



Change Management Essentials

Pre-reading





Contents

Welcome and introduction

Introduction to the Strategic Projects Office (SPO)

What is change management

Overview of the stages of change and the UoB Change Management Framework

Exercise preparation



Welcome & introduction

- Thank you for taking the time to register for this course!
- This pre-reading aims to introduce all participants to change management at the University of Bath (UoB) and outline key fundamentals to help set the scene prior to the training. The training will provide a brief re-cap of the pre-reading and an opportunity for questions.
- The pre-reading and exercise preparation should take no longer than one hour, please watch the videos included. The additional links included throughout the slides are not mandatory reading but for your interest if you have time.
- **The aim of the training:** to provide an understanding of change management essentials and promote awareness of the UoB approach to change management in a project context.
- **The training objectives:**
 - Develop an understanding of the process of change management.
 - Understand the UoB change management framework, best practise and how it can be applied in a project context.
 - Develop an understanding of key principles and tools in effective change management.



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Planning, Performance & Strategic Change Team at a glance

Our Mission

Our Mission is to **bring together** strategy, planning, insights and delivery in an integrated way, **optimising** our investments and resources, **enabling** the University to implement our strategy, driving **impact and performance**

Our Functions

Strategy and Planning

Enabling the delivery of University strategy & business planning processes

Business Analytics & Insight

Supporting fact-based decision making & performance

Strategic Projects Office

Delivering major change initiatives across the University



Introduction to the SPO

- We support the selection and delivery of Strategic Projects bringing key institutional benefit. We are a centre of expertise building resource and capability.
- More can be found out on our webpages by clicking [here](#).
- The Change Management Essentials Training forms part of our aims to support capability development of project and change delivery professionals to achieve understanding, consistency and confidence in project delivery.
- We are here to support you!



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What is change management?



Change management is about supporting **individuals** whose jobs are changing (directly or indirectly).

It is about engaging individuals to ensure that they are **ready**, **willing and able** to adopt and sustain change.



To manage the individual change journey, we use the 5-step **ADKAR** model: **A**wareness, **D**esire, **K**nowledge, **A**bility and **R**einforcement.

These steps are **sequential**, but not linear.

