Calling all agile leaders - education needs YOU!

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#digifest20
How to handle rapid response transformations in a changing marketplace

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Why change? Why now?

Pearson, The Global Learner Survey, 2019

• The emergence of a DIY mind-set is reshaping education and requires new management approaches
• The 40 year career has gone
• People expect digital and virtual learning
• Confidence in traditional educational institutions is wavering
• Younger workers increasingly open to degree-alternative pathways

Skills Development Scotland, Skills 4.0: A Skills Model to Drive Scotland’s Future (2018)

• Digital technology will permeate all forms of work
• Technology will provide new ways of connecting and collaborating
• The volume of information generated online will increase
• Technological based collaboration increases the complexity of relationships
• Increased working age, need for regular re-skilling and up-skilling
• Increase in less traditional employment
Micro credentials

- Bite-sized chunks of education e.g. an online course, bootcamp or certificate from a university, specialty provider or online learning platform
- They are tipped to take up a bigger portion of the learning marketplace
- Offer the potential to ‘stack’ short course credentials together in place of a traditional degree
- Suited to career life-cycles - regular up-skilling and re-skilling
- The attractions: accessible, affordable – highly targeted to employment changes / needs
Market demand: customer choice

• It’s no longer enough to obtain a degree

• Career life-cycles require people to up-skill / re-skill continuously BUT can’t take the time out of working lives to attend college / university

• Micro-credentials present a substitute / equivalent / supplement to university degrees

• It may just be a matter of time before more people opt for education ‘a la carte’, seeking different, flexible options
Challenges: operational multi-tasking

In any industry, when there is a change to services and products there is an impact on processes:

- Changes to culture
- Changes to resources
- Changes to operations
- Changes to communication
- Changes to knowledge management
- **DIVERSIFICATION** (sustaining multiple process streams)
Barriers: cultural and operational

• The longer the life-cycle = the slower the turnover
• Established working practices become core
• Default settings become normative – culturally and operationally change averse
• Risk of reducing productivity among staff who must now multitask
• Short-term resource implications and costs (financial and human) are critical - analyse affects on your human resources, information technology, production, finances and marketing
• Shorter, market reactive lifecycle- Faster turnover – operational move to a rapid change environment
Solutions: focus on work streams, processes and measurable progress

• Operational resilience: techniques that enable people, processes and information systems to adapt to changing patterns = responsive process modifications

• Changing processes of production and / or new products requires skills shifts / culture shifts / prioritisation of competing demands / operational shifts

• Don’t engage in change for change sake. Perform an “if so/then what” analysis to determine the exact predicted benefits and any damage to your current provision model
ALWAYS focus on the customer

- Multiple roles - competing demands, finite resources
- Assess variant points of differential need
- Target supply to demand as appropriate
- Prioritise resources in accordance with market segmentation
- Sharpen Cross-Functional Knowledge Management: facilitate collaboration across knowledge bases
- Embrace a Change Culture: ‘sprints’ and quick wins
Be strategic and focused

• Review your current staff

• Calculate the ongoing operating costs and stress on your administration and teaching teams of a diversification strategy

• Determine if you can support different types of course or academic services

• Consider the impact of one type of course (existing business) competing with the other

• Weigh up competing demands and apportion resources accordingly

Technology is easy, getting the people and culture right is the key:

• Leaders
• Orchestrators
• Change Agents
• Supporters
• Teams
• Customers
Key support activities are critical to transformation success

- Skills development
- Management development
- Executive development
- Culture shift
- Implementation of a digital platform to support innovation
- Awards and incentives – what’s in it for us?
- Buy in - make goals clear, meaningful and enjoyable not threatening
- Customers – the key stakeholders. If transformation is not customer-led it will fail
Key capabilities

Quality assurance and benchmarking

- Higher and further education have specialised expertise in quality assurance with the ability to benchmark
- They are in the best position to exercise an ethical duty of care in qualitative guidelines against private education providers

Reputation and experience

- Employers and learners alike are vulnerable in a gig economy – there is a need for direction in benchmarking and quality assurance
Thank you

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