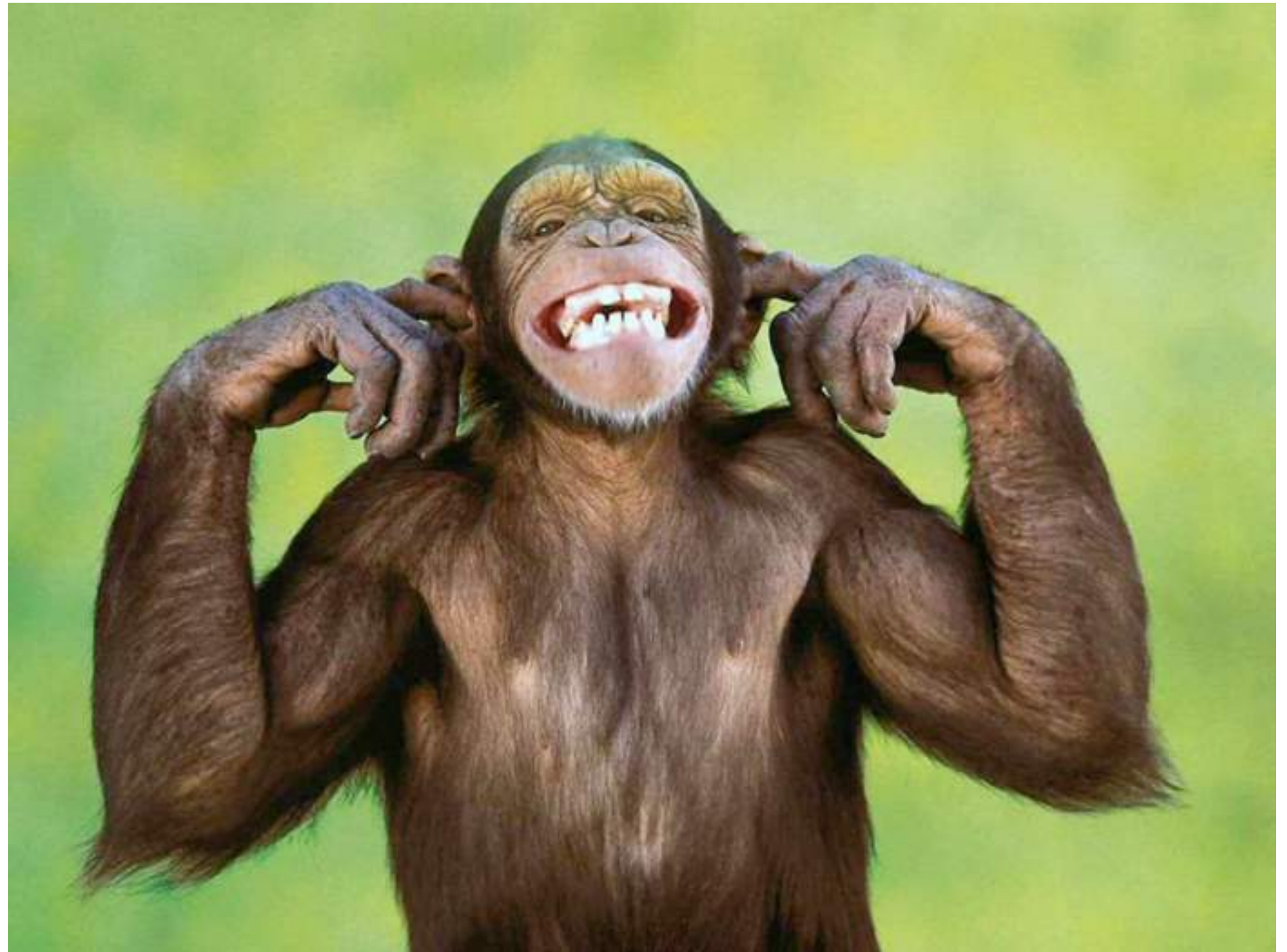




Keep doing what you have always done



Sin 2



Ignore it...*trends* come and go!

~~Sin~~ 3



Throw out the baby with the bath water



# Sin 4



Jump on EVERY bandwagon

# Sin 5



Waste your time and energy whinging





 **Sin 6**



Procrastinate until it becomes **MASSIVE**

~~Sin~~ 7



**Fake it...***do what you've always done but call it something else*



# 7 Sins of LEADING Change



# 7 Sins of LEADING Change

Announcing is NOT the same as implementing

People's concerns are NOT surfaced

People changing are not involved in planning

Poor change leadership team

No compelling reason to change

Failure to prioritise

People are NOT held accountable for changing



# 3 keys

leverage

motivation

1

momentum

2

3



leverage







Ensure your goals are clear and your actions aligned to them

What will it look like when finished?



Paint a picture of what it will be like after the change

What is your compelling reason for the change?







