

14-19 education and skills

Support for leaders

Improving choice, improving chances

Organisational development and change management



Implementing the 14-19 agenda will present challenges for those who are leading, managing and delivering the reforms. A significant degree of structural, organisational and cultural change will be required to deliver the curriculum.

The CEL-NCSL offer of bespoke consultancy support will help consortia and individual institutions to address the challenges arising from the organisational, cultural and structural changes required to deliver the new diplomas.

CEL and NCSL research with stakeholders shows that building effective partnerships and creating a culture of collaboration across a consortium is very important. We can offer tailored consultancy support, from facilitation of a consortium engagement event to working with you to create a change programme; from initial planning through to delivery and evaluation.

What is organisational development and change management?

Organisational development is working in partnership with consortia or individual institutions to explore their current position, critical issues, culture and context and develop a process that meets their specific requirements.

Change management is a series of planned approaches which support the introduction of new ways of working, new processes and systems, and new behaviours within consortia to achieve the successful delivery of the 14-19 agenda.

Background

As part of the government's strategy to support the implementation of 14-19 reform in every area, the Department for Education and Skills (DfES) – now the Department for Children, Schools and Families (DCSF) – commissioned CEL and NCSL to work in partnership to create and implement programmes aimed at supporting leaders and managers.

Focusing on the findings from the 14-19 pathfinder pilots and the results from these evaluations, NCSL and CEL have designed 12 flexible programmes to meet the needs of 14-19 consortia. Partners of these consortia can choose from a number of flexible and fully funded options to support and develop their work in relation to 14-19 reform.

Working together to deliver the
14-19 education and skills programme



National College for
School Leadership





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Who is it for?

The consultancy offer is available to Category 1 and Category 2 14-19 consortia or individual institutions within a consortium.

An initial discussion on the type and scope of the consultancy required should be conducted with key decision makers from the consortium who are responsible for strategic vision, implementation and impact.

Key contacts and sponsor

In order to maximise the impact and success of the consultancy programme we would ask that you nominate:

- a lead sponsor for the consortium who will act as the overall sponsor of the programme
- a key contact from each participating institution who is committed to the aims, activities and success of the programme.

It is likely that the sponsor will have a strategic role across the 14-19 consortium or the organisation: for example, a 14-19 consortium manager, adviser, coordinator, partnership manager or senior leader.

What will happen?

Our specialist consultants have extensive experience working with a wide range of clients in the learning and skills sector, as well as the public and private sector, and they are able to share their expertise and partner with you to create a tailored programme. In reality each consultancy engagement will differ depending on your needs and your unique situation.

These are some of the ways in which our consultants can help you:

- Work with you to engage consortium stakeholders and establish a common vision
- Analyse and understand current strengths, issues for action, and organisational climate
- Help you build effective partnerships and create a culture of collaboration to get things done
- Raise the standard of collaborative leadership across the consortium
- Help you to inspire and engage everyone involved to make the necessary personal changes to fulfil the vision
- Ensure that the people aspects of change sit at the heart of any change initiative you undertake.

“Having been through the process, anyone who tells you that they don’t need a change management programme for 14-19 working has not experienced it.”

Quote from focus interview
held with consortium stakeholder:
DfES Impact Assessment Review 14-19 Reform



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How will this happen?

Our consultants will work with you to:

- Complete a Change Readiness Assessment; an assessment of leadership styles; personality profiling; and use a variety of other diagnostic tools and frameworks
- Scope your specific issues and needs
- Act as a 'thinking partner' or sounding board as you clarify your plans, and assist you with your strategic planning process to map out where you need to be, why, and within what timescales
- Signpost you to existing support programmes, networks, and toolkits
- Design a specific programme of events and change management interventions to meet your needs
- Provide process consulting and facilitation.

What are the benefits?

Tailored consultancy support gives consortia and individual institutions an opportunity to:

- Build strong partnerships and networks at all levels
- Create a shared vision and values for the partnership
- Engage stakeholders from all parties in delivering the vision
- Develop a robust change management "journey" and track progress
- Focus collective effort on key priorities and issues
- Develop more collaborative and effective partnerships
- Identify and resolve conflicting views and priorities through collaboration
- Benefit from external expert facilitation when required.



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How do I find out more?

For further information, and an informal discussion about the opportunities and benefits of the 14-19 organisational development and change management, please contact the NCSL or CEL enquiry lines directly.

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