

What to take into account when implementing strategy

– a few viewpoints from a Finnish study... and a Dutch tool

Faktaa – Facts and Figures 1B/2016:
International dimension in the strategies and daily life of vocational schools

– A survey of vocational education and training institutions in Finland




Key areas to work on:

- **Strategy process** -> co-creation and involvement
- **Role of management** -> management must both lead the strategy process and involve teachers and staff at large, the international team should also have a representative from management
- **Cooperation with world of work** -> the process often lacks direct input from world of work, views taken into account in other ways
- **Curricula and pedagogics** -> key access point to larger impact and deeper implementation, also works as a reminder for each and every teacher
- **Practical implementation**-> involving the whole staff

A co-created strategy does not get buried on a shelf

- Students
- Teachers
- Middle-management
- Management
- Stakeholders incl. world of work



Strategy
process and
world of work

Some points from your pre-assignments...

Every pre-assignment listed the following strategy areas:

- Student mobility
- E+ or similar development and cooperation projects

Some points from your pre-assignments...

Strategy areas that could be better taken into account:

- staff mobility
- incoming student and staff mobility
- quality and equality of mobility (and not just quantity)
- ECVET
- international certificates
- international skills competitions
- internationalisation at home -> link to all curricula and development of teaching/training
- immigrants and refugees
- intercultural skills development, international pathways, language learning
- education export
- partnerships, networks and consortia (or twinning), memberships in international associations

E+ mobility projects

E+ strategic partnerships

The strategy context



A tool:

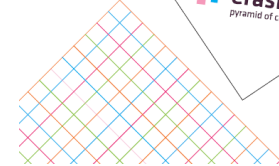
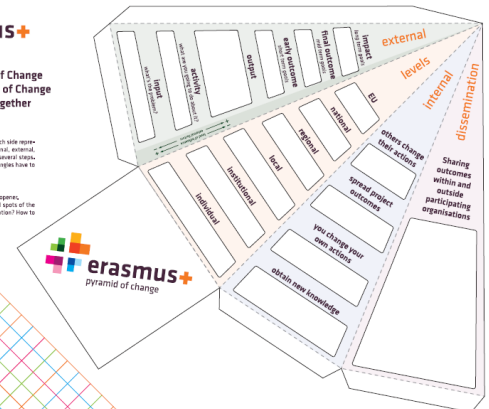


1. Fill in the Pyramid of Change
2. Cut out the Pyramid of Change
3. Fold it and glue it together

Pyramid of Change
The Pyramid of Change has four sides. Each side represents an important angle of impact: internal, external, levels and dissemination. Each angle has several steps. To reach ultimate impact, all steps of the angles have to be taken care of.

Erasmus+ 2014-2020
The pyramid makes visible where the blind spots of the project are, which steps need further attention? How to reach ultimate impact?

good luck!
Erasmus+ team NA Erasmus+



Without a supportive management the process easily dies down

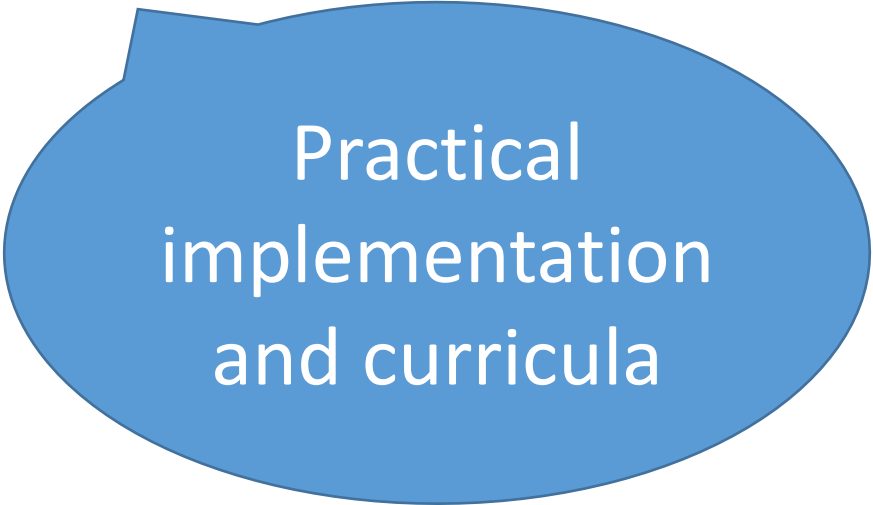
- Strategywork should be lead by management but also inclusive towards the whole staff
- The international team should include a representative from management
- Continous dialogue between the international office, teachers and management is key



Central role of
management

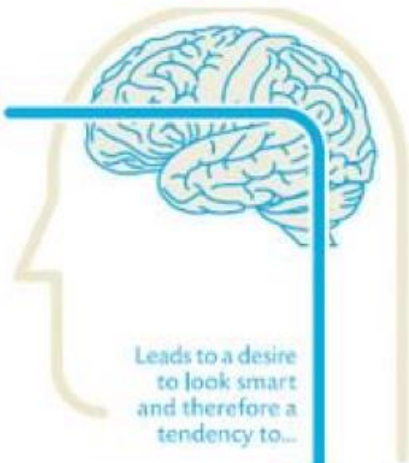
Key role of vocational teachers

- Internationalisation becomes 'every day' only through the teachers
- Still today, too much focus on teachers personal interest rather than more structured role in mobility and internationalisation



