



A Framework for Managing Change at Charles Sturt University

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Our Focus for Today

What is change and why manage change? Sharing some positive stories

How to manage change? The framework for managing change at Charles Sturt University: the CSU Organisational Change and Renewal Framework.

Developing a change management plan relevant to the university workplace? Taking it back



The CSU Context

- Work Process Improvement (WPI) 2005/6
- Climate Survey 2003, 2006: we do not manage *change and innovation* very well
- University Strategy: *A culture responsive to organisational change & renewal*
- Workplace Productivity Program grant (DEST): develop framework & resources
- Focus on leadership & management development



Leading Through Change

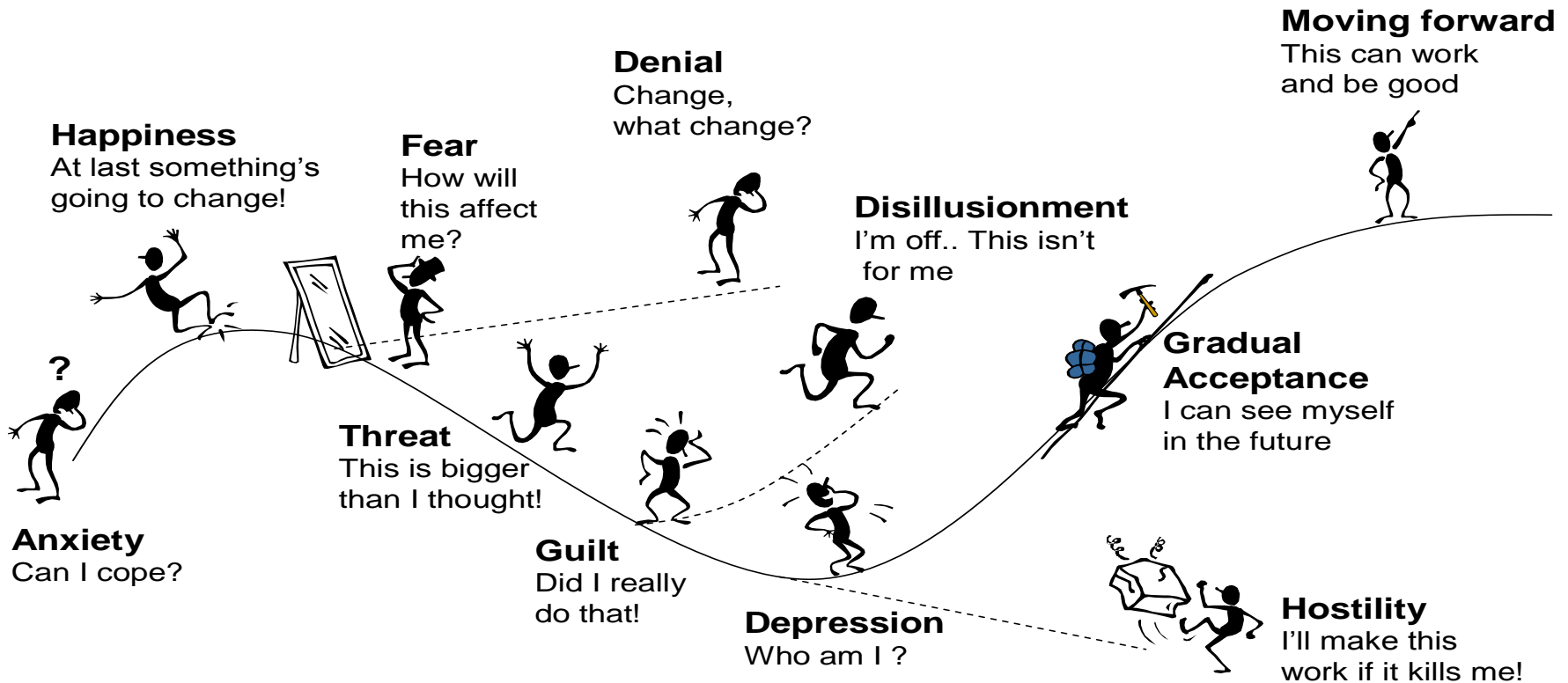
- *“Without successfully managing a difficult transition, no leader can be effective for very long.”*

—William Bridges



Organisational Development Model 2: May 2005

PEOPLE IN THE PROCESS OF TRANSITION



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Why manage change?

What are the reasons for change in Higher Education sector?

What are some positive change stories in your universities? What was one key ingredient for its success? In pairs share your story of the most positive change.



