change  *noun*

1. an act or process through which something becomes different:
2. A transformation or transition from one state, condition, or phase to another:

Change is an ever-present and essential part of life, and the University a constantly evolving organisation. While this can make it a dynamic and vibrant place to work, change can present challenges for individuals and groups, and needs to be expertly managed if we are to realise the benefits of making changes at any scale.

These resources present a recommended approach to leading and managing change. The University would expect anyone leading a change initiative to consider all the stages within this guidance and use the tools provided appropriately, wherever possible, whatever the scale of change. The same considerations apply for big, structural changes and for smaller adjustments in the pursuit of continual improvement; people will still experience change, and will need help to experience it positively.

Where change is likely to impact on the employment, contracts and/or general terms and conditions of staff, there is a requirement to consult formally with the recognised Trade Unions and the staff involved. This is detailed in a separate policy, the University’s Managing Organisational Change Policy and Procedure although following the recommended approaches in this guidance for communication and engagement may assist with this process. If there is any question of a possible change affecting the employment, contracts and/or terms and conditions of staff, you must consult immediately with your HR Manager who will advise you on the process to be followed.

**Planning and Managing Change**

Two key principles underpin effective change management:

1. **People** will be responsible for success or failure. Engaging stakeholders, involving staff in planning and decision making, and communicating effectively are vital throughout the process.

2. **Learning** and providing opportunities for feedback will allow a dynamic, emergent approach that is likely to be more successful than one which is rigidly planned and implemented without flexibility.
A word of caution

Change is usually messy, non-linear and has unintended as well as planned consequences. Be prepared to revisit any of these stages and learn from experience or new information, to modify and adapt your approach and plans.

Change is also constant, and a necessary part of a continually improving organisation. It is therefore a bit false always to think of change as an event, or even a project, but the concerns and processes set out in these guidelines will still need to be taken into account.

1 Determining the need for change, triggered by on-going business analysis, changes to external conditions, identification of new opportunities etc.

2 Developing a case for change, including options, risks and resource implications.

3 Communicating the vision for change, presenting a compelling narrative that sets out how the new situation will be better.

4 Developing a strategy and plan for change, having clear project management procedures, clear accountability, objectives and timelines.

5 Managing the change process, seeking tangible benefits and embedding new systems, processes and cultures into every day activity.