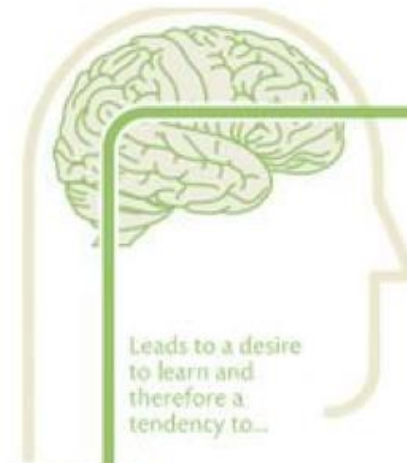
Practical
implementation
and curricula

Fixed Mind-set



Leads to a desire to look smart and therefore a tendency to...

Growth Mind-set



Leads to a desire to learn and therefore a tendency to...

CHALLENGES

...avoid challenges



...embrace challenges



OBSTACLES

...give up easily



...persist in the face of setbacks



EFFORT

...see effort as fruitless or worse



...see effort as the path to mastery



CRITICISM

...ignore useful negative feedback



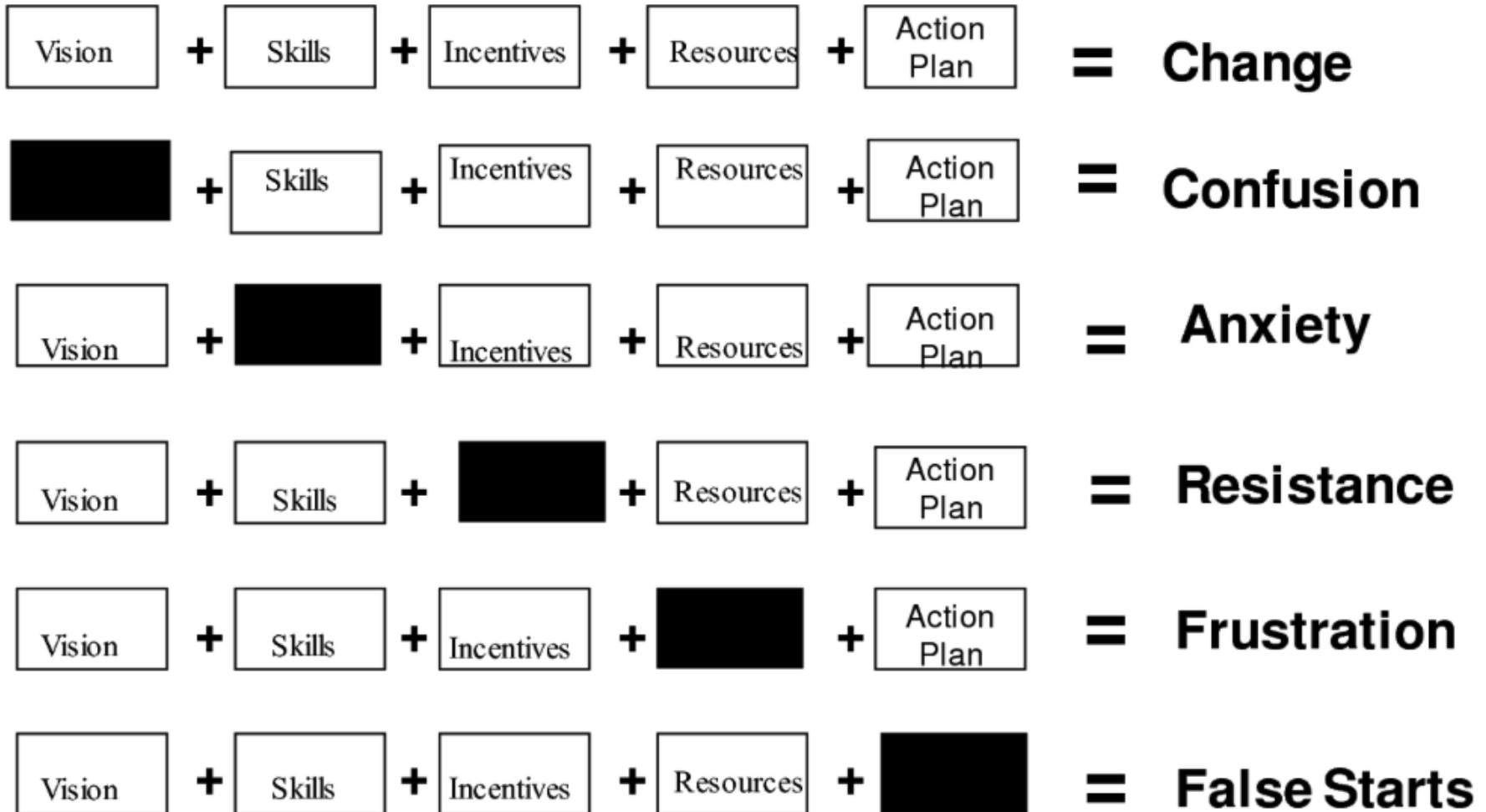
...learn from criticism



Internationalisation of the whole institution is constant dialogue



Managing Complex Change



"What marks the mind of the strategist is an intellectual elasticity or flexibility that enables him to come up with **realistic responses to changing situations...**"

Kenichi Ohmae, The Mind of the Strategist