



How Might We:

Lead change

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Overview

All organisations change to take advantage of new opportunities or to meet the challenges they face. Changing the way that we work can have a real positive impact for everyone, but it is not always easy.

Change has traditionally focused on the need to make things happen, such as developing new technology or implementing new processes, but these changes don't always consider the people who would be using those systems or processes.

By putting our people at the heart of change, we give ourselves the best chance to embed and make the most of the changes we want to achieve. By taking this approach, change can be developed, supported and introduced by the same people who they will impact.

Done well, this leads to a wider appreciation of why the change is needed, greater understanding of how things will change and how those changes will impact them as individuals. When included, people become more invested in the successful delivery of the change, which in turn improves the chance that it will be adopted and sustained.





Before you start

Think about changes which you have experienced or have seen happen:

- How were those changes managed and led?
- How involved were you in making the change happen?
How did this make you feel?
- What made those changes good if they were good?
- If those changes were bad, what made them that way?
- As a change leader, what do you want to avoid happening?

The 5 stages of the ‘People and Change’ approach

Stage 1: Understand the vision, purpose, and outcomes of the change

First, we need a clear understanding of what the change is and why it is required. This stage is the foundation for all that follows.

It may be useful to consider the following questions:

- What is the change?
- Why is the change needed? What are the circumstances which are driving the need for change? What would happen if we didn’t change?
- When do we need to make the change happen by?
- What will success look like following the change?
- How does the change support the strategy of the department or organisation?

Stage 2: Align and involve leaders and stakeholders

We then need to think about aligning and involving the leaders and stakeholders involved in the change. Leaders or sponsors will be people who can authorise the change, commit necessary resources and provide direction, whereas stakeholders could be anyone impacted (directly or otherwise) by the change.

- Have we identified the leaders or sponsors of the change? Have we obtained their support? Do

they understand their role and what they are accountable for as leader and/or sponsor?

- Do we understand who all our stakeholders are and what role they play? Or do we need to undertake some stakeholder analysis?
- Do we have a stakeholder engagement plan, providing details of the different audiences and types of engagement they will need during the change?
- Think **who** (will you engage with)? **when** (will you engage with them)? **why** (do you need to engage them)? **what** (do you want to achieve from the engagement)? and **how** (will you do it)
- If you were a stakeholder in the change you’re delivering, how might you feel? What would you want to know? What questions might you have?

Stage 3: Define change strategy and plan

Next, we need to develop a strategy and plan to deliver the required change activities. The complexity and scale of the change will determine how much consideration is needed in the strategy and plan to deliver the required change. You may want to think about the following:

- Do we know the estimated size, scale, nature and complexity of the change and the impact this will have for different stakeholder groups? If not, how might we obtain this information?

- What are the required activities, milestones and outputs that will support effective change implementation?
- Who are the owners of each activity, are any of the activities dependent on each other and what are the timeframes for completion?
- What additional engagement do we need to happen? Who do we need to engage with? When and how will we do it? How will we engage with large numbers of stakeholders?
- Do we require support from specialist functions or external organisations to help facilitate the change?
- How will everyone be kept up to date with the progress of the activities? Think especially about the people who are not able to be “in the room” when decisions are being made, how might you keep them informed and engaged with the change process?

Stage 4: Develop and deliver change activities

During this step, the focus is on the change activities, the things which need to be done to deliver the change. You may want to consider:

- Are all stakeholder groups directly impacted by the change engaged in the initiative? If not, why not?
- Are there any learning or development needs the leadership and other stakeholders will need to make the change happen or for them to work differently once it is made?

- Have you considered that stakeholders are ready for the change or if any further support is required before the change is made?

Stage 5: Measure and sustain

The final stage is embedding the change so that it achieves its long-term objective, to do this you may want to consider:

- How will you measure if the change has been successfully adopted
- If any problems arise following the change what plans will you need in place to get back on track?
- How will you provide ongoing training and support to fill any gaps in knowledge or capabilities as a result of the change?
- How will you identify any lessons learned and communicate them to leaders and stakeholders?
- How will you create opportunities to communicate and celebrate successes that result from making the change?

More information

Visit the [People and Change webpage](#) for more information, templates, and toolkits, including the [People and Change Approach Toolkit](#).

You can also get in touch if you need support from the Curriculum Redefined and Change team by emailing curriculumredefined@leeds.ac.uk and using 'People and Change' in the subject line.