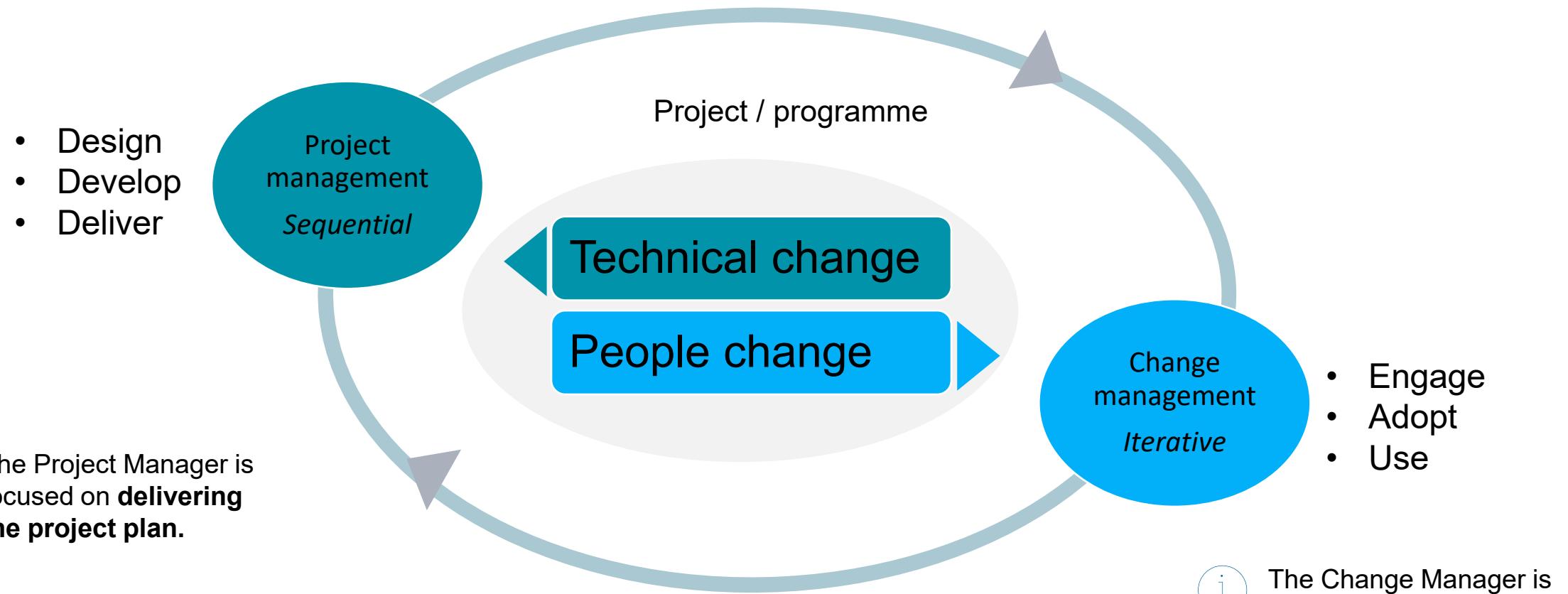


Change Managers provide the enabling **tools, resources and guidance**, to manage people through change, but are not front facing roles.

Line Managers have a critical role in communicating, liaising and coaching their teams, advocating for change and managing change resistance.



Project and change management work together





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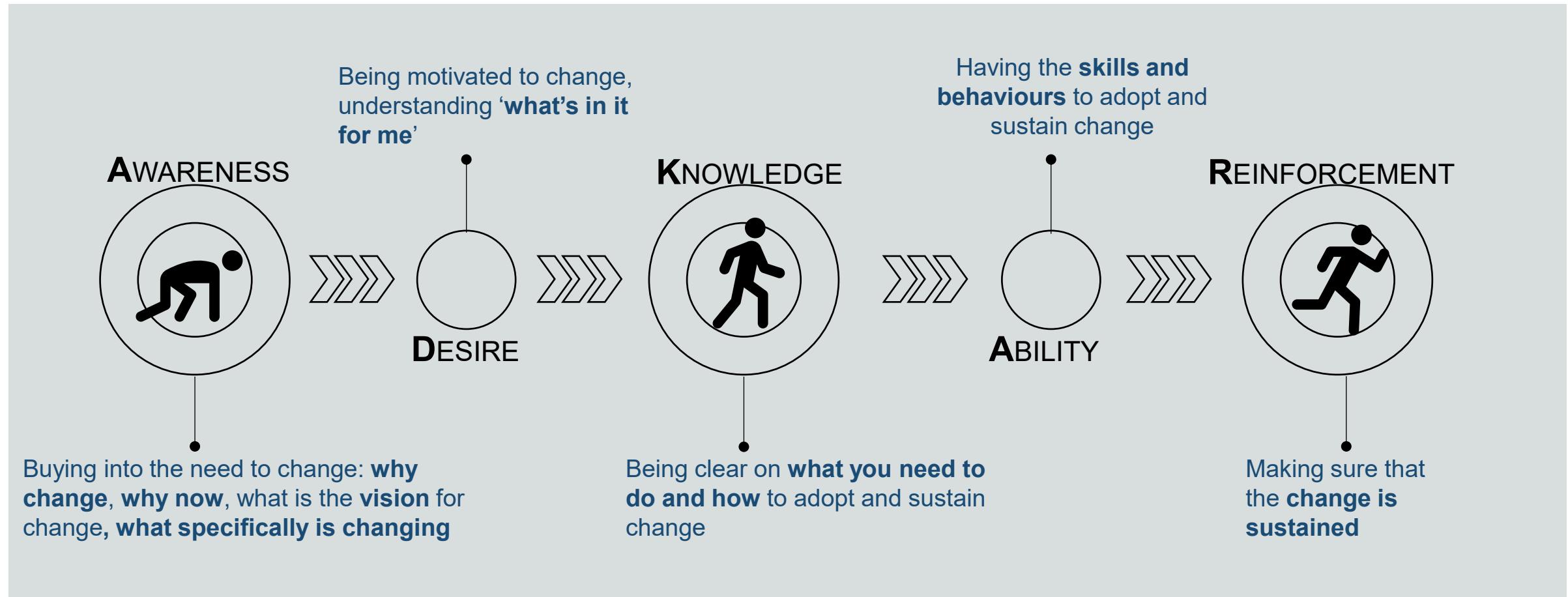


What happens to individuals during change?

