



# ACAMIS 7<sup>th</sup> Annual Leadership Conference

Leading Change: From Vision to Implementation

Suzhou Singapore International School; Suzhou, China: September 7-9, 2017

## Our Goal:

For participants to leave the ACAMIS's Leadership Conference with the knowledge and confidence to identify and apply appropriate tools which will optimize success when leading their school and/or teams through change initiatives.

## Our Ideal Audience:

Participants will be divided into four cohorts, these are: 1) Early Years / Primary School Leadership, 2) Secondary School Leadership, 3) Pastoral Leadership and 4) Non-Academic Leadership. Participants in each cohort will be further grouped corresponding to a change initiative that they are either involved in or preparing for, so that they can immediately activate the learning from each workshop.

## Welcome to ACAMIS's Leadership Conference!

The ACAMIS annual Leadership Conference helps both academic and non-academic leaders develop their leadership skills for unique obstacles they'll face in the upcoming school year. This year's conference is focused specifically on building capacity in leaders across the school to prepare for and manage change successfully.

Led by Chris Jansen, Jon Lavelle, Jennifer Swinehart and Richard Bruford — leadership experts with a proven record for helping international schools navigate change — the instruction provided will leave you with tools and strategies to:

- Extend your thinking about the nature of complex human and organisational behaviour;
- Design your own process of inquiry into assessing and effecting change in your school;
- Identify barriers to change and develop plans to mitigate them;
- Navigate difficult conversations associated with change;
- Grow your leadership capability to foster engagement and lead cultural change across your organisation;
- Determine the appropriate strategies and corresponding behaviours to address community concerns regarding change; and
- Develop and execute a communications plan to support change.





This conference has been designed to meet the needs of all leaders that have recently experienced, are currently involved in or are contemplating a change initiative at their school. Differentiation and Inquiry-based Learning techniques will be used to ensure:

- Participants are grouped according to similar interests;
- Facilitators are prepared to support participants' unique professional inquiry;
- Participants arrive with a common understanding of the content; and
- Participants can continue to connect and support each other after the conference.

The first day, September 7, will be reserved for a limited number of participants that are specifically looking to build and hone their ability to navigate difficult conversations related to change. Priority will go to participants registered for all three days.

The nuts and bolts of Change Management will be facilitated during September 8-9. During these two days participants will delve deeply into the strategic and process driven side of Change Management. Participants will be grouped into one of four cohorts during these two days: Primary, Secondary, Pastoral or Non-Academic. Cohorts will be limited to 50 people and facilitated by:

- Primary Leadership: Jennifer Swinehart & Kimberley Fung
- Secondary Leadership: Richard Bruford & Renee Rehfeldt
- Pastoral: Chris Jansen & Lucy Burden
- Non-Academic: Jon Lavelle & Mimi Lee

## Day 1: Navigating Difficult Conversations (Pre-Conference Workshop)

The essential question is: *How can I develop and enhance key communication skills associated with difficult conversations related to change?*

Jon Lavelle will be our lead facilitator, supported by four other seasoned professionals, who will assist smaller teams in several breakout groups throughout the day. The format will be a mixture of whole group informative sessions, break-out groups to work on real-life current issues in a confidential setting, action planning individual feedback, whole group feedback and question/answer sessions.

## Day 2 & 3: Leading Change

Each day of the conference will kick-off with the introduction of a specific theme and keynote address, after which, participants will separate into their cohorts. Learning will be activated through three different mediums:

1. Presentation: Change Management, as a process, will be introduced in four presentations. Each will identify key milestones and tools for each stage. Participants will experience how the tools introduced in the presentation can be applied to change initiatives that every educator will encounter at some point in their career .





2. **Case Analysis:** Facilitator-led case analysis will give participants an opportunity to apply the tools introduced during the presentation to specific cases relevant to their cohort. Discussion activities will provide an opportunity for participants to learn from each other, as well as identify obstacles that will impact or influence the effectiveness of tools.
3. **Coaching:** Participants will identify in advance of the conference change initiatives that they are preparing for, currently engaged in and/or have recently completed. This will enable facilitators to support participants to understand how to apply lessons and tools to their specific challenges.