# Plot your steps

A **Priority Plan** is a three-month extraction from your Yearly Goals that identifies what matters most for you and your team

It defines the high-level actions needed to arrive at the desired outcomes

# Making a Priority Plan



1. Take your yearly goal
2. List your top priorities for the next 3 months in bullet points
3. Spell out the key actions required to achieve the priorities
4. Spread out your key actions across the 3 month period
5. Articulate priorities with your team

*If you feel really stuck, ask yourself to complete this sentence:*

*“The next three months will be successful if \_\_\_\_\_”*



The background of the slide is a full-page image of a lush green field under a bright blue sky. The sun is low on the horizon, creating a strong lens flare and illuminating the scene. The field is a mix of green and yellow, suggesting a path or a field of wildflowers. The sky is filled with soft, white clouds.

motivation

purpose  
mastery  
autonomy

Daniel Pink



# 3 Motivators



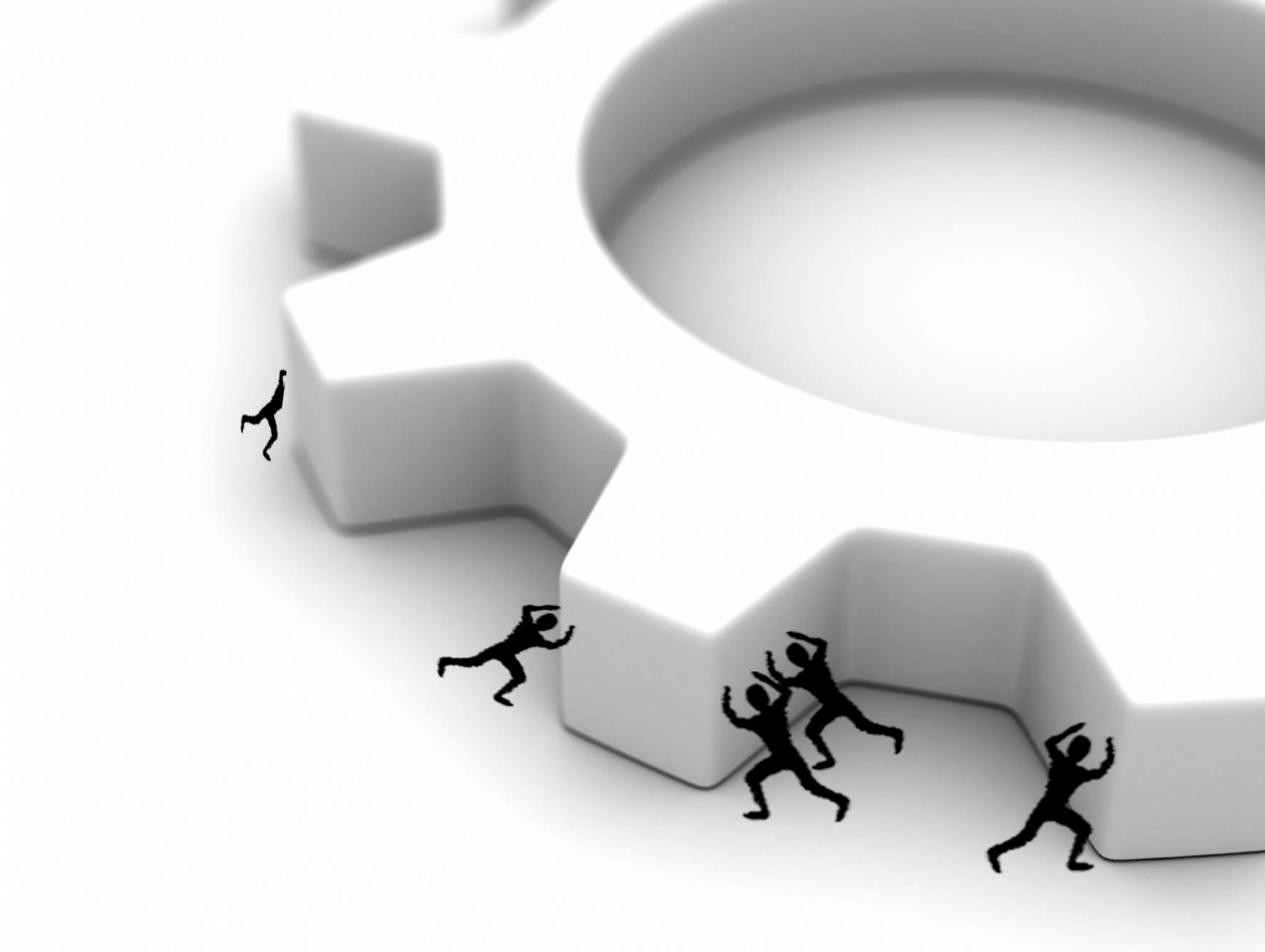
- Purpose      *comes with*      Responsibility
- Mastery      *means constant*      Change
- Autonomy      *leads to*      Accountability











*Celebrate  
Progress*





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# CHANGE DESIRED

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established



# CONFUSION

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established

# TREADMILL

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established



# ANXIETY

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established

# FRUSTRATION

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established



# FATIGUE

VISION  
Compelling

PLAN  
Staged

TRAINING  
Delivered

RESOURCES  
Provided

MOMENTUM  
Established

CHANGE DESIRED

CONFUSION

TREADMILL

ANXIETY

FRUSTRATION

FATIGUE



CHANGE DESIRED

VISION Compelling	PLAN Staged	TRAINING Delivered	RESOURCES Provided	MOMENTUM Established
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CONFUSION

PLAN Staged	TRAINING Delivered	RESOURCES Provided	MOMENTUM Established
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TREADMILL

VISION Compelling		TRAINING Delivered	RESOURCES Provided	MOMENTUM Established
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ANXIETY

VISION Compelling	PLAN Staged		RESOURCES Provided	MOMENTUM Established
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FRUSTRATION

VISION Compelling	PLAN Staged	TRAINING Delivered		MOMENTUM Established
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FATIGUE

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# Leading Successful Change

- ★ Prioritise and focus
- ★ Communicate the compelling reason
- ★ Involve key people in planning
- ★ Plan milestones by breaking it down
- ★ Provide opportunities for raising concerns
- ★ Address stages of concern
- ★ Monitor progress
- ★ Anticipate the DIP
- ★ Expect people to make the change
- ★ Celebrate progress *(but don't eat the marshmallow)*



# Where will you spend your energy?



3 choices





# How is YOUR work - life balance?

