

# **Guiding an Empowered Workforce Through significant change by building resilience and applying the ADKAR principles**

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**THE UNIVERSITY  
OF AUCKLAND**

**FACULTY OF ARTS**

Te Wānanga Kura Tāngata

## Presentation Outline

- ADKAR
- Background
- Our Empowered staff
- The changes
- Outcomes

## ADKAR

- **A** Awareness for the need for change
- **D** Desire to participate and support the change
- **K** Knowledge on how to change
- **A** Ability to implement required skills and behaviour
- **R** Reinforcement to sustain the change

## Background

### The University of Auckland

- 41,000 students
- 2200 Academic and 2800 Professional Staff

### The Faculty of Arts

- 6000 EFTS (Equivalent Full Time students)
- 16 departments, 130 Professional Staff
- Flattened administration structure - All professional staff report directly or indirectly to the Director of Faculty Operations. No professional staff report to academics
- Our roles- Director of Faculty Operations and Group Manager at the Faculty of Arts

## **The Faculty of Arts successfully implemented an empowerment programme**

“The term ‘empowerment’ refers to giving employees the authority and responsibility to make decisions and take actions. Empowerment results in decisions being made closest to the ‘front line’ where work related understanding and knowledge reside.” *Baldrige Criteria, 2005*

**The journey of this experience was presented at the TEMC Gold Coast in 2011**

## **We introduced our empowerment plan to meet the demands of:**

- Low level of engagement and motivation amongst Professional Staff
- Increasing expectations and demands from central University administration
- Silo mentality in Departments
- Limited financial resources

## Our Inspiration

“What motivates people is confidence that there is a future with their organisation, genuine advancement opportunities, a sense of personal achievement, knowing how work contributes to company success, a sense of belonging and being given challenging work.” *What Drives Engagement - The New Zealand Herald, June 08, 2005.*

Our empowerment plan focused on three objectives:

**1. Motivating staff**

Staff are stimulated in their work environment and see a relevant future for themselves within the Faculty and they feel part of the Faculty community.

**2. Making staff feel valued**

Staff feel that the Faculty values their efforts and opinions.

**3. Encouraging a learning culture**

Education encourages people to think and extend their boundaries. This is essential if we wish to encourage innovation and keep up with future challenges.



## What does it mean to have an empowered workforce?

- **Job satisfaction**

*Staff enjoy their work!*

- **Proactive staff**

*Staff actively seek to become involved in Faculty wide project work and look for ways to work smarter.*

- **Positive work environment**

*Staff feel valued, feel they are listened to, and are able to introduce initiatives and be acknowledged*

- **Continual process improvement**

*Staff are continuing to suggest better ways to carry out their work. Arts Faculty processes are emulated in pan University processes*

- **Open engagement with management**

*High level of trust, open door policy from the Director of Faculty Operations down!*

## What does it mean to have an empowered workforce?

- **Quality staff and their retention**  
*Staff are of a high calibre and want to work in the Faculty of Arts.*
- **Succession planning**  
*The system does not fall to pieces when someone leaves.  
Staff are available to fill in vacant positions.*
- **Staff more involved in planning and development**  
*Staff are involved in managing their work environment  
and decisions that affect their work and workloads.*
- **Improved change management**  
*Staff are able to adapt to changes positively and constructively. Process change is transparent and staff know that they will be consulted. Staff have strong resilience*

# Resilience

## Definition:

- The capacity to recover quickly from difficulties;  
toughness: *Oxford English Dictionary*
- The ability to operate in a changing environment while consistently maintaining one's effectiveness: *Low, Justin, "Resilience in Academic Administration: Leading Higher Education in Times of Change" (2010). Electronic Theses, Treatises and Dissertations. Paper 1030.*

## Internal Change: Faculty Reorganisation

- Reorganisation of Faculty from 16 departments to 4 large schools
- Goal: reduce burden of academic management on academic staff
- 2 years in planning
- Start date January 1<sup>st</sup> 2014
- Faculty initiative in order to meet changes in Government policies.

# External Change – Faculty Administrative Review (FAR)

- Centrally initiated and directed
- Applies to all Faculties at the UoA
- Goals:
  1. Provide clear and meaningful career pathways for professional staff.
  2. Streamline and standardise roles and processes across faculties to increase efficiency and service delivery.
  3. Provide consistent and strengthened support for academic heads.
  4. Strengthen our professional staff leadership capability.
  5. Enable the organisation to more readily adapt and change.
  6. Reduce costs
- Initiated in November 2012, with the current phase starting in June 2013

# Internal change (reorganisation) and ADKAR

## How have we done so far?

- Awareness
  - Effective communication
  - Visible sponsors
  - Manager support
- Desire
  - Effectively sponsor change with employers
  - Engage employees in the change process
  - Organisational context- empowered workforce
- Knowledge
  - User groups and forums
  - Effective training and education programmes

# External change (FAR) and ADKAR

## How have we done so far?

- Awareness
  - Effective communication?
  - Visible sponsors?
  - Manager support?

# Where are we now?

- Staff are coping well
- Concern about changes but stress levels low
- Keen to be involved



# Resilience to change

- Building up resilience has enabled our staff to cope with the changes
- This resilience is not specific to any one change process but is generalist in nature
- Faculty works hard to maintain this resilience by:
  1. Engaging with our staff
  2. Visible senior management
  3. Structures supporting staff involvement
  4. Empowered workforce

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- Seventh Benefit 2013
- Seventh Benefit 2013 (2)

# ADKAR-was it effective?

- Both change processes followed the ADKAR principles.
- ADKAR worked well for the FoA because:
  - Followed the principles
  - Empowered staff
- The resilience from the culture we developed in the Faculty was the glue for ADKAR to stick to.