## Three Day Agenda

Thursday, September 7 – Pre-Conference Workshop: Navigating Difficult Conversations	
Time	Purpose
08:00-08:30	Socialize and Connect – Coffee, tea and Pastries
08:30-10:00	<ul style="list-style-type: none"> <li>• Introduction by Jon Lavelle, positioning of the day, objectives and personal goals from participants for the day</li> <li>• Personal perceptions of change - from your own perspective rather than from academic research</li> <li>• Types and scales of change</li> <li>• Importance of engaging "<i>head, heart, and hands</i>"</li> <li>• Core concepts for holding difficult conversations when the stakes are high or stakeholders are concerned about outcomes</li> <li>• Table team discussions about critical, core or crucial conversations <b>in which</b> participants are currently engaged</li> <li>• Feedback and action planning</li> </ul>
10:00-10:15	Break
10:15-12:00	<ul style="list-style-type: none"> <li>• The human responses to change and how to guide people through this 'natural' and understandable process</li> <li>• Whole group exercise to document thoughts and feelings through each stage of the change process</li> <li>• How to build, maintain and build trust throughout the process</li> <li>• Action planning with a trusted partner based on a specific real-life situation</li> </ul>
12:00-13:00	Lunch
13:00-15:00	<ul style="list-style-type: none"> <li>• Types of resistance</li> <li>• How to detect signs of resistance</li> <li>• Understanding and dealing with different types of resistance</li> <li>• Reinforce critical skills and demonstrate best practice of: questioning, listening, reflecting and responding</li> <li>• 1:1 role plays with a trusted partner using real life current situations</li> <li>• Action planning with a trusted partner</li> </ul>





15:00-15:15	Break	
15:15-16:30		<ul style="list-style-type: none"> <li>• Helping and leading people through change</li> <li>• Breaking bad news</li> <li>• Keeping your head when you are going through change yourself</li> <li>• Communicating an inspirational, engaging and motivational vision</li> <li>• 1:1 role plays</li> <li>• Summary, key insights, ideas and action planning</li> </ul>

**Friday, September 8 – Leadership Conference**

07:45-08:15	Socialize and Connect – Coffee and Pastries				
08:15-08:45	Keynote	Chris Jansen will guide participants through an inquiry-based process where they will formulate questions that will be investigated during the conference. This inquiry-based approach to change will enable participants to construct a customised approach to suit their specific context that addresses the why, where, how, who and what of effective change.			
08:45-09:00	Break				
Separate into Cohorts		Primary	Secondary	Pastoral	Non-Academic
09:00-10:30	Making the Case for Change	At some point in your career you desired change at a school you worked in, whether it was curricular or organizational, you felt a strong need for that change. Identifying and communicating that need with the right people is the first step towards achieving change.			
10:30-11:00	Break				
11:00-12:30	Case Analysis	Each cohort will engage in a facilitator lead discussion of a change initiative that the facilitator had a leading role in. Discussions will enable participants to demonstrate their understanding, and apply knowledge to their school, of how to communicate the need for change and assemble a strong team.			
12:30-13:30	Lunch				
13:30-15:00	Visioning and Capacity Building	What will change look like and how will it impact our community? We need to begin with the end in mind. We not only need to reassure our community of where we want to take them but we also need to identify all of the challenges and obstacles before we ask them to join us.			
15:00-15:30	Break				
15:30-16:30	Coaching	Facilitators for each cohort will engage with participants through various activities to help them connect theory to their professional inquiry.			





Saturday, September 9 – Leadership Conference					
07:45-08:15	Socialize and Connect – Coffee, Tea and Pastries				
08:15-08:45	Keynote	Chris Jansen will explore the dynamics of change processes in complex environments where both hierarchical and network based approaches have benefits and limitations. Participants will be introduced to a polarity mapping process which allows leaders to configure their organisational approaches that enable change.			
08:45-09:00	Break				
Separate into Cohorts		Primary	Secondary	Pastoral	Non-Academic
09:00-10:30	Empowering Change Agents	“Failing to plan is planning to fail.” - Benjamin Franklin Participants will be introduced to planning and leadership strategies to empower action at all levels within the school.			
10:30-11:00	Break				
11:00-12:30	Case Analysis	Each cohort will engage in a facilitator lead discussion of a change initiative that the facilitator had a leading role in. Discussions will enable participants to demonstrate their understanding from the preceding session and apply knowledge to their school context.			
12:30-13:30	Lunch				
13:30-15:00	Making Change Stick	Transformational change is empowering and sets the stage for continuous improvement across the school, but sustaining the systems that enabled change requires consolidating successes, understanding set backs, continuous feedback and continued investments in process and people.			
15:00-15:30	Break				
15:30-16:30	Coaching	Facilitators for each cohort will engage with participants through various activities to help them connect theory to their professional inquiry.			

