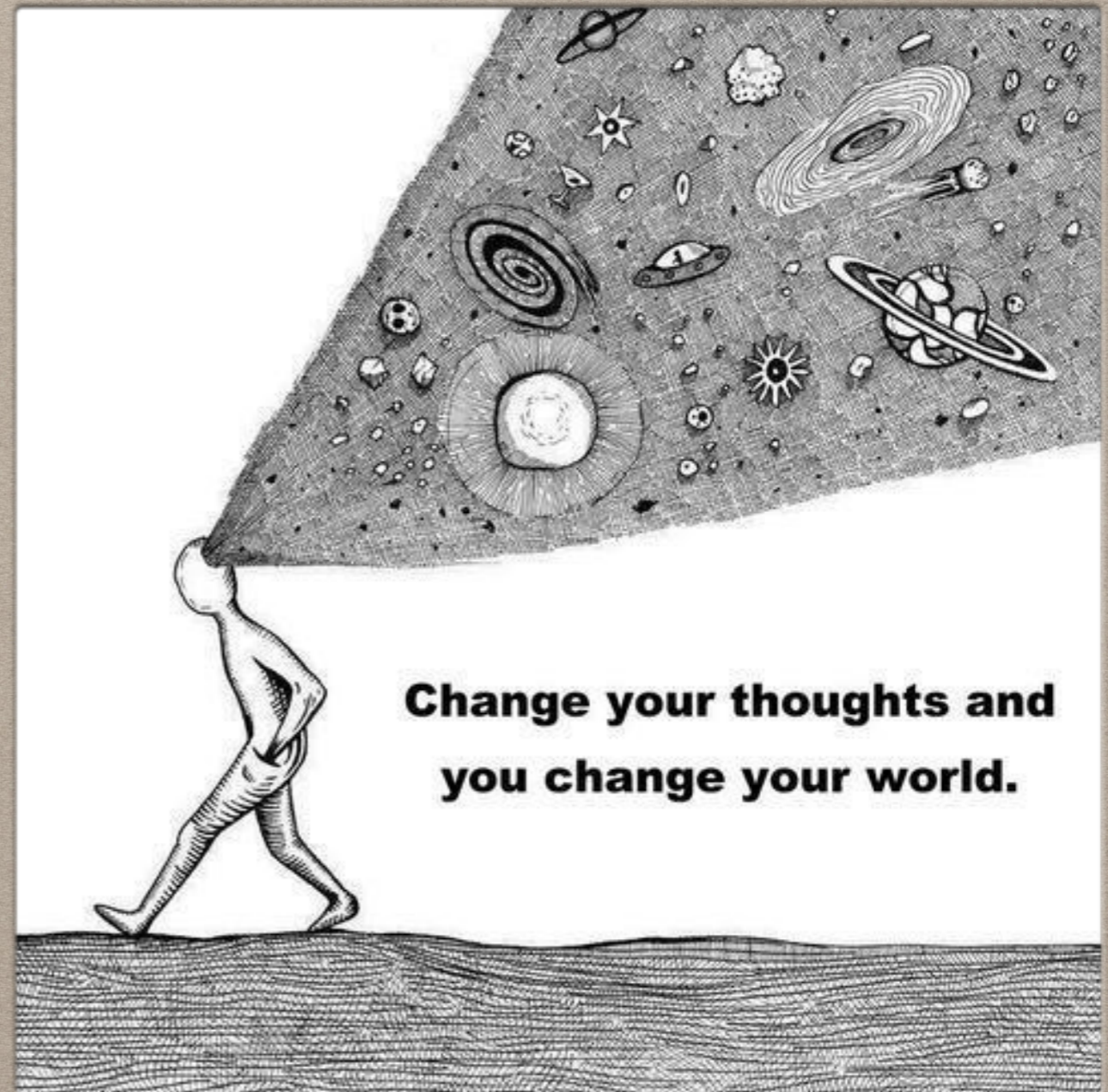


**CHANGE?**

**COMMUNICATE,  
ENGAGE,  
PROSPER!**

JACQUI MARTIN  
IAN SMITH

3 SEPTEMBER 2014



# WORKSHOP OUTLINE

- Four basic principles of change
- Three views of how to approach change
- Change communication and engagement
- From theory to practice - A Case Study
- Bringing it back together - discussion
- Takeaways

