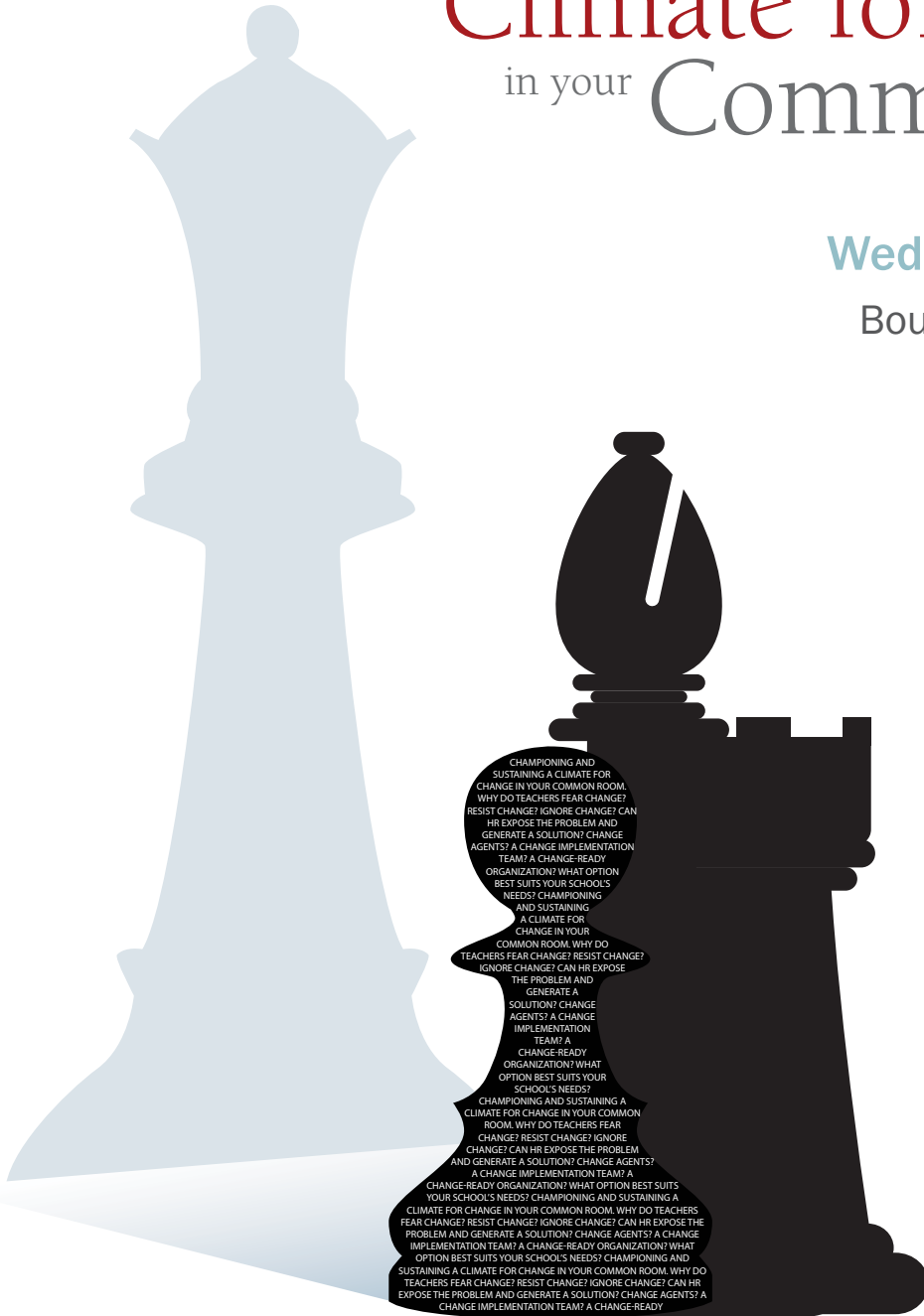


A Forum for Principals and Human Resource Managers in Independent Schools

Championing & Sustaining a Climate for Change in your Common Room

Wednesday June 8, 2011

Bourke Room, Hotel Windsor
Spring Street, Melbourne



Proudly supporting the **Australian Childhood Foundation.**

Protecting and helping children recover from abuse, neglect and family violence.



Championing & Sustaining a Climate for Change in your Common Room

A Forum for Principals and Human
Resource Managers in Independent Schools

WEDNESDAY JUNE 8, 2011

BOURKE ROOM, HOTEL WINDSOR
SPRING STREET, MELBOURNE

The forum will aim to

- Address the challenges of change and the conservatism of the teaching profession
- Propose a culture welcoming innovation, continual improvement, research and new capacities
- Develop a portfolio of ideas, practices and skills in change management that each may implement in their school
- Build your school's capacity for change
 - Change-threatened or Change-ready?
 - Characteristics of change-ready people & schools
 - Leadership, Complacency and Experimentation
 - HR's Motivational Role
- Build a systematic Change Management Model to be negotiated with, then owned by your colleagues

WHY DO TEACHERS FEAR CHANGE? RESIST CHANGE? IGNORE CHANGE? CAN HR EXPOSE THE PROBLEM AND GENERATE A SOLUTION? CHANGE AGENTS? A CHANGE IMPLEMENTATION TEAM? A CHANGE-READY ORGANIZATION? WHAT OPTION BEST SUITS YOUR SCHOOL'S NEEDS?