## Speaker Biographies

**Chris Jansen** is a Senior Fellow at the University of Canterbury, where he teaches and supervises leaders studying in the Masters of Business Management, Post Graduate Diploma of Strategic Leadership and Masters of Management. Through his consulting role at [www.leadershiplab.co.nz](http://www.leadershiplab.co.nz) Chris works alongside organisations in the education, health, business and community sectors in a range of projects. These include design and delivery of leadership development programmes, change management initiatives, organisational capability and strategic planning.

Chris is also involved in executive coaching and regularly facilitates workshops and presentations at conferences and with a range of organisations around New Zealand, Australia, the Pacific and Asia. He is currently facilitating leadership programmes with international schools in Singapore, Bangkok and Taiwan. His qualifications include a PhD in Management and Master’s degree in Education (Counselling).





**Jon Lavelle** has worked for many years as an external advisor to several educational establishments, especially in the areas of leadership, personal and professional development, including 6 years of collaboration with the International Baccalaureate. Whilst based in the UK, Jon works internationally, with extensive experience in more than 26 countries throughout Asia, the US and Europe.

A prolific author and writer, Jon has devoted his professional career to helping people from all walks of life to be the best they can be. Jon's specific areas of expertise relate to leadership, leading and managing change, cultural awareness, learning and development, and in navigating tricky situations in terms of negotiation and communication with others, in particular, in times of disruptive change.

Jon's facilitation style is dynamic, inspirational, collaborative and as far as you can get from a 'lecture'. So, be prepared to be engaged, to be challenged, to get involved in discussions and activities, and to leave the day with your head buzzing with ideas!

Additional presenters include:

**Jennifer Swinehart**: Director of Research and Development at Hong Kong Academy and the Primary Cohort Lead Facilitator

**Kimberley Fung**: Primary School Learner Support Teacher at Hong Kong Academy and the Primary Cohort Case Study Presenter

**Richard Bruford**: Secondary School Principal at Suzhou Singapore International School and the Secondary Cohort Lead Facilitator

**Renee Rehfeldt**: Professional Development Coordinator at Suzhou Singapore International School and the Secondary Cohort Case Study Presenter

**Lucy Burden**: Secondary Assistant Principal - Pastoral at Suzhou Singapore International School and the Pastoral Cohort Case Study Presenter

**Michael Iannini**: CIS Affiliated Consultant and the Non-Academic Cohort Lead Facilitator

**Mimi Lee**: Director of Human Resources at the International School of Beijing and the Non-Academic Cohort Case Study Presenter

## Host School and Accommodations

### Suzhou Singapore International School

Address: 208 Zhong Nan Street, Suzhou Industrial Park, Jiangsu, China 215021

Phone: +86(0) 512 6258 0388

URL: <https://www.ssis-suzhou.net/>





Contact Person: Michael Iannini, michael@pdacademia.com

**Suzhou Singapore International School has recommended the following hotels, from which transportation will be provided. Please identify which hotel you prefer to stay at and for which nights**

### **Genway International Hotel**

Room Rate: RMB550 including two breakfasts per twin/single per night

Add: 36 Si'an Street (Si'an Jie)

Suzhou Industrial Park

Sales Manager: Mr. Benny Zhou

Tel: +86-512-6296 6666

Email: [zhoul@genwayhotel.com](mailto:zhoul@genwayhotel.com)

Web: <http://www.genwayihotel.com/>

## Registration Fees and Instructions

### ACAMIS member schools

#### Early Bird Registration before June 30

- Preconference (Sept. 7) - 250 USD per participant
- Conference (Sept 8-9) - 350 USD per participant

#### Registration after June 30

- Preconference (Sept. 7) - 300 USD per participant
- Conference (Sept 8-9) - 400 USD per participant

### Non- member schools

- Preconference (Sept. 7) - 350 USD per participant
- Conference (Sept 8-9) - 450 USD per participant

When you register please confirm if you intend on staying at the Genway International Hotel as we will be providing transportation to and from this hotel to the conference. We have also blocked 100 rooms and negotiated a lower rate. If we determine there is a higher demand for the rooms we will negotiate with the hotel for additional rooms.

