**Roles and responsibilities of curriculum leaders in bringing changes and innovations**

**to the English curriculum**

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| **Stages of change management\*** | **Change strategies\*** | **Tasks** | **Curriculum leadership capabilities** |
| Creating a climate for change | Create urgency | * Study the change carefully
* Help others see the need for change
 | * Demonstrate subject and pedagogical knowledge
* Use data effectively
 |
| Form a powerful coalition | * Form a team with expertise and/or with enthusiasm to achieve the intended outcomes
 | * Use resources effectively and strategically
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| Create the vision and strategy | * Create a concrete vision
* Ensure that the objectives, the measures proposed and the outcomes are aligned and SMART
 | * Propose concrete and workable actions
 |
| Engaging and enabling the whole panel  | Communicate the vision and strategy | * Understand and address the concerns of the stakeholders
 | * Communicate effectively with different parties
 |
| Empower action | * Provide training and support
 | * Use resources effectively and strategically
 |
| Create quick wins | * Ensure effective implementation of the plan
* Conduct on-going evaluation with professional use of qualitative and quantitative data to promote evidence-based and reflective teaching practices
* Provide concrete evidence to show that the change plan works
 | * Establish monitoring and evaluation mechanisms
* Use data effectively
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| Implementing and sustaining change  | Build on change | * Create opportunities for knowledge building and sharing in the panel to foster the professional development of the members and/or to prepare them for the future direction of the panel
* Recognise efforts and celebrate achievements timely and regularly
 | * Communicate effectively with different parties
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| Make it part of the culture | * Plan holistically
* Build up a systematic pool of experience and resources
* Use the collected data for future planning/improvement on L/T
 | * Propose concrete and workable actions
* Use resources effectively and strategically
* Use data effectively
 |

\*The stages of change management and the change strategies are taken from Kotter’s 8-Step Change Model.

Reference: Kotter, J. P. & Rathgeber, H. (2006). *Our iceberg is melting: changing and succeeding under any conditions*. New York: St. Martin’s Press.

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