

**Report on
Two days International Webinar
On
“Kurt Lewin’s Change Model: Application to Creating Learning Organization Post Covid 19”**

The Lord’s Universal College of Education and **MCT’s College of Education and Research** jointly organised a Two days **International Webinar on the theme**, “Kurt Lewin’s Change Model: Application to Creating Learning Organization Post Covid 19” on 5th and 6th March 2021. Around 65 In-service and Pre-service teachers at different levels participated in the Webinar. There were 4 sessions spread out in 2 days conducted by eminent experts from India and abroad.

Day 1, 5th March 2021

The Webinar was inaugurated by Dr. Shefali Pandya, Head of the Department of Education from the University of Mumbai. Dr. Savita Sable, Principal of MCT College gave a welcome speech and threw light on the theme and sub-themes of the Webinar. Dr. Sable gave a brief schedule about the entire day’s activities. She concluded her address by welcoming everyone and urged them to participate actively in the webinar.

Dr. Shefali Pandya after her keynote speech on the theme shared her views on the topic, ‘**Kurt Lewin’s Change Management- Application in the present scenario**’, She stressed the need for change in Education. According to Dr. Pandya, the change is not just because of the pandemic but is largely due to the profound philosophical change ‘Neoliberalism’. According to her, Neoliberalism is responsible for the change in education in the last few years. The important aspect of neoliberalism as madam stated is that there are no longer permanent jobs, even in the aided sections. She further spoke in detail about the challenges in online learning. According to her, absence of human connection, absence of collaborative work, lack of hands-on learning, and feeling of isolation amongst teachers and students are some of the challenges in online learning and it is because of these challenges and the urgent need to face them, there is a need for change management.

Madam reasoned out the need for change management. As she shared, the insistence of the accreditation of organizations for the assessment is evidence of the student's quality of learning. Dr. Pandya further went on to explain the main theme of the webinar, i.e, Kurt Lewin’s change model. She explained all the three steps of the model- unfreeze, change and refreeze.

Dr. Pandya in her session also talked about the criticism of Lewin's model being rigid about refreezing but in today's world, people need to be ready for continuous change. She gave an example of changing semester and use of meta-cognitive technique instead of an exam. Dr. Pandya spoke about the need for changes in pedagogy, greater government scrutiny, a growing consumer’s rights movements, and institutional culture.

As the classes are being conducted online, changes need to be made concerning technology, communication, and the need to improve students' outcomes through online learning. As madam stated, there are approaches also in Lewin's model that are four integrated elements- field theory, Group Dynamics, Action research, and the three-step model.

Dr. Pandya threw light on the shift of teaching-learning from the F-2-F setup of teaching-learning process and educational management to the online platform with the mention of the force field analysis. The two forces which need focus, i.e., the restraining forces and driving forces. Restraining forces are the aspects that will oppose online learning and the driving forces are the aspects that support online learning. Therefore to execute online learning more effectively, there is a need to reduce restraining forces and strengthen driving forces.

Madam suggested activities at every stage of Lewin's model. As she stated, at the stage of **unfreezing**, one needs to determine what needs to be changed, ensure the support of management, create the need for change, manage and understand the doubts and concerns. During the **Change things like** communication, Dispelling rumors, empowered action, involving people in the process are important for its effective implementation. At the stage of **Refreeze** main emphasis should be on anchoring the changes into the culture.

Finally, Dr. Pandya spoke about the guiding principles of the change as follows:
There are many options for improvement but less time and resources are limited,
Change is not an event it is a process.
Classroom structure should change- one table surrounded by many chairs,
Change can be a success if there is a team effort,
Change is a cyclic process and not linear,
Change just does not just happen it has to be led,
Change is a mix of external forces and individual actions,
We must look outside and inside for visible changes.

The session of Dr. Shefali Pandya was well received by the e-audience and it was immediately followed by a question-answering session. The principal of The Lord's Universal College of Education asked how can change be made Cyclic rather than Linear. To this Dr. Pandya answered that we need to Implement the model, take the feedback from the teachers and also make new changes.

Sandesh Jugnake sir asked how can unfreeze be started. How can people be convinced for the unfreeze step? Mam answered by saying that changes in attitude require time and change cannot be brought overnight. There should be a change in approach and increased training hours to receive the change well. On the question on How can parents be convinced for the teacher training, Pandya mam replied by saying that we need to take meetings of parents, take meetings of students to take small action research projects about issues regarding parent's concern about teacher training. This way we can understand their point of view and take steps accordingly. Madam answered the

question, How can force field analysis (reducing restraining forces and strengthening driving forces) be achieved? By explaining that there is a need to find out the restraining forces and handle them accordingly.

