

Driving Digital Change

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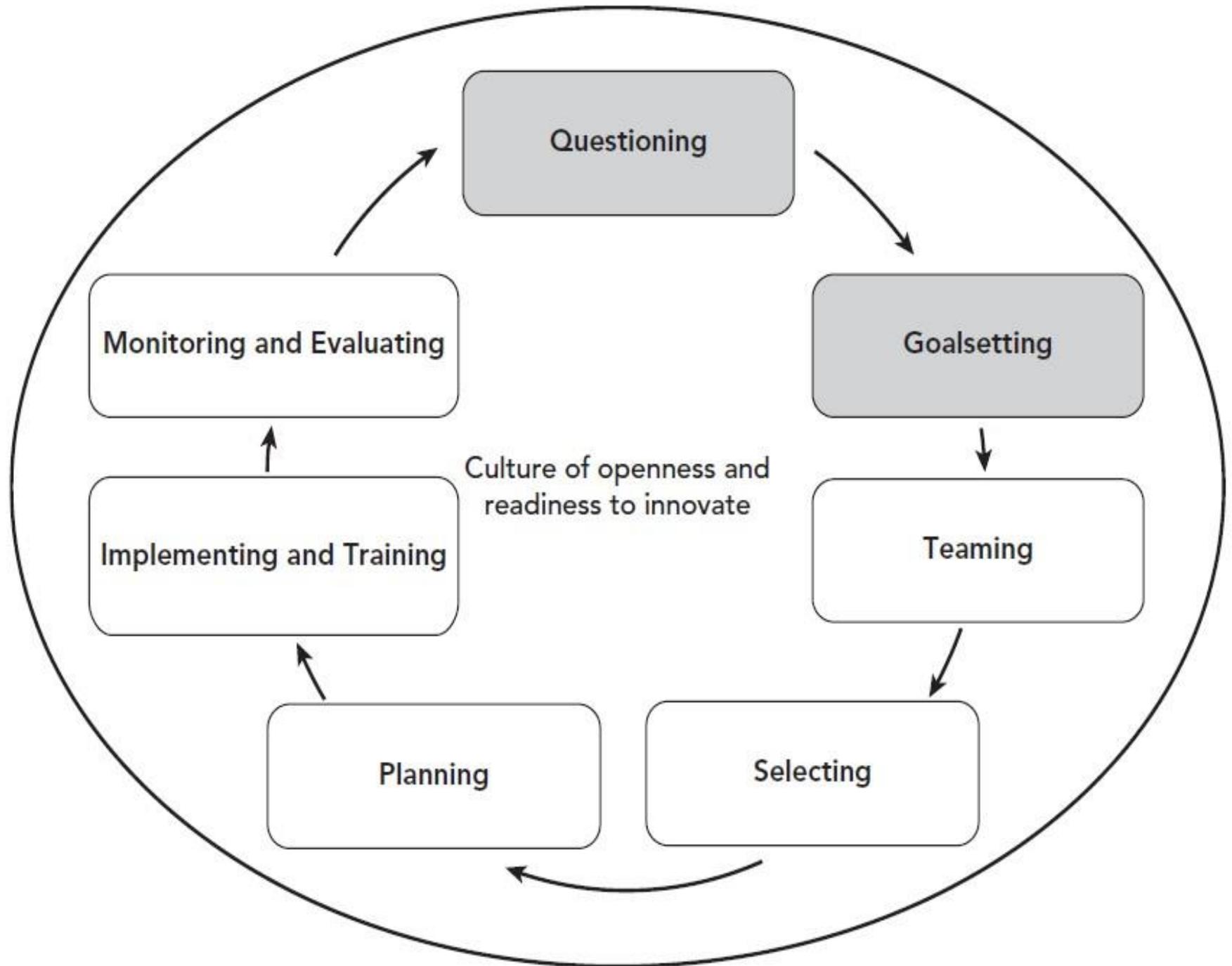
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Celebrating **40 years** of quality and innovation in ELICOS

Agenda

- Introduction
- Our model of change
- A culture of openness
- The role of leadership
- Choosing the right technology – the SELECT model
- Wrap up and questions





A culture of openness



Where your world grows

Organisational culture

- What does a positive organisational culture look/sound like in your experience?
- What do you notice?