# THE (CHANGE) PAIN SCALE



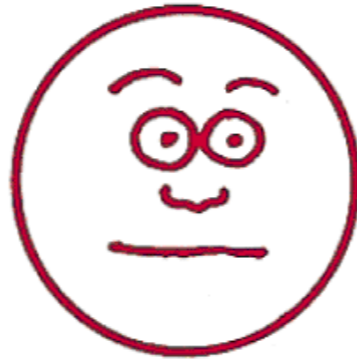
0

No Hurt



1

Hurts  
Little Bit



2

Hurts  
Little More



3

Hurts  
Even More



4

Hurts  
Whole Lot



5

Hurts  
Worst

# **FOUR BASIC PRINCIPLES OF CHANGE (IN TERTIARY EDUCATION)**

Change management – an oxymoron? ‘Steering’ rather than ‘managing’?

Change can (and most likely will) be messy, not linear. Be prepared for that ... plan but be flexible.

Change is about people – so expect human behaviours.

Change is especially hard in tertiary education – so expect and respond to that character.

# CHANGE MANAGEMENT 'STEERING' RATHER THAN 'MANAGING'

"To 'manage change' is wishful thinking, implying as it does that one not only knows where to go and how to get there, but can persuade everyone else to travel there.

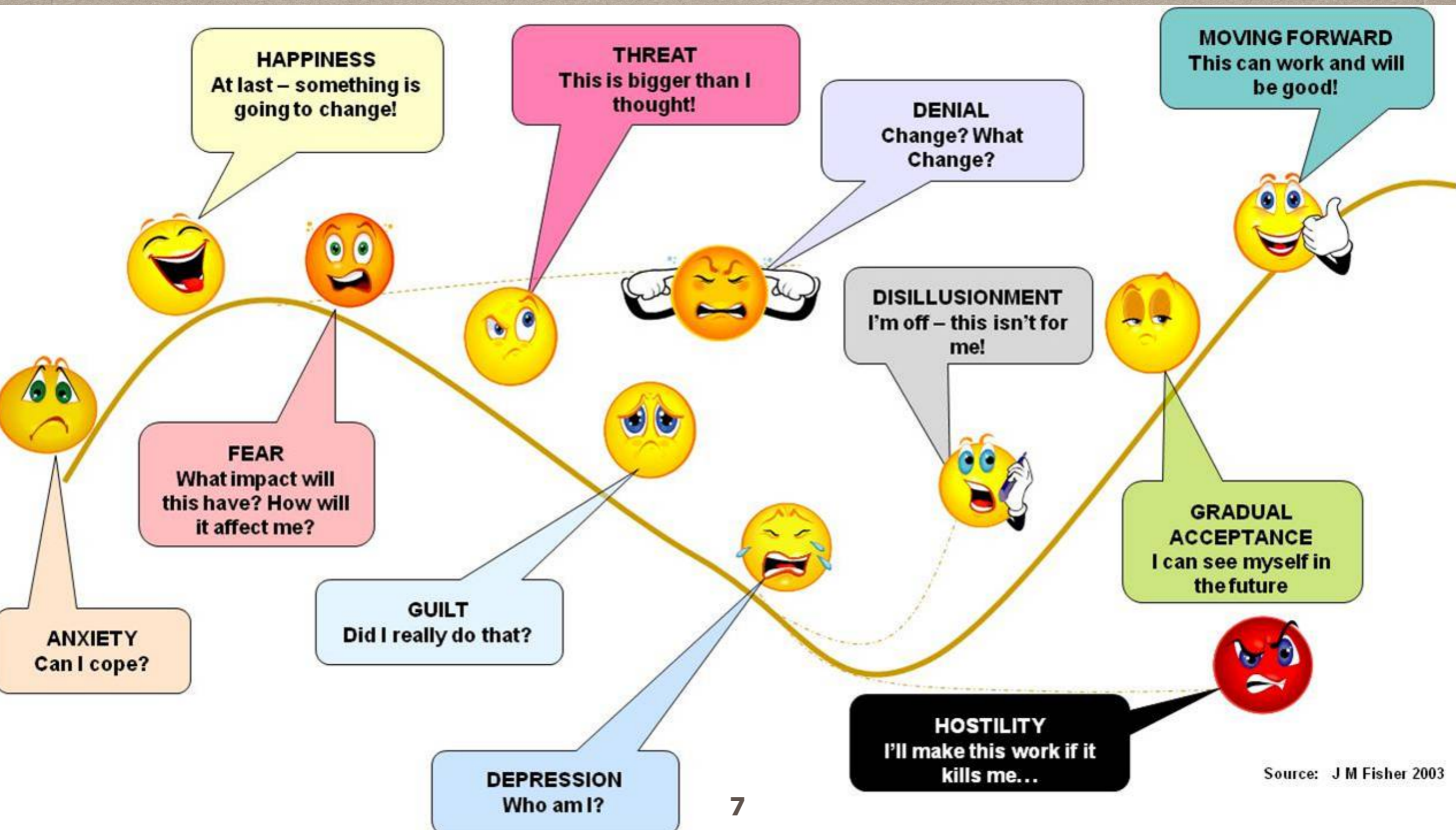
To 'cultivate change' is something different, suggesting an attitude of growth, of channelling rather than controlling, of learning not instruction."