Please click this link to access and play the video available on our
Development Toolkit platform



The individual's change journey (ADKAR)





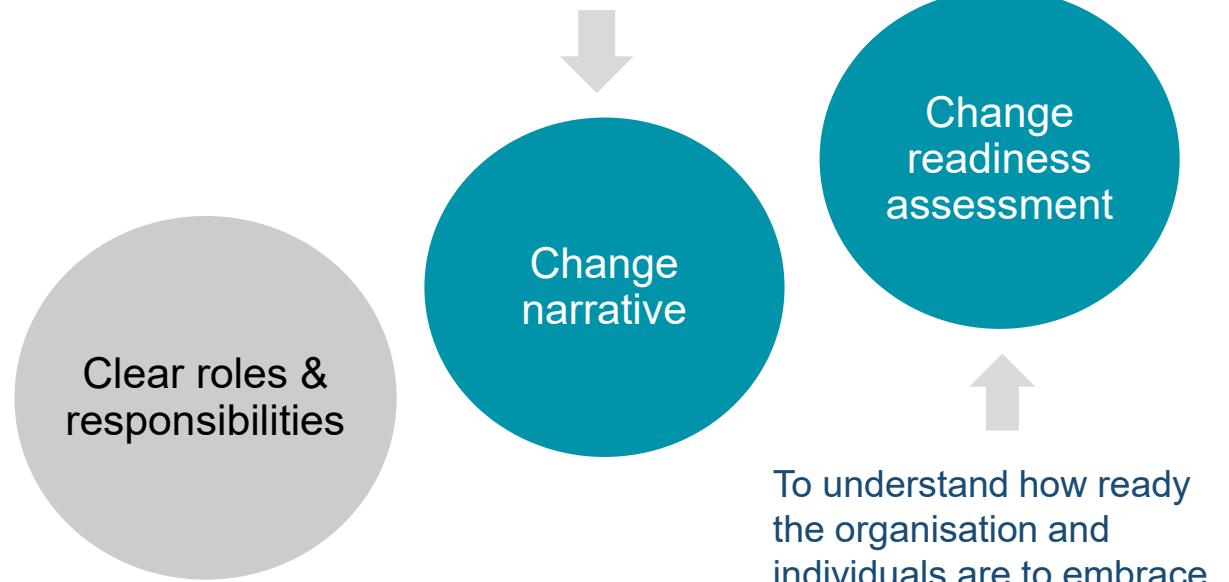
What is the UoB change management framework?

- Informed by our understanding of managing change, and how it works with project management; we have developed a change management framework for strategic projects at UoB.
- The next three slides outline the change management framework and how it fits within the UoB project management framework.
- Built on methods that are considered best practice and tailored to be fit-for-purpose for our environment at UoB.
- Designed to empower people with the confidence to successfully manage projects and change.
- Designed to enable people to adopt as much or as little of the framework as they need, and to tailor as appropriate for individual projects.
- An overview of the change management framework is outlined on the next slide. While this is primarily designed for strategic projects, it can be tailored as appropriate to support all projects deliver successfully.



Putting into practice - UoB change management framework

For sponsor / lead to raise awareness:
why do this, why now, what will
happen if we don't do it, what is the
vision, what specifically will change?



To understand how ready
the organisation and
individuals are to embrace
the change and what is
required for success



To understand which
individuals will be
impacted by change, how
and when

Plan of action aimed at the individuals
impacted by the change (directly or
indirectly). Actions are delivered by
different stakeholders, to increase the
probability that the future state is
realised, ensuring speed of adoption,
full utilisation and proficiency