The session ended with a vote of thanks proposed by Dr. Sindhu Thomas from MCT college.

The second session was conducted by **Dr. Vidya Naik**, Rtrd. Prof. School of Business and Former Dean, School of Continuing education, NMIMS, Mumbai on the topic **Change Management- An Overview**.

The second session began with an introductory speech given by MCT staff, Mrs. Bhavna Panchal. The speaker for the session Dr. Vidya Naik began her session with the quote by Charles Darwin's eternal truth which is the 'Survival of the fittest. The context of the quote briefly explained the term change, how it is constant, how there is a rapid change in the educational system. Talking about the Education system she divided it into 3 systems, Supra-System and Subsystem (of an educational institute) in the context of.....

1. Technical - Technology, Library, Rooms
2. Social - Diversity in Faculty, Students,
3. Structural - Infrastructure, Inclusiveness
4. Managerial - Ethical Governance, Leadership. Building Trust among employees

As madam explained, the system is interdependent and this interdependence of society, As Change Management, is a complex process, it

requires serious attention and involvement from the management and people from all levels, to achieve a meaningful or a progressive transformation across various levels. Madam felt that future growth and sustainability of the economy depends on the ability of higher education to enable and address the sweeping changes and it affects the various sectors like Change management in Education which is the process to help embrace changes in the current environment by the utilization of basic structures and tools to control any organizational change effort. A paradigm shift is necessary in the process of learning where learners are adopting changes, develop new skills, imbibe better creativity and innovations and also understand the need to change much before the change takes place.

Dr. Naik spoke in detail about the System Analysis for Effective Change Management and categorized as, Micro Level(Beginning Level)- Individuals - Career progression, Training, Meso Level(Middle Level) - Institute - Policies, Teaching Learning Management, Infrastructure, Technology adoption and Macro Level (Highest Level)- Society - Curriculum to meet societal or national needs

Ma'am also gave relevant examples for every level briefly and stressed that if one achieves Micro and Macro level indirectly contributes to being a part of Macro level.

In the process of preparing for Changing Scenario in Education, madam urged us to consider Imparting 21" Century Skills & New Changing role of Teachers, emerging Pedagogies -

Technology disruption (How pedagogy plays such an important role and why it is such an important aspect to focus on.), using Artificial Intelligence (AI) in education. She also stressed adopting Lifelong learning, Changing the nature of jobs, Online learning, etc.

Dr. Vidya Naik cited an example of boards as to how ICSE and other international boards are coming into the picture and changing the teaching-learning scenarios and how it is a need of the hour to bring the integrating changes in Grading, Evaluation, and Extracurricular.

Further Dr. Naik explained various models of changes apart from Kurt Lewin's change model. She briefed about the Classic or fundamental approach to managing change. Change for any individual or an organization is a complicated journey that may not be very simple and mostly involves several stages of transitions or misunderstandings before attaining the stage of equilibrium or stability. Madam also listed different models that can be applied for managing organizational change like, McKinsey 7-S Model (1980); Burke - Litwin Model (1992); Dunphy and Stace model (1993); Kotter's Model (1995); Kruger's Iceberg Model (1996); Branch Model (2002); Thaler and Sunstein's Nudge theory (2008), etc.

Madam also highlighted the types of changes. As she shared, the first type of change includes a planned or unplanned change in which the change may be already pre-planned or can be unexpected at the same time. The second type of change is the first or second-order change in which the first order is continuous and involves minimum alterations in the system and the second-order includes multi-dimensional, multi-level, and radical organization which involves a change in paradigmatic shift. The third type is the increment which includes minor change, which involves a whole set of process and transformation that determines the complexity and the nature of change.

Dr. Naik further explained that change may be proactive and reactive as well. Proactive change occurs due to pre-planned expected output while reactive change occurs because it is made by compelling outside forces. The other type of change explained by the speaker was resisting change that can occur at both the individual and organizational levels. At an individual level, the changes focus on the habits, insecurity, comfort level, and the fear of being unknown. However, at the institutional level, it is more complex as it focuses on the structural inertia, ambiguous perception of change, group inertia, and the threats to expertise and authority.

Dr. Vidya Naik later highlighted how one can overcome the challenge of changes by various strategies. It includes education, active participation of employees, building rapport and support, thereby developing trust, covert manipulation, and selection of a few employees as change agents or as mediators. Madam further enlightened the e-audience about the major gaps that have to be addressed.

- Perspective gap: It focuses on having continuous learning rather than just school learning. The when and where of the learning should be changed.
- Capability gap: It transforms how and what we learn, i.e., the need for updated teaching skills that might suit the 21st-century workplace.