Charles Handy, *Understanding Organisations*, 1993,

# CHANGE...

- Is almost certainly messy
- Will take longer than you expect
- Will not be linear (especially in education!)
- You can't just make it up as you go along!
- You need a strategy and a plan, but a flexible one

# CHANGE IS ABOUT PEOPLE SO EXPECT HUMAN BEHAVIOURS



# **CHANGE CAN BE HARD IN TERTIARY EDUCATION**

- Education is not a command and control environment
- Highly educated staff who will argue and question
- Very strong organisational cultures
- Stratified culture - academic/teaching staff vs professional staff



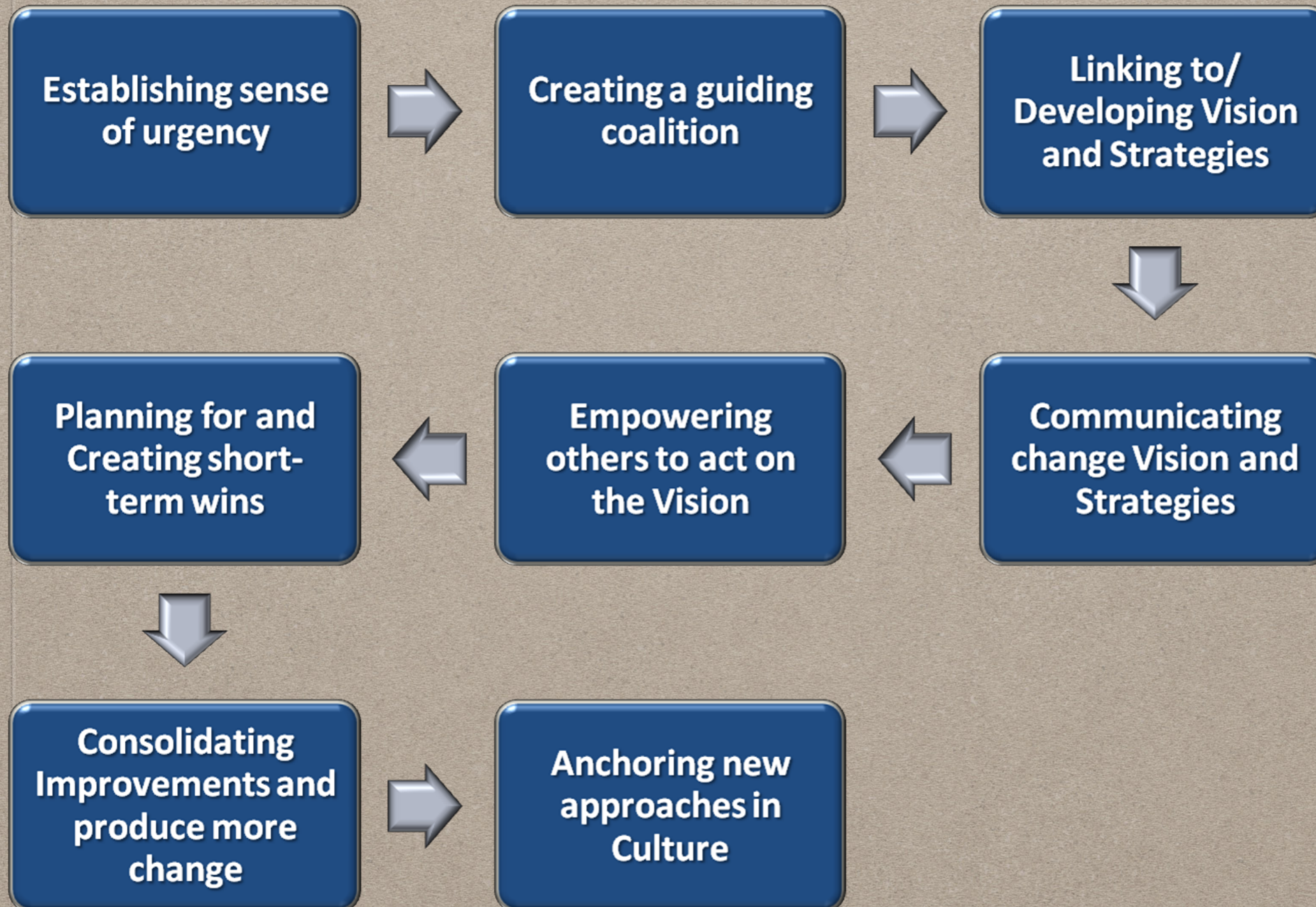
# RESPOND TO THE TERTIARY EDUCATION CHARACTER

