

Running Head: Would Having a Lead Instructional Designer position Encourage Change in a K-12 Educational Setting?

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## LEAD INSTRUCTIONAL DESIGN POSITION P.3

Abstract: Adding the position Lead Instructional Designer (LID) will help an educational company or school district to work with principals and instructional designers to implement better instructional design strategies. This type of change creates more jobs and takes added pressure away from schools. The vision is to create better customer service to the families.

Many modern schools struggle with the implementation of online technology. The technology to help the students exists however there seems to be missing the training and the clear type of leadership with specific schools trying to take their schools to be better. Currently, the level of goal setting and assessment with the students seems to be lacking and additionally principals have less support as school budgets changes often. These types of problems can be solved through team work, collaboration, and goal setting. This type of information clarifies the vision and the need to create another position.

The following use of leadership will be used to guide the need for a new position to find a solution for the problem of the lack of instructional design. To create better leadership and move the goals forward leadership, something will need to change. First, “model the way” (Gallos, 2008, p. 34) Employees need to see how to act and take cues from leadership on professionalism in the work place. Second, “Inspire a shared vision” (Gallos 2008, p. 34) the future of the company relies on the workforce and the ideas of the leaders. Constant feedback from others to improve the vision for the company will help to inspire. The feedback needs to be documented. This feedback can come in the form of written or verbal communication through suggestion box, written letter, website, email or in person. Third, “challenge the process” (Gallos, 2008, p. 34). When everything is running well the process needs to be challenged and look for flaws to create improvement for the school or company. Challenging is important when ideas are not working or detrimental to the cause. “Enable others to act” (Gallos, 2008, p. 34) Motivation people to act has challenges but with determination and consistency things start to change. People need to be given the ability to be creative and move their ideas forward. Lastly, “encourage the heart” (Gallos, 2008, p. 34) People need to see success and how reaching their goals is important and a necessary part of becoming successful not only for the company but achieving goals for the

students. Having celebrations often shows the company accomplishments and the importance of hard work.

Currently there is a need to expand online programs for K-12 schools. For this to grow quickly and for the students to perform well; a new vision, better goals, and student centered philosophy must be created.

Leadership itself practices the idea of helping people to be better in a group as a whole to improve performance. Instructional design is a group process and needs several people to accomplish goals and ideas (Dooley, Lindner, Telg, Irani, Moore, & Lundy, 2007). To create better courses and fix the instructional design process more leadership. This paper will recognize the issues and the needs of adding another leadership position to the company.

#### LID Vision

As the cyber schools grow in the coming years (Stone, 2008) and new districts are signed more staff will be needed. Guiding the leadership for the online environment is changing quickly and there is a constant need to facilitate online environments (Gallos, 2008). This duty cannot fall on the principals, alone. To explore this options can take more time the belief that a new position will solve more problems and create less issues for the company. It might be far better and more cost effective to use a Lead Instructional Designer. This person would be able to give leadership and a strong sense of design to the staff. Also the LID will help to motivate the staff to solve problems independently and inspire creativity.

The vision for the company must be shared with all of the employees. (Gallos, 2008) But everyone must be invested and have a part of the vision. That means that the current company needs to change the vision to match the beliefs of the people and the company. When the vision

is changed every current employee must be a part of that change to create a unilateral approach. One way is to open the dialogue to everyone in a board meeting and let everyone give their input on the new vision. Next the vision can be decided where everyone votes. This can also be done virtually through creating a poll on a website or using the website [surveymonkey.com](https://www.surveymonkey.com). Another way to change the vision is to have only the employees make the vision while the leadership votes on the vision. Lastly the board makes the new vision and the employees vote on which works the best. Alternatively, the position will share the company's vision with everyone.

Ideally, having everyone work together and then everyone voting anonymously. This would create transparency and allow people to re think there ideas. Once the new vision is created the company would implement new training and possibly a new leadership position to keep the vision moving forward.

To move the vision forward for a virtual school this position needs different approach on a on a large market scale. With the rise of virtual charter schools (Stone, 2008), a person is needed to create accountability and keep courses in the correct instructional design standard and the state standard. The LID will oversee and implement new programs for the company to use. Also the LID will work with the vision to push the beliefs of the company forward. The LID will guide the decisions to foster excellent communications

For the vision, the students need to be in class. This is an additional consideration. One of the major issues that online k-12 schools face is attrition and dropout rates (Rice, 2006). This issue can be solved through supporting, facilitating and involving. The LID will through practical and strong leadership solve this problem through removing burdens from staff and creating a system wide plan for the schools.

One possible solution for a better vision would be to use a new model of looking at courses. Also, the LID will implement the Holistic Model for course delivery (Stone, 2008). The model uses a grading structure to objectively look at the courses. This type of model will be used on a large scale to implement into several schools. The LID will instruct the instructional designers and principals to rate the courses with a grade (Stone, 2008). This would allow a better approach and guide the staff to create better courses.

