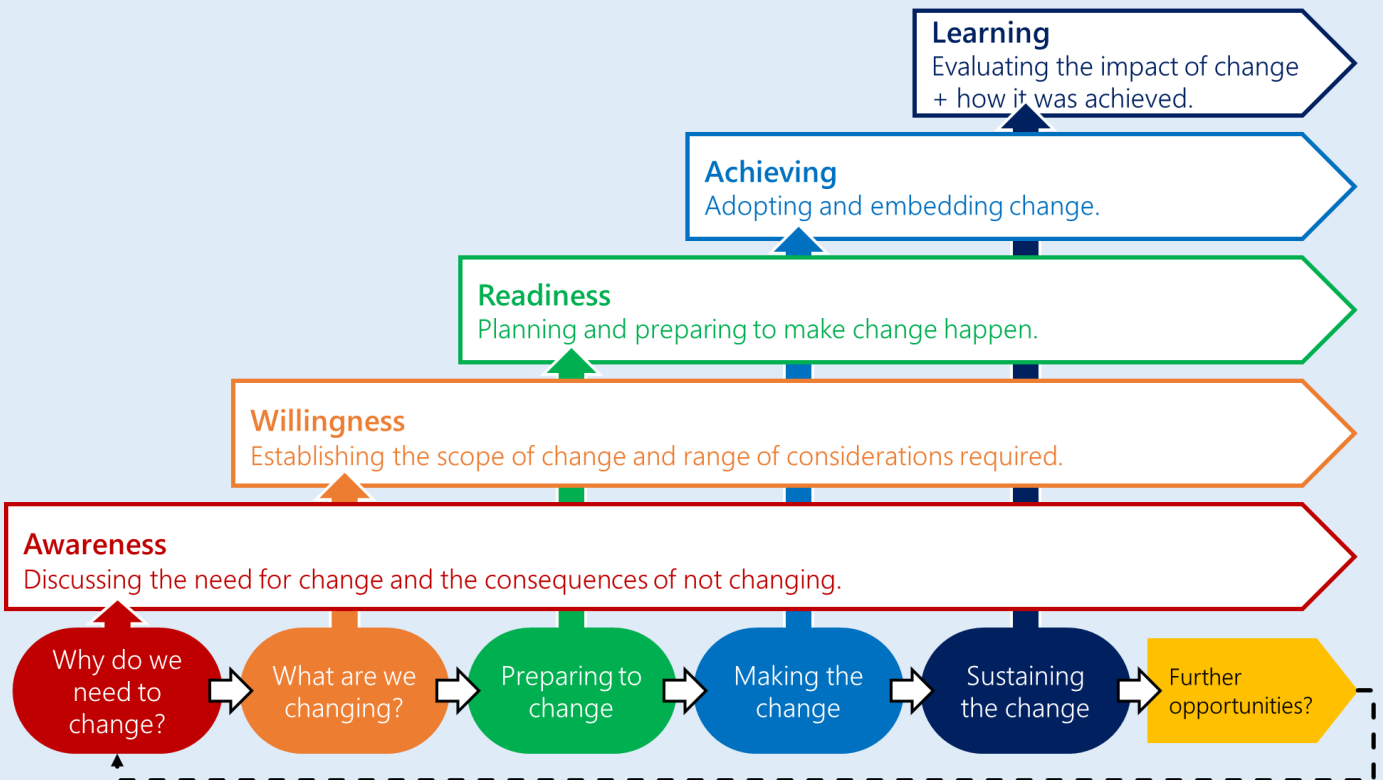


The People & Change Approach

Engaging people in the process of change



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Two-way communication and engagement

- Create awareness and build trust.
- Develop a shared understanding of the nature and impact of the change.
- Surface a range of different perspectives and ideas.
- Collaborate with all stakeholder groups and build momentum.
- Increase momentum and support the change implementation.
- Maintain accountability for continuing the change.
- Promote benefits.

Managing the impact of change

- Benchmark 'status quo' from which to demonstrate the impact of change.
- Identify relevant performance data to evidence the need for change.
- Define the anticipated outcomes [for individuals and the University] of the change process.
- Co-develop a range of measures to demonstrate the achievement of outcomes [for individuals/the University].
- Continually reflect on and monitor effectiveness of activity and progress made.
- Undertake data collection with stakeholders.

Review Impact of change made

- Review the effectiveness of the change process.
- Share any outcomes/benefits of the process.
- Capture any ongoing impact of change on stakeholders.
- Conduct reviews periodically with stakeholders [smaller scale]
- Conduct more formal review of impact [larger scale]

Key Activity

- Establish the case for change, using evidence to inform decisions.
- Gain support from an appropriate sponsor.
- Identify the implications of making the change versus not changing.
- Clarify the scope of who and/or what will be impacted by the change.
- Identify the range of possible approaches that could be taken.
- Establish the resources and support needed to make the change happen
- Plan the range of activities required to deliver the change.
- Mobilise a team to drive the change and agree responsibilities.
- Enable and empower those involved in making change happen.
- Work with stakeholders to implement the plan.
- Continually review and adapt the plan to ensure it is effective.
- Mark milestones and celebrate progress.
- Embed the change as 'business as usual'.
- Agree and promote continued ownership, responsibility and commitment to the change.
- Identify opportunities for further enhancements and/or change required.