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Leading and Managing Change in Higher Education

October 2013
Bragança, Portugal



CHANGE

“Make or become different” – Oxford English Dictionary



**When we are no longer able to
change a situation - we are
challenged to change ourselves.**

[Viktor E. Frankl](#)

Do you train your people or do you help them learn and get ready for the change?

- Focus on facilitating learning
 - Encourage development of the person
- Give people choice - we all learn in different ways, and we all have our own strengths and potential

- People never follow bad aims
 - People do not change

Focus on the person, from the inside out, not the outside in.

- What do your people say to themselves about the way you are managing change?

Ask them

Learn about your own and your people's thinking styles of working and learning

Herrmann Brain Dominance Instrument

<http://www.hbdi.com/SolutionsFor/organizations.php>





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Developing
manager's
understanding of
people's thinking,
learning,
communicating
and problem
solving styles



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**LOGICAL
THINKING
RATIONAL
DECISIONS**

**BIG PICTURE
CREATIVE MIND**

**PLANNING
ORGANISING**

**FEELINGS
RELATIONSHIPS**

Strategic and Business Thinking Model For Developing Strategy, Planning and Diagnosis



What is your preferred style of thinking?

Group task:

Use the following key words as a guide to invent a story:

- An elephant
- A railway
- A train
- Sun
- Clouds



Change

Learn
people

failure

different

stories

support

understand

Reflect

stakeholders

appreciate

help

achievements

complex

always

services

organisational

myths

time

results

power

problems

recognise

make

level

early

become

well

management

help

organisational

myths

time

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power

organisational

myths

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