The LID will help management monitor the goals of the schools. The LID creates benchmarks and goals for the company (Ku & Soulier, 2009). The goals will be met and exceeded over the next five years. The results will be measured through multiple choice and written tests. This position will clarify and create goals for the values that show an organization of community. The values will be commonly held beliefs that are held by the company.

Ideally, these ideas will help with the movement and desire of the company and the vision. Most importantly the people will find a vision that works for the company and solves the problems.

Planning for possible consequences on the organization

Creating a new position requires a new direction and a bold focus on the company. The LID will present what this position brings to the company. Then suggestions will be open to the company. Additionally, feedback will be given on how the LID will support the company and give guidance.

At first staff may be cautious about the reason for the position and the need for extra help. There will be questions but the best possible action is to explain the need and give the person the ability to give feedback.

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Consequently, this position creates more jobs for the company. For a few reasons 1) principals have more ability to help teachers. 2) Teachers get more support, 3) The more students stay in the program which creates the higher the revenue for the school. This belief creates oversight and helps to expand the community of learning. Also this position moves school forward to the 21<sup>st</sup> century and keeps staff updating their skills. Also the position creates transparency to see how the company is achieving its goals through the creation of a website.

Changing the vision will take time and can have consequences where the leadership and the management do not agree on the vision and decided to use the previous vision. Additionally, no one decides to follow the vision at all. These are considered far reaching and difficult problems. Additionally many people could quit the company during the changes. This would create a difficulty for the company. Lastly people decide to use the vision and the company grows and goes forward. Also the company could use the vision and it does not work for the company at all.

Any of the scenarios could happen and create a difficult problem for the company but the best thing is to continue to find a solution that works and move forward.

Each of these ideas will help to incorporate the ideas of the LID and plan for the consequences of the organization which will help to implement the change of management of strategies.

For the most part this action moves the company forward and brings about the needed change for the possibility of a new position. The vision and the new position both must be a viable option and show results quickly to make any progress. The longer a company waits and hold onto the position the more time and money will be lost.

Because of the number of consequences the leadership needs to be ready for any possible scenario to keep up with business and to make the appropriate decision based on the need of the staff and the effect on the students. Therefore the information on what the leadership changes must be clear and concise.

#### Change Management Strategies.

Furthermore, other strategies will be implemented to support workers and create a calm atmosphere through using change management strategies. These types of ideas would be best implemented on the onset of the position. The position begins to move the staff forward with ideas and thoughts on the position. The more people are aware of what these individuals do the better they will understand the need for the position.

First, collaboration requires people to work together and that can creates conflict (Wiess & Hughes, 2008). Therefore when the situation arises calmly explain the reason for the position and move forward. If the person has more questions they should speak with the LID after hours. When that does not work refer the person to speak with human resources on the matter or the appropriate individual on the matter. Additionally, creating a cultural normality through integration of ideas and thoughts will bring people to the idea. This change should be done quickly and be a part of the culture and adopted as part of work (Nickols, 2010).

Working with people requires ethics and a understanding of the line that becomes unethical. For instance, requiring students to use their webcams during class at their home becomes a breach of ethics for the student. Other questions such as passwords or file transferring and personnel data may have potential issues. For every problem within the organization a

solution is show through leadership (Gallos, 2008). However saying a person uses ethics does no describe the need for change.

The company needs to have a point of reference that will guide the company forward. According to Cameron (2008) Without a stable unchanging reference point, direction and progress are indeterminate.” (p. 434) A guiding light shows a path that the company follows and uses as a constant fixture in ethics. One example would be: No person shall violate the ethics of this company through deception, lying, or stealing”. Obviously more can be explained and examined in the belief of good ethics. This focal points creates a starting section for strong ethical decisions.

More specifically dealing with ethics becomes many times allowing behavior to negatively affect the company (Cameron, 2008). Instead a person needs to focus on doing good for the company that creates positive and powerful images of giving back to a community rather than pushing the boundaries of ethics.

The LID will follow through on actions that must be decided by the leadership for additional staff to implement the new position. While there are no layoffs or need to cut positions; a plan by the leadership team will be in place for the company and follow the guidelines given by Human Resources or the appropriate regulating department or person.

Guiding this company and using a strong moral compass requires asking tough question about the need to do what is moral and contribute to the company in a positive manner. Striving to create change in a company environment can cause doubt and create confusion. With strong clear strategies and supporting individuals to create clear results that attest to the position.

Clear Strategies and Priorities

The priority for any educational company or school applies to helping students become more successful and to learn better. For K-12 online schools the focus needs to be clear and a focused approach to make better and usable courses. For this to happen the staff needs a clear and strategic way about accomplishing this goal. The emphasis should be on quality and not quantity of the program.

