**A Roadmap for Transformational Change**

An Agentic professional responds in intelligent, questioning ways to new ideas, complex questions and the changing world we live in

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| **Stage** | **Actions needed** | **Pitfalls** |
| Establish a sense of urgency | Convince at least 75% of your team of the need for change  Change needs a spark to ignite the process | Becoming paralysed by taking a risk  Underestimating how difficult it is to get people to change |
| Form a powerful guiding coalition / working group / network | Encourage them to work as a team on this special project | Leadership team should have key people in the organisation involved |
| Research the problem  Create a vision | Gather information  Link Philosophy / Values to the vision  Develop strategies to realises the vision | Failure to understand the problem  Creating a vision that is too complicated or too vague.  You should be able to communicate it in 5 minutes |
| Communicate the Vision | Use every vehicle possible to communicate the vision and strategies for achieving it. | Under communicating the vision |
| Empower others to act on the vision | Examine systems or structures undermining the vision.  Encourage risk taking and thinking outside the box | Failure to understand immunity to change |
| Plan for and create short term wins | Engineer visible improvements  Recognise those who contribute to the improvements | Leaving short term successes to chance; Applying short term ‘band aids’  Failure to achieve enough early successes to build momentum |
| Consolidate improvements and identify next steps | Identify and support more team members to implement the vision and strategy.  Re-invigorate the change process with new projects and change agents | Declaring victory too soon |
| Institutionalise new approaches | Create succession plans for sustainability | Promoting people into leadership positions who don’t share the vision |

(Adapted from Leading Change – Why Transformation Efforts Fail. John P Kotter Harvard Review)

**Lens of the 5Ps**

What needs to be done under each of the following headings?

**Philosophy** **Pedagogy**  **Partnership** **Policy**  **Politics**

**Séamie Ó Néill, Froebel Department of Primary and Early Childhood Education, Maynooth University**