Where your world grows



Signs of language teaching organisations with engaged staff

- Enthusiastic teachers (and others)
- Sense of camaraderie in the staffroom
- Support for each other
- Willingness to ask for help
- Involvement in other projects (eg curriculum development, materials, assessment, external projects)
- Enthusiasm for PD
- Readiness to question/make suggestions
- Feeling of wellbeing



How do we make that happen?



What do employees want?

- Trust in management
- Satisfaction with work/job
- Involvement in decision making
- Positive climate of relationships between management and employees
- Satisfaction with pay
- Job challenge
- Sense of achievement from work
- Wellbeing



Holbeche – what engages?

- Connection
- Voice
- Support
- Scope

How can you increase them in your organisation?

Where your world grows



A culture of openness

Basic principles

- Clear strategy and vision
- Transparency and trust
- Communication
- Meaningful professional development
- Team of empowered, engaged individuals
- Servant leadership

Where your world grows



An organisational audit

1 People are encouraged to give honest feedback in my organisation (and feel willing to give it)

2. Teachers and others are encouraged to develop and grow personally and professionally.

3. Staff see management as supportive and encouraging, and willing to listen to new ideas

4. We have regular meetings and discussions to look at what we do, to see if we can improve on the courses or services that we offer.

5. We regularly look outside our own LTO to see if there are new ways, procedures or approaches we can use to improve the way we do things.

Leadership

Where your world grows



6. Servant leadership

- “[The] Servant Leader shares power, puts the needs of the employees first and helps people develop and perform as highly as possible” (Sendjaya, 2002)
- 10 traits of servant leader (Spears)

empathy

listening

healing

awareness

persuasion

conceptualization

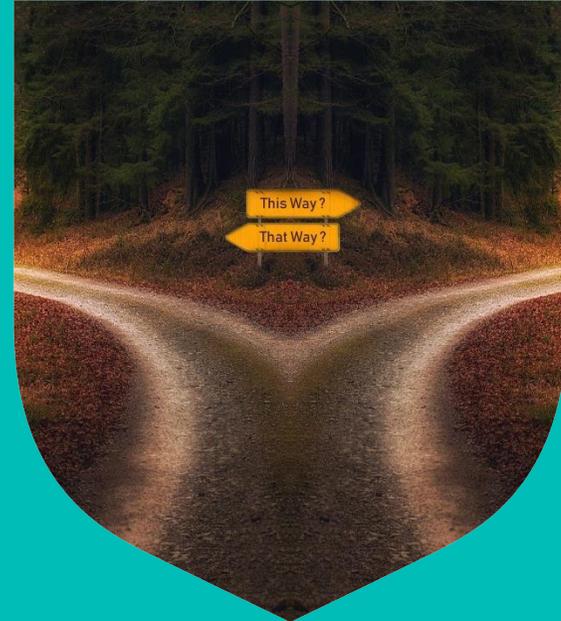
foresight

stewardship

commitment to the growth of people

building community

The SELECT model



SELECT

- Set objectives
- Explain and expand
- List contextualised criteria
- Explore options
- Cross examine
- Take it forward

