



MONASH University

Business and Economics

**“Unscrambling the egg” – reflections on a  
successful University change project.**

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TEMC ,CAIRNS 2014



## **A change story that involves:**

- food
- marriage
- counselling
- divorce
- property
- custody & adoption
- Institutional homogenisation

# A real scrambled egg....





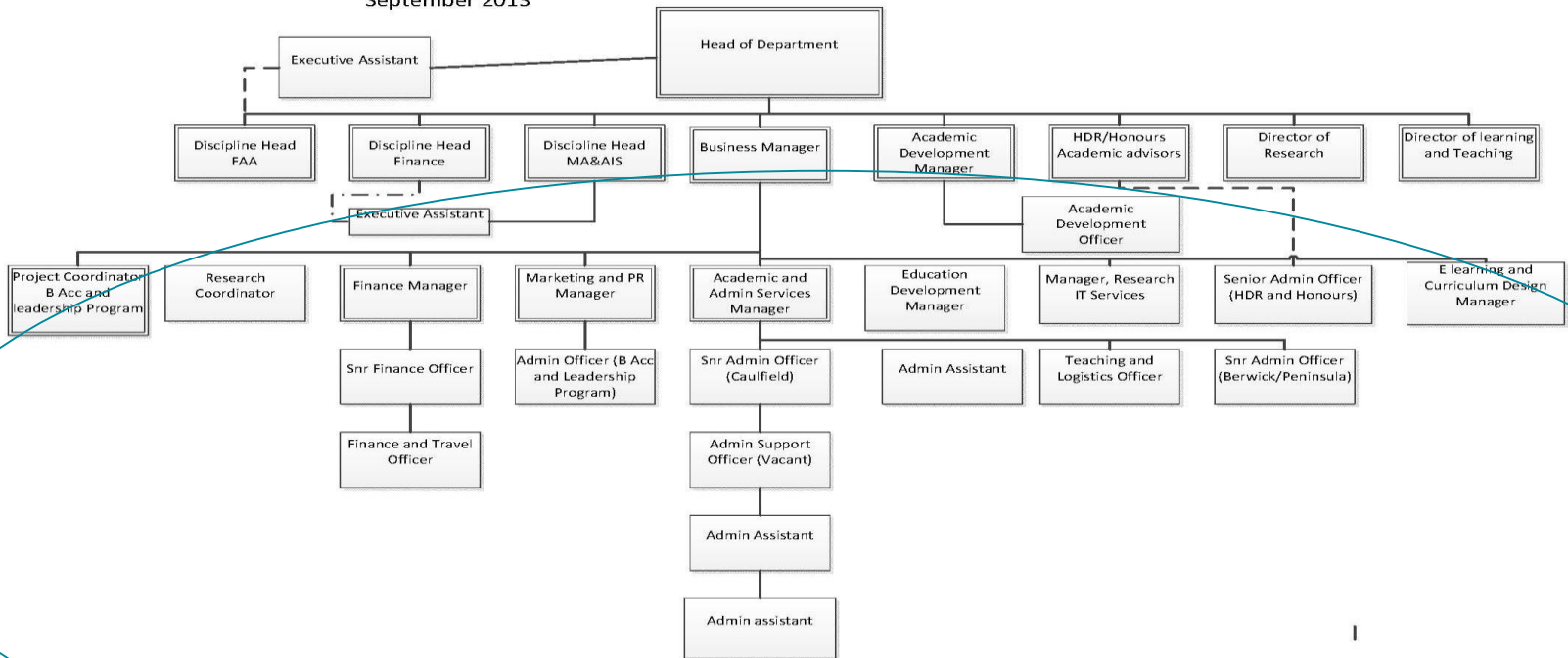
# The operational “scrambled egg”

## INGREDIENTS:

- PEOPLE
- POLICY
- PROCESS
- STRUCTURE

# STRUCTURE

ORGANISATION CHART DEPT OF ACCOUNTING AND FINANCE  
September 2013



# Marriage

## Accounting and Finance (1997-2013)

- A marriage of equals
- Strong but unequal growth – students, revenue, academic staff
- “Change junkie” - adopt and adapt culture
- Strong leadership
- Opportunistic approach





# Counselling .....

**2007-2011: Rumbblings for separation**

**2012 : External review recommended a separation...the  
“marriage” is over**

## Preparing for the change ....

- Create a steering committee plus project officer
- Create a project plan
- Communication plan
- Change workshops for leaders and professional staff
- Agreement on language
- Re-enforce the “No job losses – but job changes”



