

they will feel a sense of anxiety; however, too often those driving change fail to appreciate this and do not put in place strategies for identifying the skills staff will need and the means for acquiring them.

If people have no **incentive** for change, they are likely to be **resistant** to it. In other words, if people feel that they are not going to get anything out of it, their normal reaction is to ask themselves 'why change?'

Resources are a vital ingredient in managing change — not necessarily physical resources, but any of those items which people feel are necessary to enable them to make the required change. It might be new equipment, but it might just as easily be emotional or social support. If the perceived needed resources (i.e., those that are perceived to be needed by the participants themselves, not necessarily just by those who are driving the change) are not provided or accessible, the participants are likely to feel **frustrated**.

It is rare these days for people to contemplate change without putting in place a **plan of action**. Funding is so tightly tied to plans these days that most people are accomplished at drawing them up; but without a plan (and without it being convincingly and clearly explained to all participants) people will quickly come to feel as though they are once again, on a **treadmill**.

While proposed change can sometimes bring people together, it can also just as readily drive people apart. Without a sense of **collegiality** when managing change, people may feel lonely and **isolated** and without collegiality; any attempt to develop a 'community of learners,' as this project was trying to do, would be doomed to failure. While this factor was not part of the original Villa and Thousand matrix, the experience of one of the authors of this paper (Alderson) has found this to be as an essential ingredient in managing change.

From: *Leadership for Cultural Change: Developing a Community of Learners in Teacher Education*; Bruce Shortland-Jones, Curtin University of Technology; Anna Alderson, AAAJ Consulting Group and Connecting Learning; Robert G Baker, Curtin University of Technology; International Electronic Journal for Leadership in Learning, Volume 5, Number 10
July 9, 2001; ISSN 1206-9620

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