List Contextualised Criteria

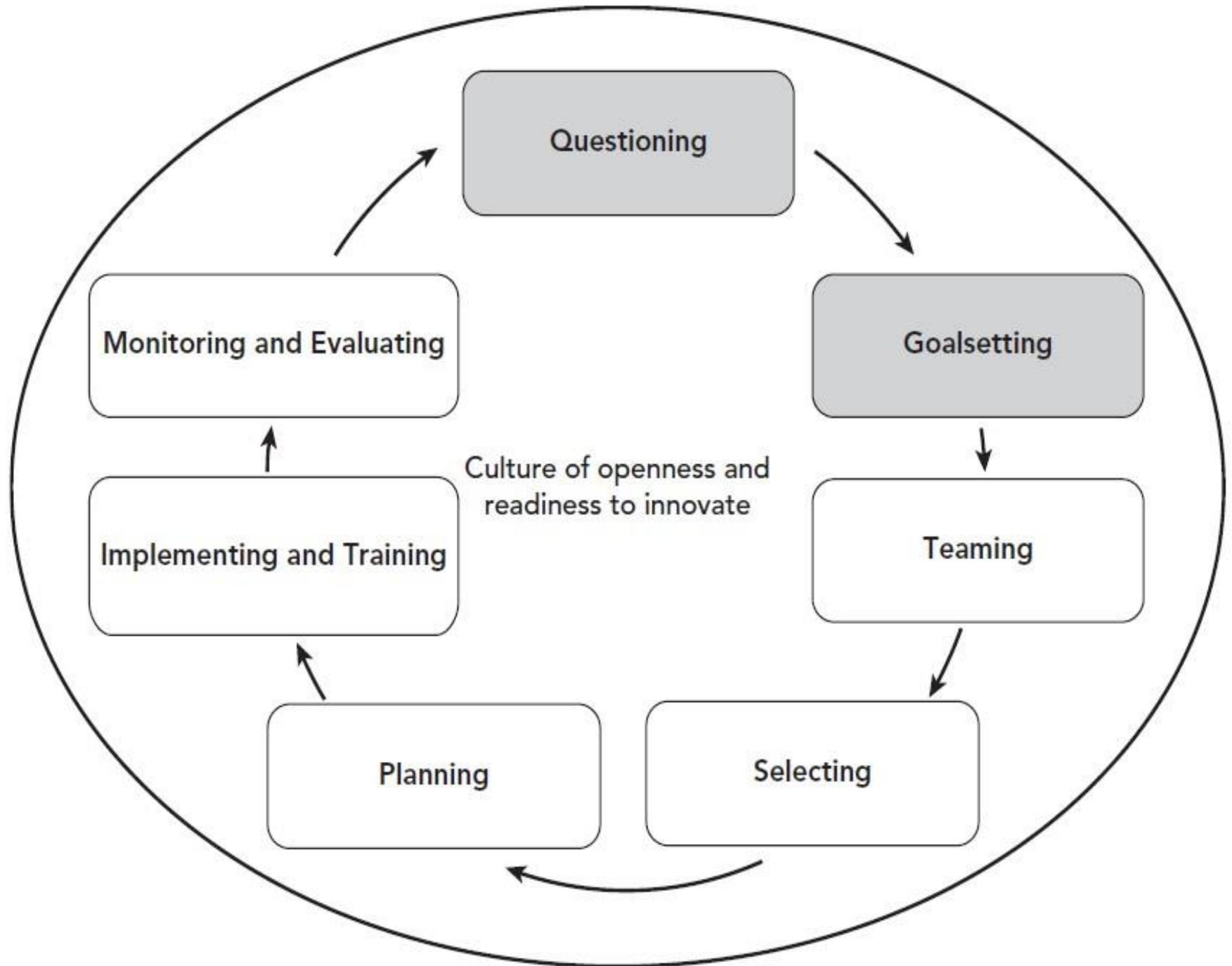
- What are the different categories that you will need to consider? (eg cost, security, user-friendliness, accessibility, pedagogical value, etc)
- In each category, what do you need to be sure of?
- Turn these statements into questions



- **Assessment**
 - Are there sufficient tools available within the solution to provide a basis for assessment?
 - Does the tool provide assessment options appropriate for the desired outcomes?
 - Are there opportunities for students to receive feedback and automated assessment?
 - Do teachers receive enough information to correctly assess student use and learning?
- **Objectives**
 - Are the desired outcomes and objectives included in the solution or is it possible to personalise, to ensure objectives are obtainable?

Sustainability considerations

- **Cost/Budget**
 - Are the costs associated appropriate for both the institution and the users?
 - Are there associated maintenance and hosting charges the institution is willing to maintain?
 - Is there an institutional commitment to the long-term budget impact the solution could have for hosting, maintenance, upgrades, training, etc.?
 - Is new equipment required and easily acquired?
 - Is the institution prepared with space and budget to house new equipment?
 - Will there be additional costs to students for equipment?
 - Are there any opportunity costs?
- **Accessibility**



Thank you
Any questions?