# The professional staff view

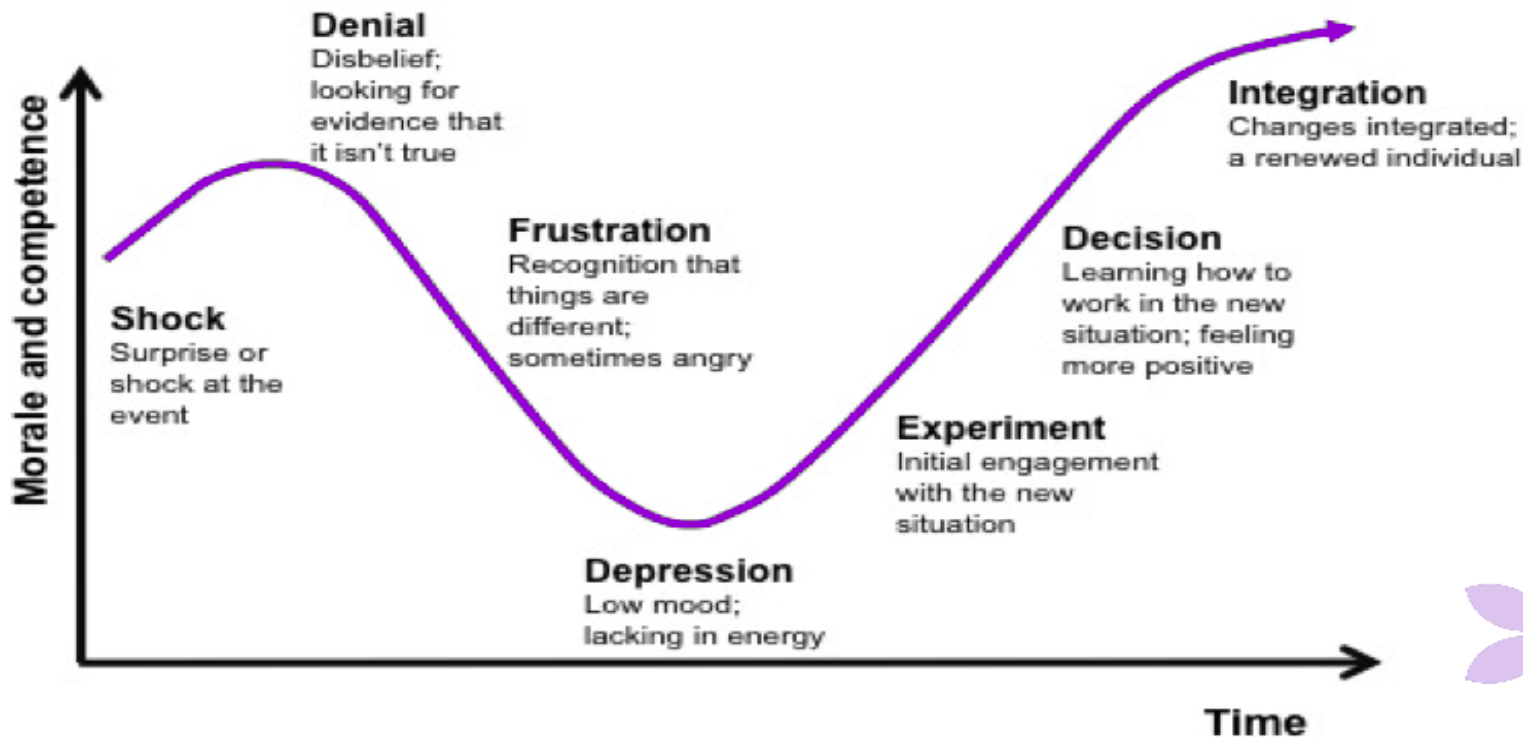


# Critical timeline

- Decision milestones:
  - » Faculty Executive: March
  - » Faculty Board: April
  - » Academic Board: May
  - » University Council: June 2013

# Change...lifecycle

## The Kübler-Ross change curve



In the meantime...





