A change process model

Inputs

- Ongoing analysis identifies risks, opportunities, changing environment etc.
- Business data
- Stakeholder views
- Specialist advice e.g. HR, finance and planning, computing services, communications
- Will you need to enter formal consultations with staff (because their terms of employment will be changed)? Discuss with HR manager.

Actions

1. Establish the need for change
2. Develop case for change
3. Communicating the vision
4. Strategy and plan
5. Manage the change process

Pay attention to:

- Communicate with ALL stakeholder groups, but manage expectations. Start to build a guiding coalition of influential people (change agents) at all levels.
- Establish and involve representative groups. Have dialogues to understand: change readiness, cultural and systems issues, potential resistance.
- Stakeholder analysis. Prioritise communications. Ensure mechanisms for communication in all directions. **How are people feeling?**
- Initial timelines public and communicated. Build in space for learning and adapting to circumstances. Analyse complexity and scope of change and plan accordingly. **Empower people to act.**
- Initial focus on quick wins. Communicate success. Anchor changes in the University culture: tell stories, embed changes into systems, publicly recognise and reward successful change leaders.

Plan

- Systems that allow learning from experience and adjustment of plans

Do

Review

Manage the change process

Start discussing NOW

Understand the context
Build the case for change
Explore options
Clear articulation of desired end state and the reasons it will be better.
Develop project plan(s) and project management structure. Assign key accountabilities and identify/involve potential change leaders at all levels.