TAKE-BACK TOOLS TO MEASURE

- Change Readiness of individuals and teams
- Who can be a change manager, who should be on the team and who will resist
- Where your school lies on the eight-step change continuum
- The change manager's domain

Ross Oakley

'Lead! Don't Manage your executives! Know the difference. Leadership differs importantly from management. Both have important roles to play in high performing organizations but one is often confused with the other with destructive effect on performance. Leaders may need to manage if the need arises but if they become micro-managers then dysfunction and innovation aversion will follow. If you don't make dust, you will eat it!'

Phil De Young

'It stands to reason that people in schools, both teachers and non-teachers, remain the institution's most valuable resource; hence, the vital importance of good human resource management in schools. Yet schools have historically paid scant attention to human resource management, typically leaving the function in the hands of enthusiastic "amateurs". They got away with this approach, mainly due to the "old professionalism" of teachers and support staff. However, the climate has changed and will change even further. Alongside this, substantial economic, political, technological and social changes are impacting on schools like never before, with demands on people working in schools growing at a seemingly exponential rate. Consequently, schools that continue to handle human resource management in the old way are destined to fall behind and the students in their care are destined to do the same.'

Tony Conabere

'Change in schools is a great gaping hole. Leaders have grabbed an idea, asked their colleagues to believe, stood each on the precipitous edge of their latest fad, and expected them to jump into the abyss. Disasterous! Is it any wonder the profession became sceptical? Conferences, bandwagons that became hearses, a return to the status quo! Woe! What our profession needs is a systemic approach to innovation whereby all can participate, understand, advocate and contribute. Each school should own its own change management model.'

Harvard Business School

'Change is an essential mandate for every organization. The high failure rate of corporate change initiatives underscores the difficulty of this challenge. But for companies- and leaders- who manage change successfully, the rewards are substantial. Human Resource professionals are uniquely positioned to champion change in their organizations.'

Date, Registration and Conference Fees

An early bird fee will apply for all registrations received before Friday, April 8, 2011 or to all multiple enrolments from one school at any time before close of enrolments on Friday, June 3, 2011.

The conference fee for 2009 is

- **Early Bird Full Registration (by April 8, 2011)** \$595
- **Full Registration** \$795

The Conference fee includes morning and afternoon teas, a buffet lunch but not the GST.

Cancellation Policy

A cancellation policy will apply: cancellations before April 8, 2011 will receive a full refund less 20%; cancellations before May 11, 2011 will receive a 50% refund, but any cancellation after May 11, 2011 will not warrant a refund.

The Program

OPENING ADDRESS

9.00 am – 9.45am

INNOVATION, CONTINUAL IMPROVEMENT AND NEW CULTURAL CAPACITIES

It is paradoxical that a profession devoted to learning seems to fear change. Schools have become slow to evolve while the pace of change especially in communication and alternate learning technologies increases. The past, tradition, control and efficiency dominate the future, the experimental, innovation and improvement. Schools are wary of change agents and change designers, even though substantial forces for change can be seen in an ever-changing workplace. The HR professional in schools has to introduce a climate for change, innovation and transformation into this culture of continuity, command and control, and stability.

Phil de Young, immediate Past Principal of Carey Grammar School

9.45 am – 11.00am

MEASURING YOUR COLLEAGUES' CAPACITY FOR CHANGE AND INNOVATION AND COACHING FOR A CHANGE-READY CULTURE: A WORKSHOP

Managerial psychologists have identified a set of personal characteristics that change-ready individuals display or actively cultivate. These traits can be learned by the school and reinforced by leadership. Likewise, there are a set of behaviours that are change-resistant and can undermine those who want to do things better. Peer coaching or mentoring can augment change-readiness. But, too often without proper training, a professional brief and the opportunity for the coach to measure the extent of change, this coaching can become little more than an enjoyable conversation. So, what are the critical components of coaching and measuring change readiness? A workshop.

Laura Birley, Director, People Dynamics

11.00 am

MORNING COFFEE

11.30 am – 12.30 pm

FOUR STEPS TO HELP STAFF ADAPT TO CHANGE AND CHANGE-RELATED STRESS

Once the decision is made, the human side of management should come into play. Ignoring it is short-sighted, will jeopardise the innovation and therefore become a symptom of ineffective management. If the innovation is to become intrinsic, then it must engage both the people and the culture of the school. So, HR should lead all managers through the four steps (from shock, to retreat, to acknowledgement to acceptance and adaption) to help their teams adapt to the change, manage the change-related stress and finally embrace the innovation as a new and defining characteristic of the school. Without adaption, "Presenteeism" with its drag on performance and professional renewal can then continue with destructive effect.