**The change really begins...**

## **DIVORCE - June 2013**

- Legal separation a two phase process

## CUSTODY: What about the staff?





## Unscrambling the egg.. custody principles

- Keep academic staff within relevant discipline groups.
- Provide world-best support

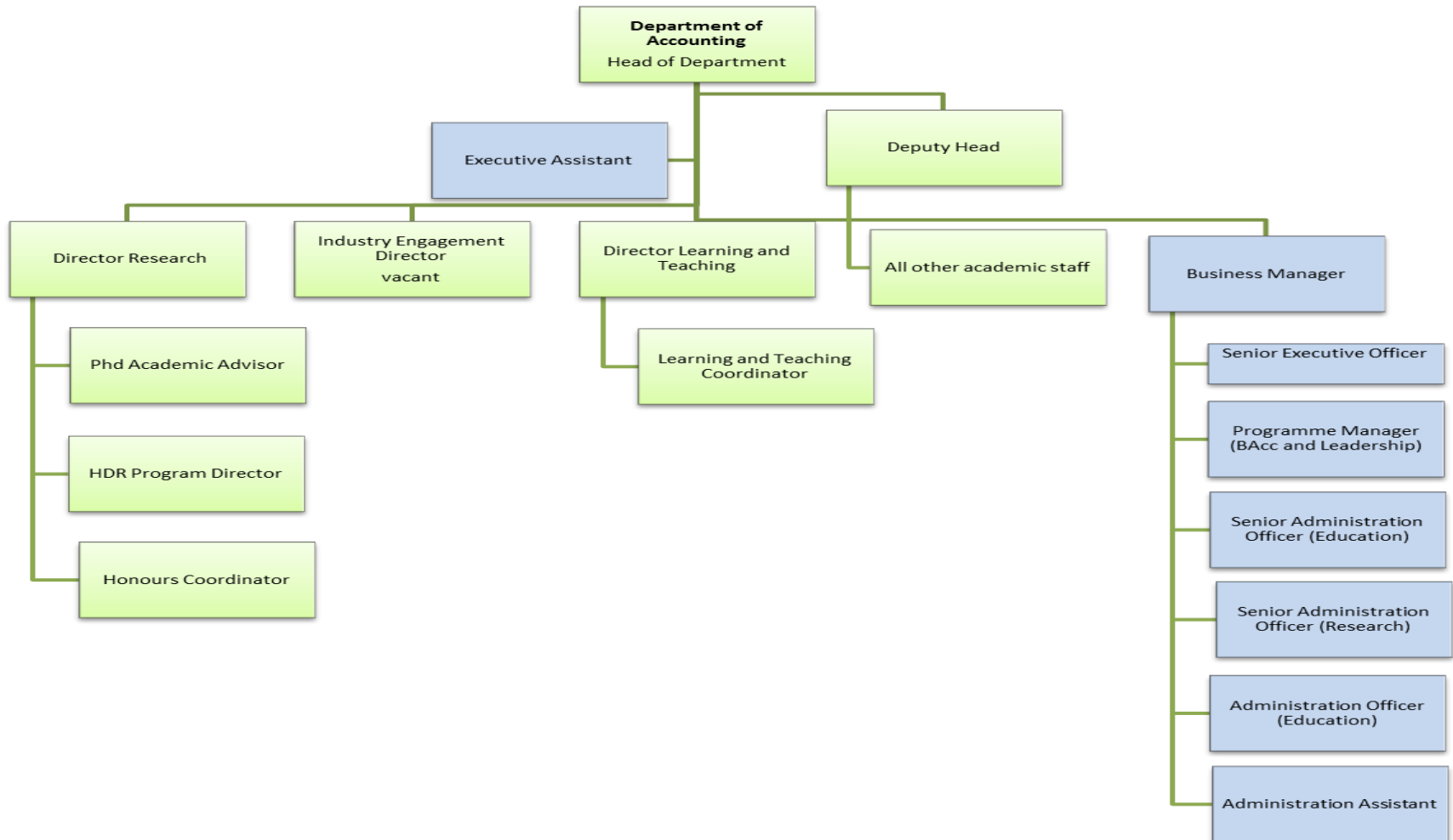
Custody and adoption: (aka developing the support structure).

## Principles

- Staff will be treated fairly and equitably .
- Staff allocated to roles in the new structure.
- Agreed process to fill *new* positions.
- “Shared staff” adopted out – HEW level issue



# The unscrambled egg (half)



# Success.....why?

- A plan and agreed approach
- Business as usual
- Staff allowed to express a preference
- Keep the “big” picture in mind
- Collegiality, collaboration and cross training
- Opportunity for staff to provide feedback
- Leadership

