

Technical and Vocational Education and Training (TVET) Consultancy

During October 2002, an organisational diagnosis and needs analysis activity was carried out, on behalf of the Technical and Vocational Education and Training Department (TVD), of the Government of Lesotho. The exercise was carried out by consulting staff from Skillshare International and Simmons Dickinson, a UK-based strategic change management consultancy. Interviews took place with a range of stakeholders in the whole TVET system and the results of these were then fed back to a workshop attended by many of these stakeholders.

There was an expectation that this activity would lead to proposals for a Leadership Capability Development Programme. Whilst the activity discovered a significant desire on the part of people from across the system to work together to improve the situation, it also identified a number of key issues facing TVD, including:

- High levels of dissatisfaction in all parts of the system
- Lack of alignment and shared vision in the leadership
- Over centralisation and lack of transparency in decision-making
- Backlog of unresolved issues
- Confusion of roles and responsibilities
- A history of instability in the leadership
- People feel disempowered

It was apparent from the organisational analysis and the feedback workshop that TVD faced broad and deep problems, with every part of the system functioning poorly. The consulting team recognised that a leadership development programme alone would not produce the depth of change that was really needed.

The team proposed tackling the system as a whole through a whole system change management strategy. This strategy would include and be supported by a programme to develop leadership capability. This programme would enable the TVET senior management team to strengthen and develop their change management ability during the transformation process.

The underlying purpose of the strategy would be to confront and overcome the lack of alignment and shared vision between the different levels and parts of the whole TVET system whilst enabling people from across the system to work together to deliver a decisive improvement in educational outcomes for students.

These events were aimed at establishing a Performance Management System for TVD and the educational institutions through the development of a transformational leadership, a Business Planning Process, a culture of Continual Process Improvement and internal consulting capability to support the strategic change process. They would be supported by ongoing strategic consulting input from the local office of Skillshare International and consulting staff from Simmons Dickinson.

As the current Skillshare International-TVET programme comes to a close in 2004, the consultancy activities have given direction and shape to the future of the partnership between Skillshare International and TVD, and a funding proposal is currently being developed to put these plans into place.