- **Agility gap:** It focuses on swift response to changing context by the system and thrives for continuous improvement.

After these gaps are filled the behavioral strategies can be observed like, people respect each other and care for each other's dignity and genuinely support them and encourage active participation of the employees.

Dr. Vidya Naik also highlighted the different leadership styles that can contribute to the change. She stated that there are two major styles of leadership which can be further subdivided into another two types. The first is the 'Adopt leadership style' which includes collaborative style brought by large scale participation of the employees. This is further divided into a consultative style where the employees in their area of expertise are consulted before implementing organizational change. The next type of leadership put forth by Dr. Divya Naik was the 'Avoid Leadership style'. In this, they have a directive style where the participation of employees in decision-making is the least. The coercive style uses force for implementing change on the members by involving the outside parties.

On this note, Dr. Vidya Naik concluded her session on Change management. After a powerpack session of change management delivered by Dr. Vidya Naik, the session was open for discussion where the participants were given a chance to ask their doubts regarding the same. The first question was asked by Mr. Prakash Nair from Dubai. He expressed his concern about how the teachers are expected to continuously update themselves with the invention of new online apps, especially during this pandemic situation. The answer to which Dr. Vidya Naik expressed her opinion that the respective schools should decide the app that is required to ease the teaching-learning. Mrs. Savita Manchekar also added by saying that there is a huge contribution by the management in deciding the application to be used by the institution as they spend a huge sum of money to manage accounts in the apps. Dr. Geeta Thakur also gave her opinion on this topic by relating the change with the transition to the use of mobile devices. On a positive note, she elaborated how we as humans quickly updated ourselves from a keypad mobile to touchpad mobile and also made use of many apps for our betterment. Similarly, the change of learning from offline to online mode will boost the teaching-learning process, though not quickly, it will happen.

In the interesting session of Dr. Vidya Naik, Mrs. Bhavna Panchal presented her vote of thanks to Dr. Vidya Naik in gratitude on behalf of the entire e-audience.

Post lunch, at 2:30 pm the panel discussion was conducted by expert panel members in their respective fields, The members **Dr.Sunayna Kadle, Dr. Geeta Thakur, Mr.Sunil Patel, Mrs.Soma Guha, and two student representatives Ms. Reshma Menon and Ms. Smita Chulliparambil formed the entire panel** for the webinar. Panelists were given a warm welcome by Dr. Sindhu from MCT college who acknowledged their work and their field of mastery they have achieved. The panelist represented the perspectives of the society that of a teacher, parent,

management, school, and also student perspectives were presented by two pre-service teachers from respective host colleges. The panel members were managed by the coordinator panelist **Dr. Sunayana Kadle** who after the MCT staff members took charge of the proceedings.

The coordinator initiated the session by sharing teachers' perspective on how the Kurt Model is applicable or challenging for teachers especially in this online setup." The change is good but too time-consuming, where self-exploration was the key to this new change." was the highlight where teachers were made to explore themselves and evolve in this tough time where difficult subjects like Mathematics and Science required more discovery of digital tools for the online teaching platform. Youtube videos, self-made videos, and various online apps were gathered at one go in the initial stage of the online teaching setup. "It's a mental attitude ..unless on fire we cannot learn or change," she added.

Teachers could relate and maintain their bond with the students especially emotional connection was made stronger in this new change.

The **parent's perspective** was presented by **Mrs. Soma guha** a parent who conducted a recent survey of the parents through online mode to understand the challenges faced by all parents in these hard times." Knowing that homes were converted into schools and offices, no social connect where social media became an addiction for all, mood swings of children and teenagers especially changed drastically", were the facts in response from parents she received. Slowly and steadily everyone accepted this new change where she concluded by saying," Parents have to understand when to lean in and when to lean out and emphasize the positive involvement of parents in children's lives ".

Running a prestigious institute wouldn't be possible without management thus having a **management perspective** was the need of the hour where amongst the panelist **Dr. Geeta Thakur** put forth the challenges faced by management. She began with the quote," It's about taking actions and taking steps to bring a change" Highlighting various recent news articles, School facing issues where the traditional learning environment had to be brought to a halt and now the new change is becoming the new normal with a new perspective. She enriched the minds of the listeners by throwing light on Kurt's model and the 5 components. Teachers and students should work together to make the learning process a grand success. Management should handle this challenge by 4 main components such as supportive leadership, emphasis on rewards system and structure, emphasis on the knowledge management system, and managing workforce diversity, which will yield the success of transformation to a learning organization. Madam concluded by quoting that," Change has to be from top to bottom but also it can be reversed and should have an approach where change can be from bottom to top as well."