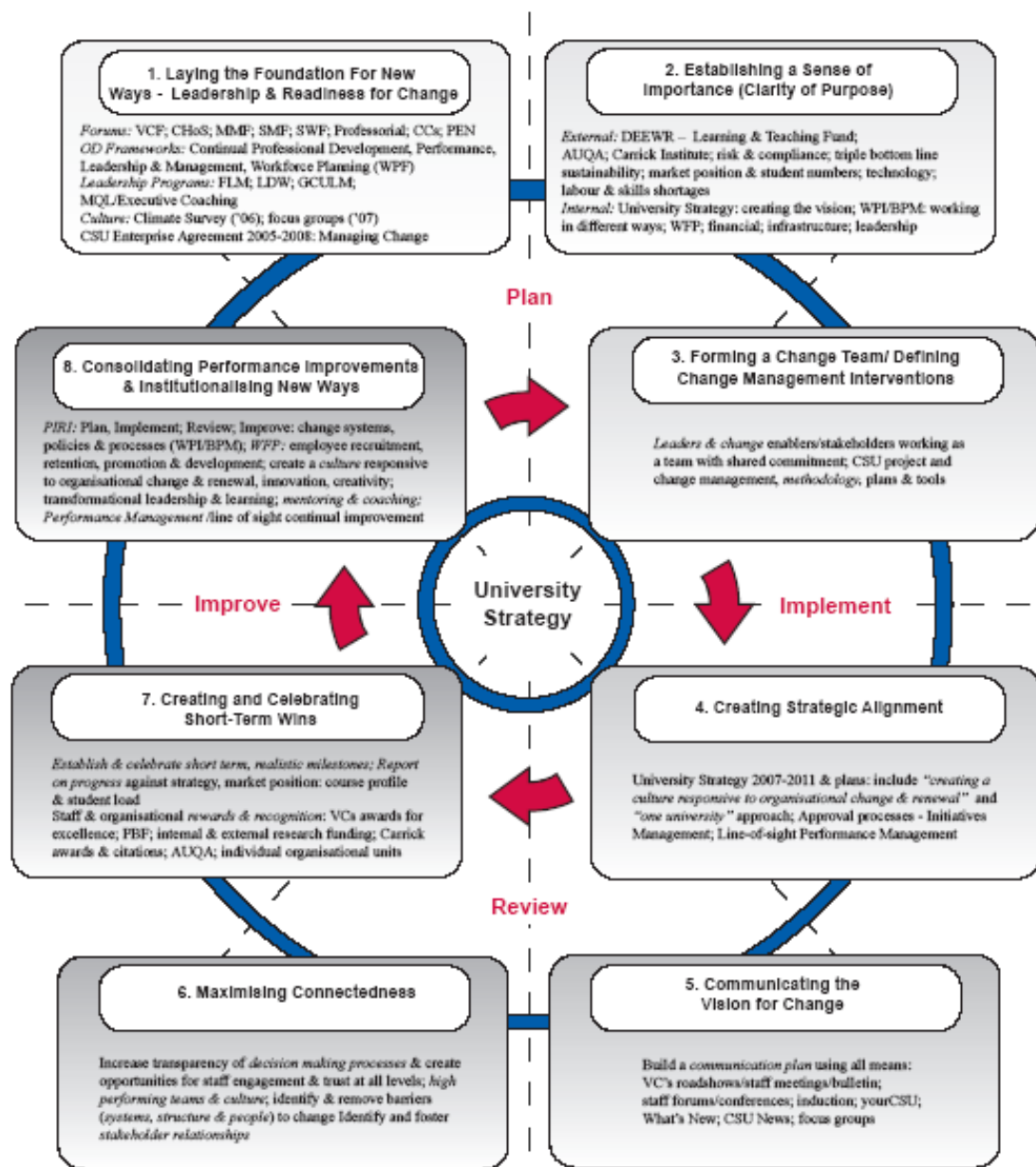
How was the CSU Framework developed?

- Based on John Kotter's 7 step process
- Adapted using Bill Synnot's 8 ingredients
- Engaged Bill Synnot to workshop with key change enablers at CSU
- Refined through workshops with leaders & managers
- Online resources



CSU Organisational Change and Renewal Framework
The Eight Dimensions of Effective Organisational Change and Renewal
(after Kotter 1996, 2002, and Synnot 2007)

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Developing a Change Management Plan

The **three main fundamentals** in the CSU Change Management Framework are below. These can be considered when developing any **Change Management Plan** and are well covered by the 8 dimensions of the CSU Framework as outlined:

People and Culture:

- Lay the foundations for new ways through capability: knowledge, skills and leadership development (Dimension 1)
- Maximise connectedness: identify and remove barriers to change; willingness and readiness for change (Dimension 6)
- Consolidate performance improvements (Dimension 8)

Plan:

- Use the project management methodology: create an “Assignment “ or a full scale project and form a change or transition team (Dimension 3)
- Create strategic alignment or fit within the university strategy: establish goals and objectives (Dimension 4)

Communicate:

- Develop a communication plan and communicate the vision (Dimension 5)
- Create a sense of urgency (Dimension 2)
- Create and celebrate short and long term wins (Dimension 7)



What are you already doing in your university?

Considering this framework, what will you do differently in the future?

What ideas could you take back to your workplace?



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