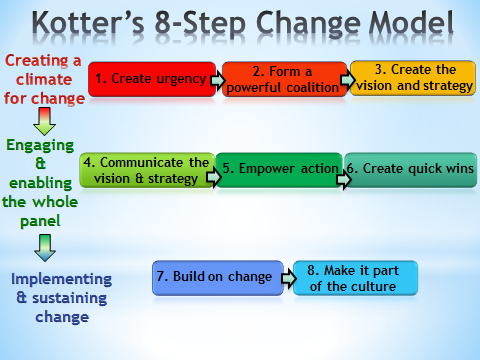
**Roles and responsibilities of curriculum leaders in bringing changes and innovations**

**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 |
| 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 |
| 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 |
| 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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