Transform

EAE Learning objectives for this lesson

Practice talking about organisational change. Practicing giving your opinion and agreeing and disagreeing in English. Learn and practice key words linked to the subject. Comprehension activities, dialogues debate and discutssion activities to improve fluency. Practice using intonation and pitch.

Activity One: Ask and Answer

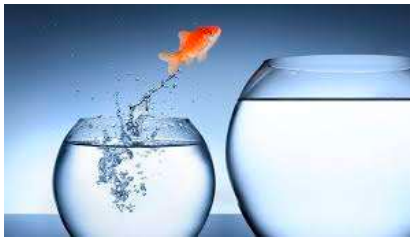
1. Do you have to **implement** change in your work?
2. Do you have to **lead** change in your work?
3. What kind of changes are you **involved** in?
4. Why is change **needed** in your work?
5. What is the **key** to successful change in your opinion?

Activity Two: Key words… transformation and change management.
Read the words and examples.. Which of these words are already familiar to you?

- **To be able to** - We should be able to transform our working methods.
- **To need to** - We need to implement change.
- **To be capable of** - If we are capable of creating a clear strategy then we can lead change.
- **To implement** - We need to implement our strategy step by step.
- **To lead** - We must lead our co-workers with a clear vision.
- **To involve** - If we involved our co-workers they will understand our strategy.
- **To commit** - Once we commit to an action we have to implement it.
- **To be engaged** - If we want co-workers to be engaged in change we must involve them.
- **To get ready** - We need to get ready for a changing envioronment.
- **To get better** - W have to get better at respecting deadlines.
- **To improve** - In order to improve our project management we should train our teams.
- **To evolve** - Our methods have evolved.
- **Meaning** - We need to explain strategy to give real meaning to everyone in the organisation.
- **Awareness** - We should build awareness of the need for change.
- **Expectation** - We should expect change.
- **Behaviour** - We should change our behaviour if we want to embrace change.

Activity Three: Which of the following images conceptualise which of the key words in activity two. (Not all of the words are represented by images, choose images which seem to correspond in your opinion and explain why).











Activity Four: Agreeing and Disagreeing

Here are some useful expressions for agreeing and disagreeing in English.

- **I agree entirely.**
- **Absolutely**
- **Indeed**
- **That's 100% accurate**
- **That's completely right**

- **I disagree entirely**
- **I have to disagree**
- **I'm afraid I can't agree**
- **That's not accurate**
- **That's wrong in fact**

Use the expressions to agree or disagree with the following sentences and explain why you agree or disagree.

1. Change is inevitable.
2. It's important for organizations to embrace concepts like continuous improvement.
3. Organisations have to think critically about how work is being performed who by.
4. We should sack any employees who are resistant to change.
5. We should have empathy for co-workers who find it difficult to adapt to change.
6. We should adopt an intransegent attitude to unions who slow down the change process.
7. We should not openly discuss important changes with all co-workers, to avoid spreading fear.
8. Managers should be lead by example and show confidence and optimism about change.
9. Training people in new skills is a high priority in times of change.
10. We need to have a change management plan.

Activity Five: Transformational Leadership - Comprehension activity.

What is TRANSFORMATIONAL LEADERSHIP - Watch the video and answer thequestions: https://www.youtube.com/watch?v=DX5dVnv8Maw

1. How to transformational leaders make tomorrow better?
2. How do they inspire a team?
3. What do they invest their time and energy in?
4. What do they recognise as well as performance?
5. Why do they allow risk?



Activity Six: Transformational Leadership - Your Opinion.

In English we use **INTONATION**, word **stress**, and the rising and falling tone of our voices, (**pitch**) in order to emphasise the meaning of what we are saying and in order to draw attention to certain key words. We spend longer on the important words and sometimes 'swallow' the less important words. This can make it difficult to understand. It's very important to listen out for key words in order to understand the general meaning. In order to be clear when you speak in public it's important to stress the key words.

Listen to the text and give your opinion on it. Your teacher will show you how to use intonation and stress. (Source**:** https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf**)**

James MacGregor Burns first introduced the concept of transforming leadership in his descriptive research on political leaders, but this term is now used in organizational psychology as well.

According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation".

Burns related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behavior.

He established two concepts: "transforming leadership" and "transactional leadership". According to Burns, the transforming approach creates significant change in the life of people and organizations.

It redesigns perceptions and values, and changes expectations and aspirations of employees. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals.

Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community.

Activity Seven: Role Play.

Act out the following role plays with your teacher.

A) You are introducing a new machine in your factory. This machine will mean that ten people on the current production lines will have to change jobs. You introduce the plan to the line manager. He/she is very negative.

B) You are going to start outsourcing legal work in order to better prepare for future changes in labor laws. The current head of your legal department is initially very resistant to the idea as he feels that an outsider would not understand the organisation. He is very defensive.

C) You are re-training a group of co-workers as their department will be closed down as part of a global transformation. You meet with the unions to explain your plans.