- Be prepared for debate and contestation
- Don't dictate and don't try to steam roll
- Argue the case for change - win support
- Work with the organisational culture (while working to change it where needed)
- Use managerial prerogative when required - but use it sparingly

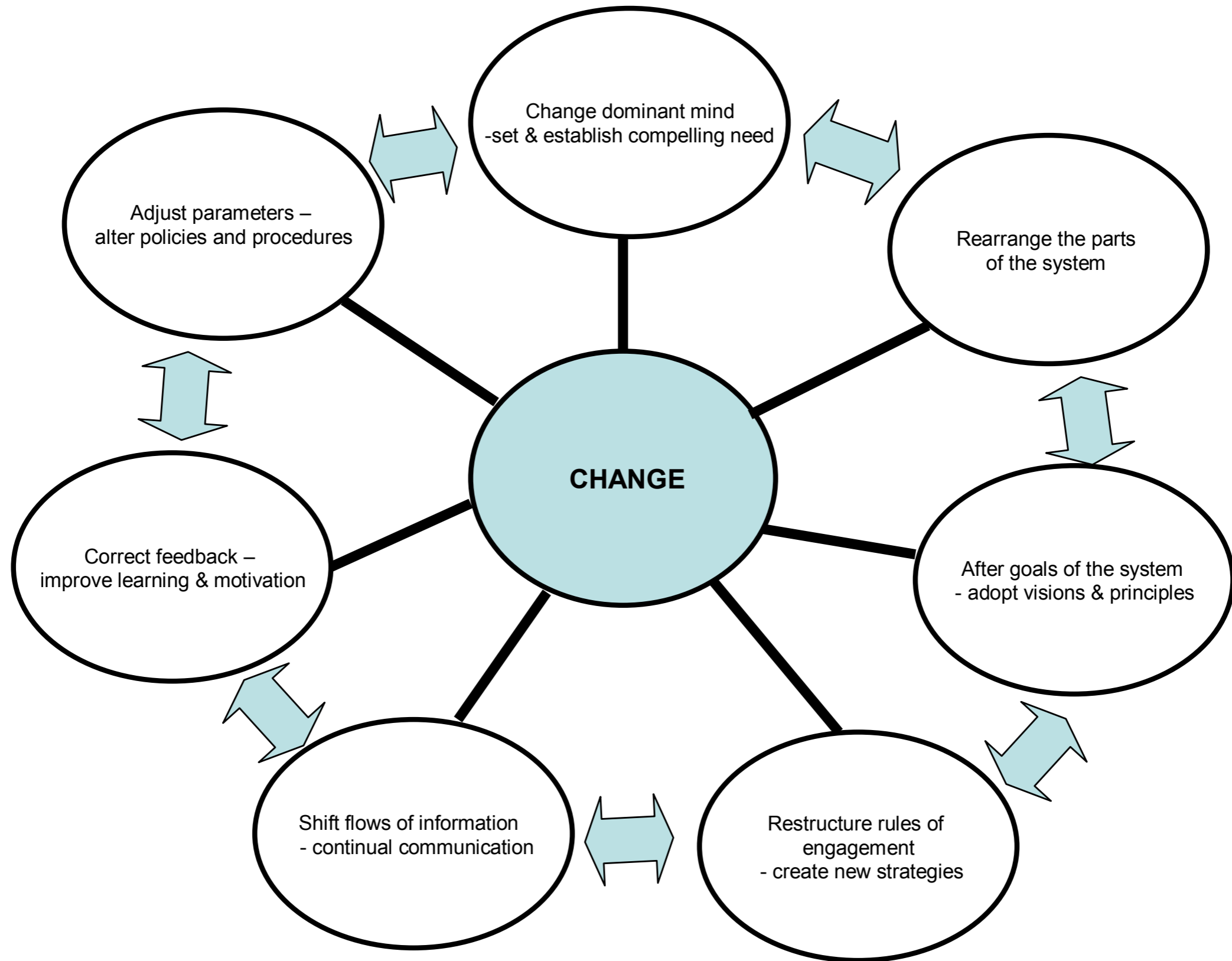
# **THREE VIEWS OF CHANGE**

- **Kotter's - 8 Steps to Successful Change**
- **Doppelt's - Wheel of Change**
- **Heath's - Elephant and Rider**

# KOTTER'S 8 STEPS



# DOPPELT'S 7 INTERVENTIONS



# HEATH'S ELEPHANT AND RIDERS

- change is like a person on top of an elephant
- analytical, logical, planning, rider decides "this is the way I want to go" and sets off...
- rider can try to lead elephant in desired direction ...however, the elephant wins any contest of wills!

# DIRECT THE RIDER NOT THE ELEPHANT

- direct the rider - find what works, script key moves, point the way
- motivate the elephant - tap emotion for change, shrink the task, grow people's capacity
- shape the path - adjust/align environment, build habits, rally and encourage the "herd"

Heath, Switch: How to Change Things When Change Is Hard, (2010)

**“People don’t resist change. They resist being changed.”**

Peter Senge, *The Dance of Change*, 1999.

- **So direct the rider, not the elephant**
- **Work with people - don’t just tell them to change**
- **Communicate and engage**

# CHANGE COMMUNICATION AND ENGAGEMENT

Communication strategy done well can make the difference between a mediocre change program and a successful one.

"The single biggest problem in communication is the illusion that it has taken place." George Bernard Shaw



# CHANGE COMMUNICATIONS STRATEGY IS NOT

- un-strategic - even though change is messy, communications must be strategic
- a tactical requirement at the end of a process