Dr. Sunil Patel, a principal from a reputed school from Mumbai presented the overall perception of the school as a unit who began by his quote," Accept, adapt and evolve is the need of the hour." Sir highlighted the role of school by saying that adding compassion is very important along with

a blended approach in online teaching where If we don't think about metacognition we can't have global citizens. Sir spoke at length about making the paradigm shift beneficial to every stakeholder that consequently would contribute to sustenance.

The future lies in the hands of the students and thus we had two students from B.Ed. college presented their perspectives on this change that impacted the minds of the young generation in the positive and also negative context. **Ms.Reshma Menon** shared her virtual experience with the audience where she said that change is just a small 6 letter words but once initiated into our lives it can transform into a whole new beginning were giving her own experience of virtual setup how according to Kurt model she adapted to various activities and settled the new normal in daily routine. The second student's perspective was set forth by **Ms.Smita Chulliparambil** who covered various areas of challenges faced by the students in this current scenario where life was full of stress as education had taken a great leap. She highlighted issues on which the survey was conducted on 45 students and solutions were discussed, online exams, online resource materials initially gave stress to every individual. But all the problems were overtaken and the success story of her experience was shared with all.

Finally, the question-answer session was held where various queries were asked and the respective panelists gave their suggestions and paving a way for the bright future. Gratitude is the best key hence we had with us Dr.Jyotirmayee presented a vote of thanks to all the panelists.

Concluding remarks were presented by Dr.Savita Sable (Principal of MCT) in which the updates of the next day International Webinar session.

The first day of the fruitful and remarkable International webinar was ended by singing the National anthem as a sign of respect and appreciation.

Day 2, 6th March 2021

Mrs. Soma Guha, Assistant Professor, The Lord's Universal College of Education, took charge as the host for day two of the **International Webinar on 'Kurt Lewin's Change Model'- Application to Creating a Learning Organization Post Covid-19**, who welcomed all the participants present in the Webinar. The day started with a beautiful Saraswati Vandana followed by Dr. Savita Manchekar, Principal, The Lord's Universal College of Education speaking about 'Kurt Lewin's Change Model' and connected it with the current online situation. She shared her experience where much before the current crisis, an attempt was made to make B.Ed. program online. However, the futuristic vision of the developers of the syllabus was not well accepted from Top end and thus could not be launched without Government's approval. She welcomed the e-audience and the resource persons of the day.

Mrs. Soma Guha then gave an overview of the entire sessions for Day two. The session proceeded with Dr. Shashikala Yadav's warm welcome to all the participants and introduced the speaker for the first session three, Dr. Roselle Aranha, Head Dpt. Of Mathematics, I.B. School from Canada.

She also gave a brief introduction of the topic that madam had considered titled, **Managing the change through micro-interventions at school - Canadian Perspective**

Dr. Roselle Aranha began with a quote on change by Arnaud Henneville, 'As dealing with change becomes a regular activity, leading it becomes a skill to hone, an internal capability to master'. She then explained it in the context of Kurt Lewin's Change Model.

Madam spoke of the initial stage of the COVID-19 outbreak and how the school reacted to it. She spoke of the entire journey of the school and its management being shifted to online mode along with the compulsion of teachers meeting their students to check on their well-being as part of the **'Unfreezing' Status Quo.**

Madam also shared her experience as the head of the Department of Mathematics in the School at Canada on the **Scaffolding and Direction provided by the School Management.** In the process of moving classes online to Moodle LMS, the schools prepared an online learning plan with an overview of roles for all stakeholders; school management, staff, parents, and students.

Once the school lessons shifted to the LMS, the **'Making the Change' of Kurt Lewin began from Directives from the School Management.** As they adopted online tools like google sheets, docs, slides, etc it helps to collaborate with the teachers. Similarly, the examinations were also moved to the online platform.

In the process of **'Refreezing', directives from the School Management** suggested according to which the Ontario Curriculum for High Schools, allotted 70% marks for formative assessment and 30% for summative assessment. Due to the pandemic, the final exams were canceled by the government and the marks entirely depended on projects and assignments.

Dr. Roselle spoke about Government Directive Adoption **of the Hybrid Model'** that proposed that the school would give parents options if they wanted to send their children to the school or otherwise. The first half of the day would be in synchronous mode and the second half would be in asynchronous mode. The infrastructural changes were accordingly made in the schools to adhere to the social distancing rules.

