



EDUCAUSE 2014 ANNUAL CONFERENCE

September 29–October 2 | Orlando, FL and Online

Leading Transformational Change: Applied Change Management in Higher Education

A Plan for Change *Template*

Utilizing Kotter's Eight-Stage Process

A Plan for Change

High Level Description of the Desired Change:	<i>{Example: Introduce and implement a formal project management approach to all IT projects.}</i>
Developed by:	<i>{Example: C. I. Officer of A University}</i>
Date:	

Revision History

Date	Author	Description
[date of revision]	[author of the revision]	[description of the revision]

Description of the Change

Provide a more detailed description of the change you are planning to implement and why it is important.

{Example: Currently there is no formal project management approach to IT projects. This change would create a culture of project management, where all units embrace a formal approach to all IT projects. This would include projects done wholly within the IT organization and those done in cooperation with functional units. Positive outcomes include increased agreement amongst all stakeholders regarding project outcomes, timelines, milestones, and potential risks, as well as increased transparency, higher on-time and within-budget completion of projects, and identification of recurring issues that threaten project success in order that such issues could be addressed.}

Kotter's Stage 1 – Establishing a Sense of Urgency

Identify several strategies that can be used to create a sense of urgency to stakeholders – those affected by or involved with – the proposed change.

Strategy Define key strategies that can be applied to establish a sense of urgency with key stakeholders.	Barriers Identify any barriers that could prevent a sense of urgency being established.	Mitigation What approach will you take to eliminate or mitigate the barriers?
<i>{ex: provide estimate of indirect costs related to over-runs of non-managed projects}</i>	<i>{ex: difficult to estimate costs; belief that cost of change is greater than cost of inefficient projects, etc.}</i>	<i>{ex: identify opportunity cost for monies spent on over-runs}</i>
1.		
2.		
3.		

What are the consequences of not making this change?

--

Kotter's Stage 2 – Creating a Guiding Coalition

Who within the institution can help successfully plan, manage and implement the proposed change?
Which individuals, university offices, or departments, etc?

Coalition Team Member(s) Identify key individuals and departments that are necessary to successfully implement the proposed change.	How will this team member contribute to successfully planning and implementing the proposed change? What role will the individual or departments play in helping to lead the change process and ensure success?
<i>{ex: administrative leadership: provost, director of budget; VP for student life; IT leadership and staff}</i>	<i>{ex: provost: establishing expectations that all projects will be managed with a formal approach; Director of Budget: actively participating in formal project documentation, setting expectation for budget development staff to participate, ...}</i>

Kotter's Stage 3 – Developing a Vision and a Strategy

What does success look like? Describe your vision of success in several key words or statements.

Vision What will the future look like after the successful implementation of the change?
<i>{Ex: i. Formal project documentation and stakeholder involvement in all IT projects (including formal acknowledgement / approval through all stages}</i> <i>ii.. Functional users are comfortable initiating formal project documentation when new projects are identified and requested by non-IT groups.</i> <i>iii.. Increased completion of projects within budget and within identified timelines. Monetary savings resulting from efficiencies can be repurposed.</i> <i>iv.. Increased transparency regarding status of projects; greater understanding about resource constraints and how such constraints affect project timelines; informed discussions with all stakeholders about project priorities.</i>
1.
2.

What are some associated strategies necessary to successfully achieve the above vision?

Strategies What strategies need to be developed or might be used to achieve each respective vision statement?
<i>{Example: i. Educate IT and non-IT staff regarding formal project management.</i> <i>ii. Demonstrate process and subsequent benefits of formal project management on one or more small, non-complex projects.</i> <i>iii. Secure support for resources required to implement project management – personnel, software, etc.}</i>
1.
2.

Kotter's Stage 4 – Communicating the Change Vision

Communication is essential to the successful adoption of change. Identify key communication strategies to ensure that all stakeholders are well informed and encouraged to buy in and engage in the change effort.

Communication Strategies What information must be communicated to ensure the community is well informed on the change effort and associated impacts. If possible, identify expected timing for each strategy.	Audience For each communication strategy, identify the anticipated audience
<i>{Example: i. excitement about the new approach to project management; importance; benefits;</i> <i>ii. goals of implementing formal project management; less frequently</i> <i>iii. progress in implementation – pilot projects, successes</i>	<i>i. ITstaff; external stakeholders</i> <i>.</i> <i>ii. Institutional leadership / administration</i> <i>.</i> <i>iii. entire institution</i>
1.	
2.	
3.	

Kotter's Stage 5 – Empowering Employees for Broad-Based Action

Identify organizational structure, system and process barriers that could impede the adoption of the proposed change. Also, identify strategies that will support the empowerment of employees and set the institution up for successful change implementation.

Structural and System Barriers

What structural and process barriers exist that will impede successful adoption of the proposed change.

{Example: old habits; perceived overhead of paperwork not worth benefit; perceived inconvenience of new processes/paperwork.}

1.

2.

3.

Structure Adjustment, Training and Systems Refinement Strategies

What organizational structure, systems and training strategies can be applied to empower employees and support the adoption of the proposed change?

{Ex: Provide project management training for all members of the institution and at both introductory levels of understanding as well as more advanced methods. Encourage the utilization of a project management approach across the institution, regardless of type of project, originating unit, or organizational level.}

1.

2.

3.

Kotter's Stage 6 – Generating Short Term Wins

Short term wins help to maintain the momentum and motivation required to successfully implement change. What are some short term wins that can easily be aggregated to achieve further change?

Short Term Wins and Milestones What short term wins can be achieved as part of this change effort? What are the anticipated effects of these short term wins?
<i>{Ex: Select 2 or 3 highly visible, short-term projects to which PM techniques can be easily applied as pilot projects. Demonstrate the efficacy and benefits of formal PM, communicating the stages of the project in a highly visible way to all members of the institution.}</i>
1.
2.
3.

Kotter's Stage 7 – Consolidating Gains and Producing More Change

Resistance to change is often waiting to reappear, despite successes. In what ways can you leverage initial successes and “wins” to leverage additional change? How can you broaden or deepen the effects of change?

<i>Future Related Change Opportunities</i> What future change opportunities may present themselves as short and long term wins are achieved in the change effort?	<i>Expected Impacts of Future Change Opportunities</i> What are the possible impacts of each future change opportunity identified?
<i>{Ex: Expand the number of departments involved as stakeholders in projects managed with formal approach.}</i>	<i>{Ex: Additional positive examples of the benefits of formal PM. Broadens the impact of the change.}</i>
1.	
2.	
3.	

Kotter's Stage 8 – Anchoring New Approaches in the Culture

Transformational change must be fully adopted by the institution and supported by the culture to ensure lasting impact. Both behavioral norms and shared values comprise an institution's culture, and both must be changed in order ensure enduring change. What institutional norms or shared values might inhibit the establishment of the change as part of the culture? In what ways can those barriers be addressed to ensure the likelihood of long-lasting change?

Cultural Challenges What aspects of your institutional culture could impede lasting adoption of the proposed change?	Cultural Strategies What strategies can help address these challenges?
<i>{Example: i. Reverting to old norms (lacking formal PM processes) when time and political pressures are perceived more important than following PM processes.</i> <i>ii. Change in administrative leadership that doesn't understand or value formal PM.</i>	<i>{Example: i. Continually work to encourage broad understanding and commitment to the change.</i> <i>ii. Identify key mid-level managers that believe in process and see value so are self-motivated to stay the course.</i> <i>iii. Ensure new hires in leadership and management positions have experience with and are committed to formal PM.</i>
1.	
2.	
3.	