The LID will oversee and implement new programs for the schools to use. Also the LID will work with the vision to push the beliefs of the company forward. The LID will make decisions to implement new policies and procedures that will adhere to the company's goals for everyone to view.

The focus of the new position is to improve student performance. The LID will lead the principals to focus on the performance and accountability and through goal setting (Ku & Soulier, 2009). The goal setting creates action steps for the employees. This type of steps shows a clear picture of the need for goals and how also gives the principal feedback on how to improve those goals.

The following is an example of the type of course the LID will encourage the instructional designers to create. The first of the design systems will be create a uniform and well-designed network of courses. The design will be in-house and will be updated for contact and technology. The course rooms will be connected to students and staff to make any changes. Students will also be able to see their teacher through instant message or the courseroom. The teacher will be able to see if the student is working through webcam, screenshots, or assignments completed. Next the parents will be able to see the student progress at all times and be updated if the student falls behind. The courses will be tailored for the student's ability to master the concepts.

Also the course should be made for any type of student that decides to take any of the courses. That means all classes must comply with HIPPA standards and for students with disabilities, which would require more audio and visual direction. (Moreno, 2010) This would give the staff more creativity to make the courses available and accessible to all students.

Working with the team and other individuals the LID will collaborate with individuals and foster creativity by welcoming new ideas and challenging old ideas. Solving the problem and becoming more creative takes time and effort. By creating excellent ideas through evaluation and encouragement the staff will have more of an opportunity to be creative.

The rationale for the position is to create more successful online schools through generating instructional design practice and technology. A new position needs to be created to solve the dilemma of training the staff, develop curriculum, and creating technology plan (McDonald, & Gibbons, 2009). To make a more productive staff The LID could move the ideas forward. The LID will provide more training and support for the schools to implement and monitor. This will provide the schools with constant training and deliver excellent customer service to the families.

Larger corporations or districts need more professionalism and understanding the online environment as a result needs more oversight and support. This developing position leads the schools in a new direction and widens the gap of design through a strategic use of goal setting and leading by example for a better direction.

The LID will help to create, devise, and create a technology plan for the schools. Technology grows at a quick rate. The LID makes decisions to use appropriate technology for the principals to use (McDonald, & Gibbons, 2009). The technology will be easy to use,

accessible and a necessary component of the schools. The tools used will give the schools the ability to communicate more effectively, understand difficult concepts, and focus on content related tasks. The duties of the LID encompass training, technology, and results. The LID follows the assessments of school staff and makes recommendations. The principals will update the LID on goals and action steps of the schools (Ku & Soulier, 2009). The LID will also update administer new and relevant technology to the schools.

Using this information on the strategies through a plan will be done by development of technology, team work, and goal setting through a focused vision. This information will show the results through problem solving.

#### Showing Results of Problem Solving

For this position to work and show results, the goals and vision of the company have to match the planning for this position. This position will be voted on by the board and approved in the correct fashion. More importantly all the stakeholders will be involved to make sure this position is right for the company. In order to show problem solving, the goals of the LID need to be clarified 1) Create a strategic technology plan for online learning. 2) Establish a set of standards for every course 3) Adhere to all instructional design practices 4) Continually create an environment for the use creative ideas for the future of the company. (Yin, Abdullah, & Alazidiyeen, 2011).

In order to resolve these goals the LID would need to use teamwork and role modeling to bring management forward on each idea. More specifically the culture and community need to find common ground to keep held beliefs.

The planning for this position will take four months to organize the paper work and to clarify the position for the company and demonstrate the goals that need to be required.

Feedback and evaluation (Ellen & Ascalon, 2008) need to take place before school starts. All the principals, teachers, and staff need to be aware of the changes to create continuity for the culture and environment.

Additionally, state tests show yearly progress of the school and the students which will show how the goals and the vision of the company were completed or need to be revised. These types of results can be shown through public data. To use student data, permission will be needed.

To solve the problem the LID will need to support the staff, use sound judgment, and use excellent planning techniques for success and failure of the company. In order to move these ideas forward the submission process must be used.

## Conclusion

The purpose of this white paper is to create a new position within education that creates strategic goals, a technology plan, and support the staff to move the company forward. The company will be able to increase revenues and improve customer relations as the courses are easier to follow and staff becomes more knowledgeable. The ending result will enable a more organized approach to learning and development of the vision across the entire company.

The company must also decide how the position will affect the ethics and if it will do good rather than cross an ethical line. Specifically this position could create a more ethical work place through checks balances and celebrating the vision of the company.

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The desire for the position is to give form and function to the school or company and create growth and opportunity for a more open and a brighter future. Using the leadership principles (Gallow, 2008) helps to define the need and basis for the exploration of the LID position not only as a fit for any company in the k-12 design world but for schools. The LID has the ability to use practical leadership, technology, and a shared vision that will create growth and prosperity for the company.

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