# Success...why?

1. Communicate
  - SMILE!
2. Consultation and feedback loops
3. Decide – negotiate / compromise
4. Implement
5. Lead

# Success.....why?

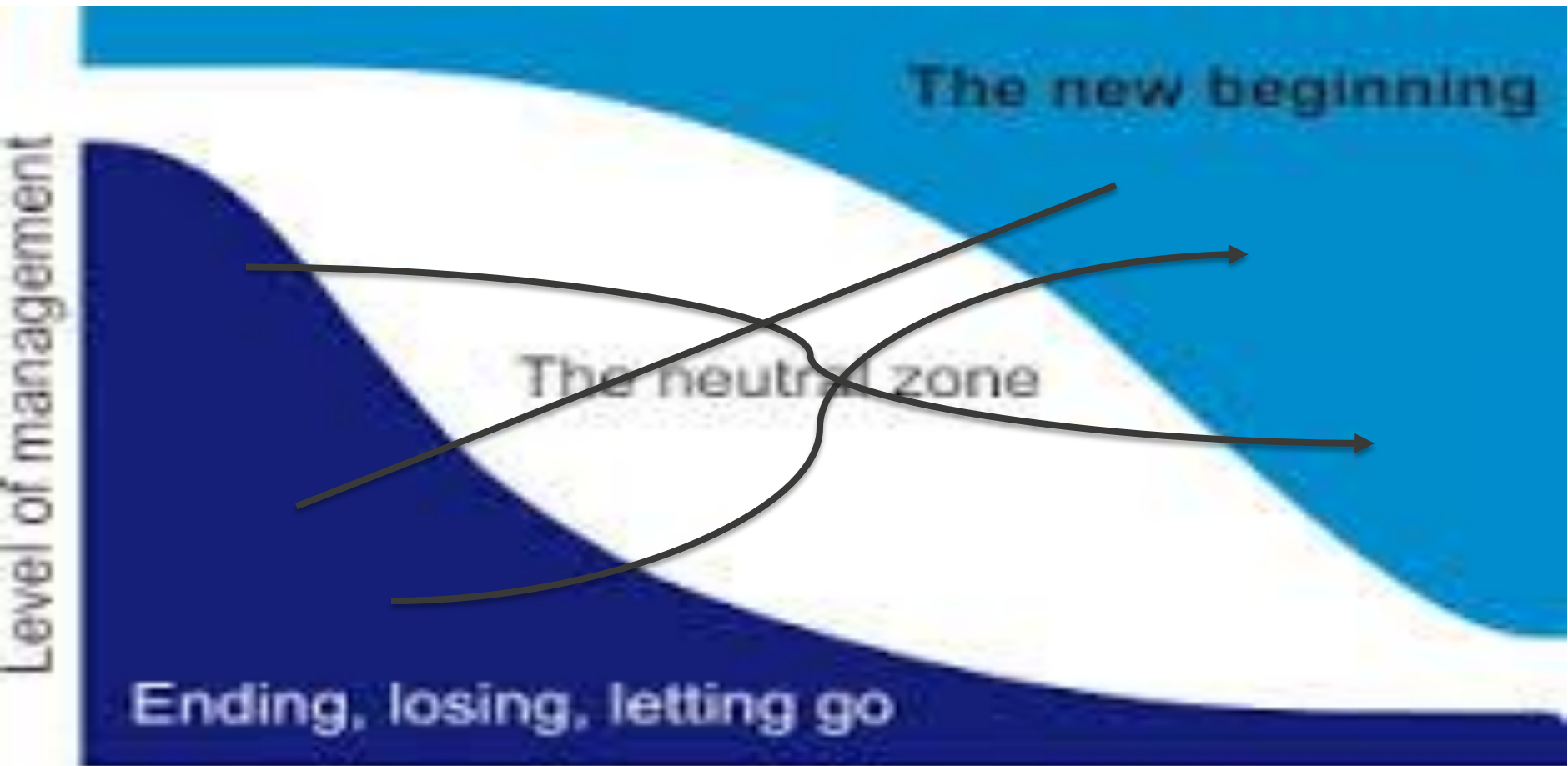
## LEADER (SHIP)...

- Maintaining professionalism and task – business as usual
- Take the opportunity to influence the outcome
- Being the leader And the change champion
- Collaborating, negotiating
- Keeping staff on point and generating enthusiasm
- Accept the down side – rise above
- “Rejection”

# Post separation

- Still early days - staff adjusting to new paradigm and new roles.
- Staff positioning themselves
- It is still all new.. it will take time and patience
- Faculty/ university changes create a continuum of change.. unsettling
- Co-location has created issues
- Institutional homogenisation setting in!

# Change as transition- where are we?







# Thank You