Key: Change Manager responsible

Change Manager consulted

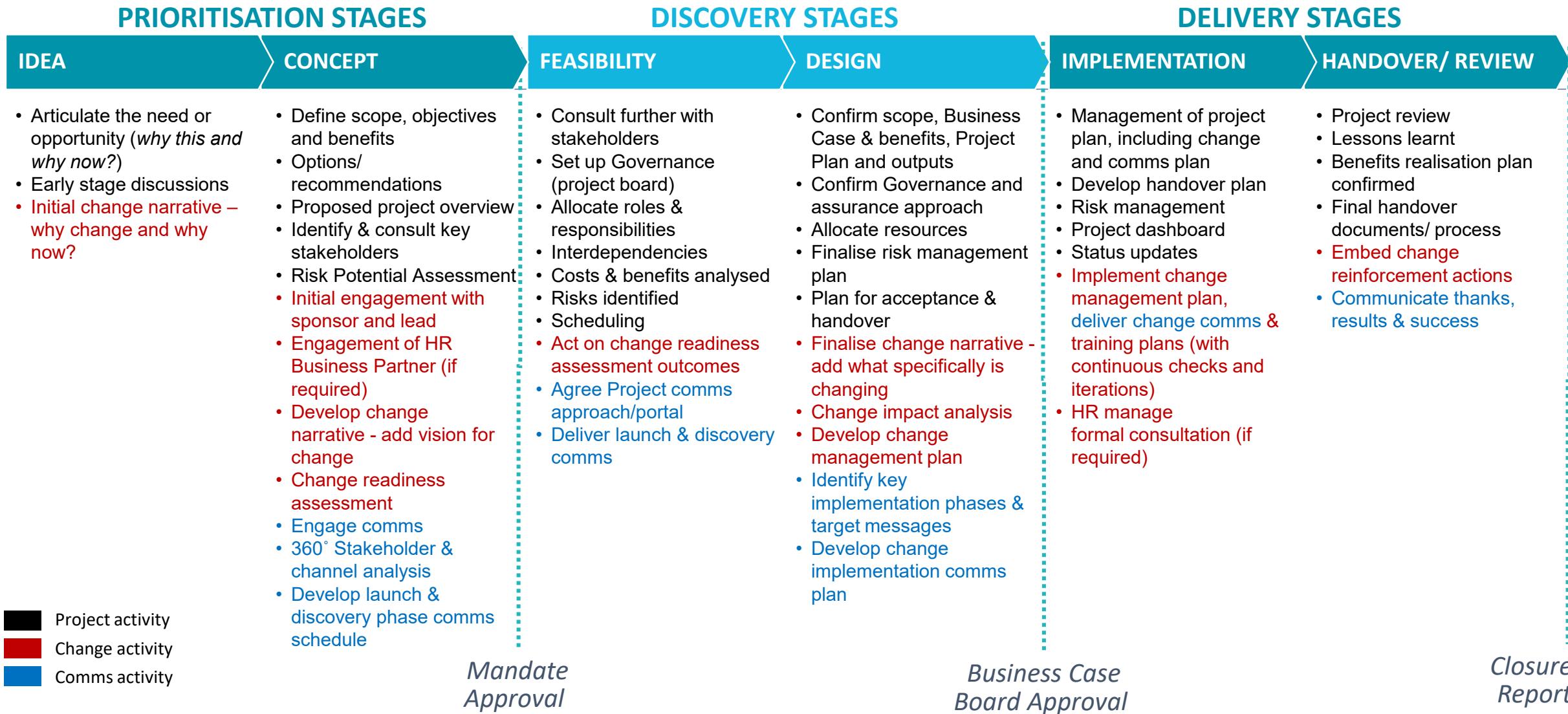


UoB project and change management framework

- An overview of the UoB project management framework, its stages and key activity is outlined on the next slide.
- The change management framework outlined on the previous slide is embedded within it, with all associated activity outlined in red text.



UoB project and change management framework



 Project activity
 Change activity
 Comms activity



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Exercise preparation

- Prior to the training- **please consider what your current change management challenges are and make a note of these to discuss during the training.**
- Examples of current challenges could include:
 - Unsure of the difference between project and change management?
 - Confusion around how the UoB Project and Change Management Frameworks fit together?
 - Uncertainty around how to use the UoB Change Management Framework for your project?
 - Wanting to know more about a change management skill or tool?
- During the training we plan to discuss these challenges, sharing solutions and advice. Hopefully the content of the training will help address some of these current challenges too.



Our University
Our Future:
Connected

Thank you