Dr. Roselle Aranha further spoke of the experimentation she conducted in line with PERMA(the theory of well-being) and the guidelines that need to be followed while learning Mathematics online. She explained each guideline in detail with an example for each for better understanding.

She highlighted the guidelines under the Ontario Curriculum for Mathematics which focused on the facts that mathematics needs to be coherent, and well-articulated. It also emphasized that communication is a requirement in mathematics. There is also a high requirement for the application of inquiry and thinking. Ma'am spoke of how learning Mathematics must be a meaningful acquisition of skills, active involvement in the learning process. Madam gave an interesting example of Counting Stories as an assignment and the Rubrics used as a tool for

evaluation. The example displayed during the session was the one that a student-created of how Mathematics could also fit into a bedtime story or a fairytale story. Ma'am spoke about the learning tools (manipulatives and technologies) and important support to teaching and learning Mathematics - use of Kahoot app to make learning Mathematics more interesting and fun.

Dr. A. Roselle conducted a demo using Kahoot to give us a feel of how students play in the classroom. The next tool madam spoke of was 'Desmos'. Ma'am spoke on how she explored and used various instructional strategies to support meaningful learning. for eg: Flipped Classroom. She even spoke of the equitable opportunity given for all students depending upon their needs to promote excellence for all students. In addition, the teachers in Canada ensure that students are having fun in an asynchronous mode through Math club, online Bingo game related to Mathematics, movie related to Mathematics, rewards for best answers, etc. She spoke of activities or steps to build a learning community. She shared her final thoughts on how incremental improvements are key to sustaining change and growth.

Dr. Savita Manchekar then invited Dr. Veena Deshmukh, Mathematics expert, and Former Director, Distance Education, SNDT to share her views and thoughts on Dr. Roselle Aranha's session where Dr. Veena Deshmukh congratulated Dr. Roselle Aranha on her achievements. Dr. Veena Deshmukh also expressed her opinion of how teachers need to explore the possibilities of how online learning can be helpful to help make learning interesting.

The session of Dr. Roselle Aranha was followed by a question-answer session. The session ended with a vote of thanks to Dr. Roselle Aranha by Dr. Shashikala Yadav.

The interesting session was followed by the **Abstract Presentations** by the participants on the following sub-themes:

Sub-themes:

- **Making online learning meaningful for students**
- **Kurt Lewin's Model and Capacity building of Teachers**
- **Better equipped management for Online teaching**
- **Creating Parent ready environment for children's virtual learning**
- **Changing role of the library in post - Covid 19**
- **Ethical considerations for a paradigm shift in the teaching-learning process**

Participants joined for the parallel abstract presentation on varied sub-themes. In each session, the chairperson for the session was welcomed by the students of both the colleges. The speakers highlighted the sub-theme of the day by giving an opinion about their perspective. The presenters in room one briefed about the perspective of the student, librarian, parents, and ethical perspective. While the presenters of the session in room two presented the teachers' perspective.

Abstract presentation followed by the question-answer session where the participants and the speakers exchanged and shared their views about online learning and the strategies. The session concluded with a powerful discussion on the strategies that can be used. This enlightened the minds of the speakers as well as the participants with positive takeaways from the session. The final vote of thanks was presented to thank the speakers for their views and encouraging the participants with their positive outlook in the teaching-learning environment.

The host of the day, Soma Guha welcomed back all the participants to the main meet. She invited Ms. Swati Sharma to brief the e- audience on the two-day-long activities carried out in the Webinar.

Asst.Prof. Swati Sharma from The Lord's Universal College of Education highlighting all the important sessions that were carried out throughout the webinar.

Ms. Soma then invited Ms. Sheetal Dhotre to reintroduce Dr. Vidya Naik, the Chairperson for the **Valedictory session**. Sheetal beautifully connected madam's earlier day's session and invited madam to start the session.

Dr. Vidya Naik in her valedictory session elaborated on the threats that may prove the barriers in the smooth transition from F-2-F set up of education to that of the virtual one. Madam stressed the need for meticulous planning. As she said, everything is impossible if there is no proper planning and many best models fail due to lack of planning. Madam urged the audience that if proper planning is done, half the battle is won. Madam's speech indeed was the concluding one where the Myths about change management were discussed. Ending it on a key note Ma'am said, "Incentive is not money-oriented but rewarding."

At the end of the event, vidya naik madam addressed all the questions asked by the participants. Their queries were very well explained by madam.

Gratitude is the best reward and amongst us we had Mrs. Sheetal Dhotre presented a vote of thanks to Dr. Vidya Naik mam. After the General Vote of thanks by Ms. Soma Guha, the two days long Webinar was concluded by singing the National Anthem.

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