

How to be a Change Agent- *in the context of nutrition and physical activity*



Sue Winters 27 May 2010

This Presentation:

(1) Change Agent or Leader?

(2) My Assumptions

(3) Qualities

(4) Characteristics of an Effective Change Agent-
through good and bad

Change Agents or Leaders?

“Leaders are people...who...are not content with the status quo, and will act *on* as often as they act *within* the system...”

Robertson (1992)

Assumption One

That each change agent has his or her own *unique* style as a change agent

Assumption Two

The development of our style as a change agent is *ongoing - never complete.*

Assumption Three

The development of our
style as a change agent is due
to his or her
*acknowledgement of that
style*

Assumption Four

As our knowledge of our
style develops, *our
leadership is enhanced*

The **QUALITIES** of leaders can be grouped into three areas:

(1) Statesperson

(2) Connoisseur

(3) Entrepreneur

Marshall and Duignan (1987), Robertson (1992)

Statespeople

“..focus on relationships
because they know
their work is with and
through people.”

Connoisseurs

“...focus on pedagogy (knowledge)
– their own as a leader and
that of others in the institution”

Entrepreneurs

“...research their own work,
and that of others and gain
outside perspectives and
feedback to confront their
thinking”

**Effective
Change Agent
-through good and bad**

**What are the
characteristics of
the effective
change agent?**

Effective Change Agents are Reflective

- They gather data and
they use the data***
- They are prepared to
keep retheorising and
reformulating***

Effective Change Agents

Ask Questions

***-They know which question
to ask next***

(Holding up the mirror)

Level One Questions

-these clarify details

***-“Tell me when? What? if?
How?”***

Barnett and Lee (1994)

Level Two Questions

-these clarify purposes or expected consequences

How? Why? Who?

Which?

What was intended?

Level Three Questions

-so what happened?

-what differences were there?

-so what did this tell you?

-next time?

Effective Change Agents provide feedback and receive feedback-

Judgmental or Non-judgmental

“Leave blame in the past, use feedback to modify the future”

Effective change agents encourage peer support

**Effective Change Agents
know when to suspend
judgement and when to
exercise judgement**

***My most difficult decision
As a change agent?***

**Effective Change Agents
value the learning
opportunities**

***It's the game that we lose
that teaches us the most-
if we recognise the
opportunity***

**“Losing isn’t failure:
Failure is not getting back
up to try again or not trying
another way.”**

“Lucky Legs” by “Steve Gurney (2008)

(Level Two and Three Questions?)

Effective Change Agents Manage Their Emotions:

(1) Remember that

***“(s)he who angers you
controls you”***

***(2) Know when to “suspend
your judgement”***

Strategies for the ongoing development of our unique style as a change agent:

- Gather specific data and use it in decision-making
- "Leave blame in the past and use feedback to modify the future"
- Make the difficult decisions but enlist support
- Learn from the losses
- Reflect, Re- theorise and re-formulate
- Suspend judgement sometimes
- Ask questions- "hold the mirror up for others"
- Manage emotions

Your Next Steps *in the ongoing development of your unique style as a change agent?*

Next week? This year?
Something to mull over?

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Leading Change

**is about “being”
not “doing”**