Andrea McCall, Director, Andrea McCall and Associates & Monash University

12.30pm – 1.15pm

NETWORKING LUNCH

1.15pm – 2.45pm

EIGHT STEPS TO IMPLEMENT AN ENDURING CHANGE AND THE PITFALLS TO AVOID: A WORKSHOP

Most change programs fail. Sceptics frequently greet the announcement of a new innovation with such words as "Here we go again... We've seen it all before". Change should be enduring and intrinsic. It should replace, not increase incrementally. This workshop will examine the eight steps to implement an enduring change together with the leadership and management roles involved to create The Change Team.

Tony Conabere, Director, Janus Consulting

2.45 pm

AFTERNOON TEA

3.00 pm – 3.45 pm

CONTINUAL IMPROVEMENT AND "OUR" CHANGE MANAGEMENT MODEL

Effective organizational change readiness stems from quality leadership, efficient management, recognition and reward, and an open, strategic structure that continually monitors the organization and its environment. Likewise, the individual's willingness to improve their practice stems from a series of personal traits and aspirations, motivation and recognition. But, a degree of certainty about the management of change can remove those uncertainties that can become counter-productive, especially if the school builds its own "our" change management model so that change is continuous and incremental.

Jonathon Wright, BHP Billiton

3.45 pm- 4.15pm

THE TAKE-BACK "GEMS"

Delegates will be asked to consider and report upon those matters discussed at the conference which they will "take back" for implementation at their schools.

Geraldine Wilson

The Forum Structure

The forum will not be a festival for talking heads. It will use real adult learning techniques: workshop sessions, scenarios, syndicates, and a practicum. The keynote speakers will use an exercise or two to heighten interest and understanding. Our structure this year builds networking into the formal program for the first time. We will limit numbers, continue to provide great opportunities to network, but also provide a formal opportunity for everyone to hear the "gems" of this conference.

Presenters



Phil De Young

Phil de Young recently retired the Principal of Carey Baptist Grammar School, after nine very successful years under his leadership. Phil's career involved two chapters in industry, the first with Australian Paper Manufacturers and the second with Wilson Dilworth Financial Brokers, punctuating educational chapters at Mentone Grammar School, Wesley College, where he was both a Middle School and Senior College Head, and Caulfield Grammar School where he was the Head of the Caulfield Campus prior to his appointment as Principal of Carey Grammar School. He is an inspirational leader, a people person, a brilliant manager, a risk-taker and an enthusiast for almost anything. He confronts the difficult issues, believing in the capacity of every person to pursue excellence through personal and professional bests.



Laura Birley

Laura Birley, BA (Mon), B.Com (Mon), Dip HR (Swin), AIMM, MAHRI, Director People Dynamics has a background in organizational behaviour and strategic management. Consulting to both private and public sector clients on a national basis, she has a passion for ensuring organisations achieve results. Using a practical, strategic focus, she works with leaders and heads of departments to establish the best way to recruit, motivate and retain staff. She is Director of People Dynamics, which she helped establish 7 years ago in Melbourne, and is invited to speak at numerous conferences, forums and special interest groups. She is currently completing her Masters of Business (HR) at Swinburne University.



Andrea McCall

Andrea was born in the UK and migrated to Australia in 1981. She has qualifications in History, Politics & Human Resources and is bilingual French/English. She is a trainer, mentor and mediator and lectures in Human Resources at Monash University and currently runs the Internship program for the Berwick and Peninsula campuses. Her work experience has included time as an executive secretary at Guinness and British American Tobacco and 7 years as a member of the Victorian State Parliament. She now also runs her own business and has co written a Human Resource Management casebook. She designs and runs courses and presents at many conferences and seminars. She lives on the Mornington Peninsula with her cat Albert.



Tony Conabere

Tony Conabere is an Honorary Fellow of the ACEL and a Director of Janus Consulting. After a long and outstanding career in educational leadership over nearly three decades at Wesley College and The Knox School, he now consults with independent schools, specialising in change and project management, risk and financial management and quality assurance systems based on the philosophy of continual improvement.



Jonathan Wright

Jonathan Wright is an HR executive with over 15 years experience in large, global organizations and specialises in improving organizational effectiveness. Since January 2010, Jonathan has led Executive Resourcing & Development for BHP Billiton in Melbourne. Prior to moving to Australia last year, Jonathan worked in the UK and US with BP, Ernst & Young, Foster and Partners and Diageo. Jonathan's past achievements include leading a global Finance transformation project with BP and designing a new leadership development program with Ernst & Young to increase the skills and confidence of global account leaders. Jonathan was educated at Canford School in the UK, has a Masters Degree in HR Management from Kingston Business School and is married with 3 young children. He loves cricket and rugby union and is still learning the rules of NFL!



Geraldine Wilson

Geraldine Wilson is a Director of Janus Consulting and PDIT, a Past President and Fellow of the Australian Institute of Office Professionals, and was previously an HR professional with one of the "Big 4", managing recruitment, induction and work-place performance. She has worked very closely with registrars, knows at first hand the pressures and pleasures of the office, and understands the implications of the role, especially for those registrars who have come to their role after working professionally as Executive Assistants.