MANAGING CHANGE AS DS LEADERS: SURVEYING LESSONS LEARNT AND MAPPING THE FUTURE

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WITH VIRTUAL PARTICIPATION FROM

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This presentation will contain video testimonials from all 4 other presenters. These have been captioned
PERSONAL INTRODUCTION

Frederic Fovet
Director of OSD at McGill University since 2011
Recruited as a change agent
Given the specific mandate of making UDL implementation a reality
Unusual characteristics: not planning a career in Disability Service provision
Motivational disposition to embracing change
Interactive exercise:

• What changes do you think have impacted DS provision in the last decade?
• What other changes are likely to affect the field?
Context of the presentation

- In Disability service provision in post-secondary, changes already occurring include:
  - Change in demographics and tools to manage volume of users
  - Change in diagnoses and complexity of diagnoses
  - Change in documentation procedures
  - Change in users’ perception of Disability and self-perception
  - Change in the professional background of unit staff
  - Changes in legal obligations
  - Changes in theoretical understanding of what constitutes Disability
Expected changes in the profession

- Change in funding model
- Change in relationship to instructors
- Changes in relationship to users
- Changes tools used and available
- Changes in the target of our interventions (environment vs. individual user)
- Changes in the critical lens we apply to our own services (removing barriers for users of the service)
- Pedagogical changes to the post-secondary environment in which we function
- Changes in the level of campus-wide collaboration and participation that is expected of us
Critical concern of the presentation

- This is an awful lot of change within a decade
- Few comparisons in other sectors where changes have been so radical and so fast
- Very little literature on the management of change in DS units
- Post-secondary environment itself is not at ease with the management of change
- Fear that changes are so global, they are out of our control = loss of feeling of competence
Objectives

1. Identifying the challenges that exist for DS unit managers in terms of management of change
2. Explore some of the literature on management of change and consider impact on our field.
3. Offer transferable solutions.
Part 1 – The challenges

- UD and social model implementation is requiring a complete upheaval of the DS structure and format
- Global change in the target of our interventions (pedagogical environment vs. individuals)
- Global change of partners
- Global change of message and discourse with campus
- Global change in campus practices we facilitate
- Global change in our own procedures and practices
- Global change in our we motivate our employees
- Global change in what constitutes efficiency and excellence in DS provision
Part 2 – Exploring the literature on management of change

• Resistance we are likely to encounter:
  1. Ideological resistance
  2. Motivational resistance
  3. Psychological resistance
  4. Resistance linked to the specific format of the change triggered
Issues surrounding the rhythm of change

- The 4 types of change tempo are traditionally:
  - Pilot
  - Parallel
  - Progressive
  - Radical.

It would be much easier to manage and stagger a pilot or parallel initiation of change but a hybrid version of the progressive and radical models is all that is available to unit manager.

This can only exacerbate resistance to change.
Part 3 – Transferable solutions

Motivational resistance
- Care for the feeling of competence of staff
- Empowerment of staff through the change process
- Addressing the fears

Ideological resistance
- Transparency of message at all hierarchical levels
- Global scale of message
- Psychological resistance
- Work on counter-transference and ethnographic work with users
- Simplicity and clarity of leadership
- Reciprocity of the experience of change
- Resistance to the format of the change
- Strategic planning of the change process
- Proactive exploration rather than passive and reactive stance
The future…

• It is unlikely change is a limited phenomenon in DS
• **Ecological positioning** of DS staff between institutional resistance to change and user base expectations for change
• Issue of **turnover in profession** after many decades of when DS was perceived as a career
• **Creating training and PD resources** for DS managers
• **Embracing** change…one step further than managing change
• Directing change: what **responsibility do we have in shaping the change** rather than living the change
• The last frontier: **from minority agenda to main stream discourse**. Changing the scale of our influence.
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