- an edict from on high - it uses multiple levels and multiple platforms
- a knee jerk reaction to a problem
- 'no comment' - leaving a void to be filled
- declaring success while everyone is still wondering what has happened

# CHANGE COMMUNICATIONS STRATEGY IS

- planned, intentional, and budgeted
- supported by leadership, agreed up front and incorporated in a project or review from inception
- people focussed
- respectful and honest
- frequent communication to all stakeholders - many, many times
- communication WITH not talking AT - two way
- aligned with the organisation's business strategy
- digital and social

# Theory of Transition

ENDINGS

EXPLORATION

NEW BEGINNINGS

denial

anxiety

shock

fear

anger

frustration

confusion

stress

approach-avoidance

enthusiasm

energy

hope

impatience

acceptance

skepticism

creativity

PRODUCTIVITY

MORALE



RECONCILIATION

REORIENTATION

RECOMMITMENT

# FROM THEORY TO PRACTICE - A CASE STUDY

- A university suffering from falling enrolments and research income and divided and adversarial staff culture
- New leadership and Council mandate for change
- Large scale program proposed
- External consultants
- Staff redundancies, industrial action
- Program takes three times as long as planned

# YOUR MISSION

Keeping in mind the principles and dynamics of change and change communications:

- What can you see that you think was done well in this case?
- What do you think was not done well, or which could have been done differently?
- What left-field idea would you suggest in this case that could be a game changer?

# **TAKEAWAYS**

**Fill in your responses and details on the sheet provided.**

**We will email you a collated version of all responses.**

**Thank you for your participation!**

# CONTACT DETAILS

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