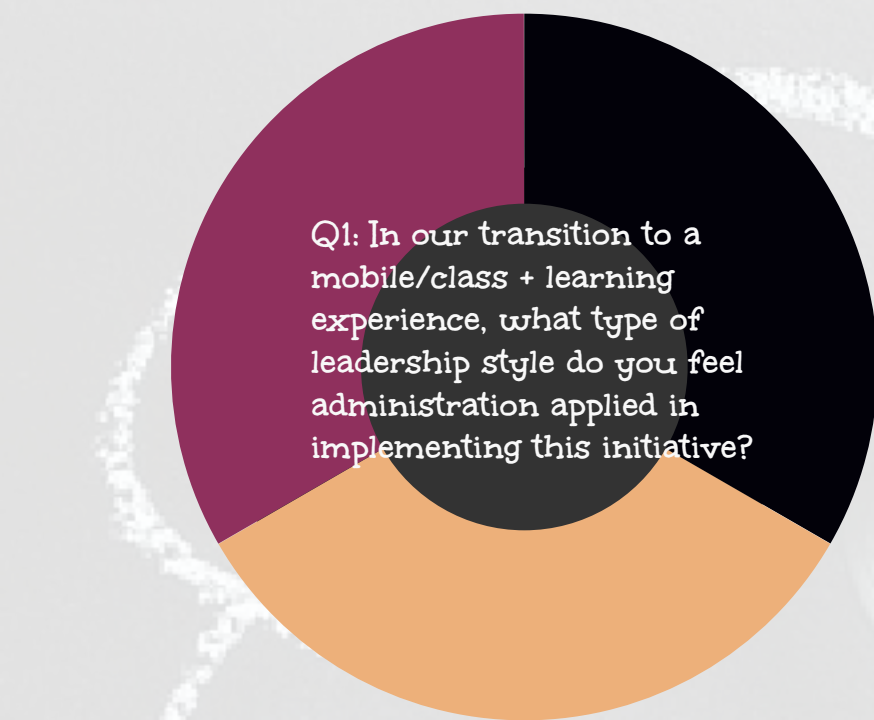


# IMPLICATIONS FOR ORGANIZATIONAL CHANGE-GOING MOBILE

## OVERVIEW

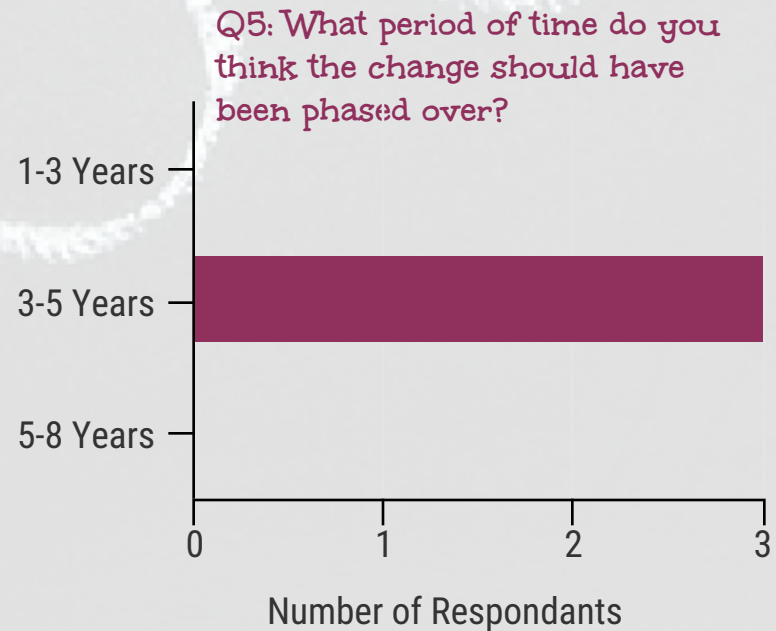
In 2012 Lambton College underwent a major organizational change moving from traditional teaching to a mobile teaching and learning experience. This change required all students and faculty to teach and learn using technology, primarily mobile technologies such as tablets and smartphones. This change was phased in over a three year time frame. Faculty were provided training time on their contracts and were immersed in a professional development series intended to prepare them for the impending change. Administration led this change initially with minimal input from faculty and as such some faculty resentment was evident. I interviewed 3 faculty members from Lambton College's Learning Innovation Centre (we will call them JP, CP, & GS), who were part of the faculty team tasked with delivering the Mobile Professional Development series and asked about their opinions on our transition to a mobile college.



■ Autocratic (GS) ■ Laissez-Faire (JT) ■ Task-Oriented (CP)

Q4: Do you think they were successful in overcoming these challenges, why or why not?  
 JT..."I do not think they were successful in overcoming these challenges because the teachers approval rate for the transition to mobile was less than 50%"...  
 CP..."to some degree. Through their commitment to allocating resources, administration provided plenty of opportunity for faculty to become comfortable"...  
 GS..."I think some of the challenges were overcome. Once faculty wrapped their head around the fact that the mobile device could be used as an element of their class"...

What they said...



Q2: Do you think that this leadership style was effective in this transition, why or why not?  
 JT..."The leadership style was effective for teachers who were keen on implementing mobile technology in the classroom"..  
 CP..."Success - very good idea with a strong commitment to providing resources. Not Successful - While the idea was very good there was little planning from administration into how the launch would occur and how follow up was to occur"..  
 GS..."To a certain degree...it ultimately forced everybody to adopt a new way of thinking and new way of interacting with their students in the classroom"...

Q3: What challenges did the administration need to overcome?  
 JT..."meeting deadlines...device selection...attendance for faculty PD"..  
 CP..."Faculty reluctance to incorporating technology into their teaching"..  
 GS..."faculty resistance...defining mobile learning"...

What is the most common leadership style that you have encountered during a change at your workplace?

- Laissez-Faire
- Democratic
- Task-Oriented
- Transformational
- Servant
- Other

What do you think?

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