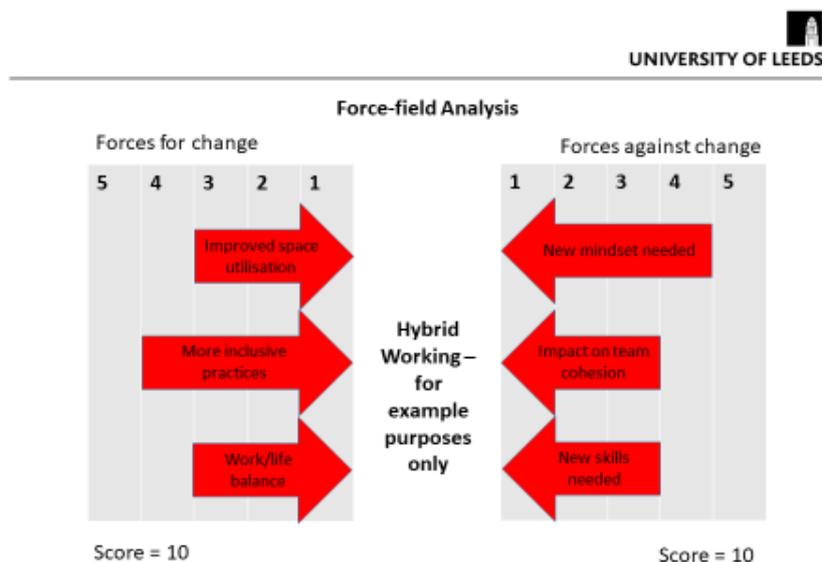


## When Leading Change

Not all change is difficult. Indeed most change is transitional over time and goes unnoticed. But when change is intentional and often time-sensitive there is a need to lead and direct the change to get the desired impact. As we progress towards a hybrid model of working, this can be seen as a challenge for some, while others will relish it. There is unlikely to be any 'one' reaction, and no one-size-fits-all, so it is worth bearing in mind some key change models to help you lead your team through this change period.

When first considering change it might be useful to consider the Force-field Analysis to reflect on potential forces for and against the change, and therefore where your efforts might be best placed. This activity is best done within a group to gain multiple viewpoints.



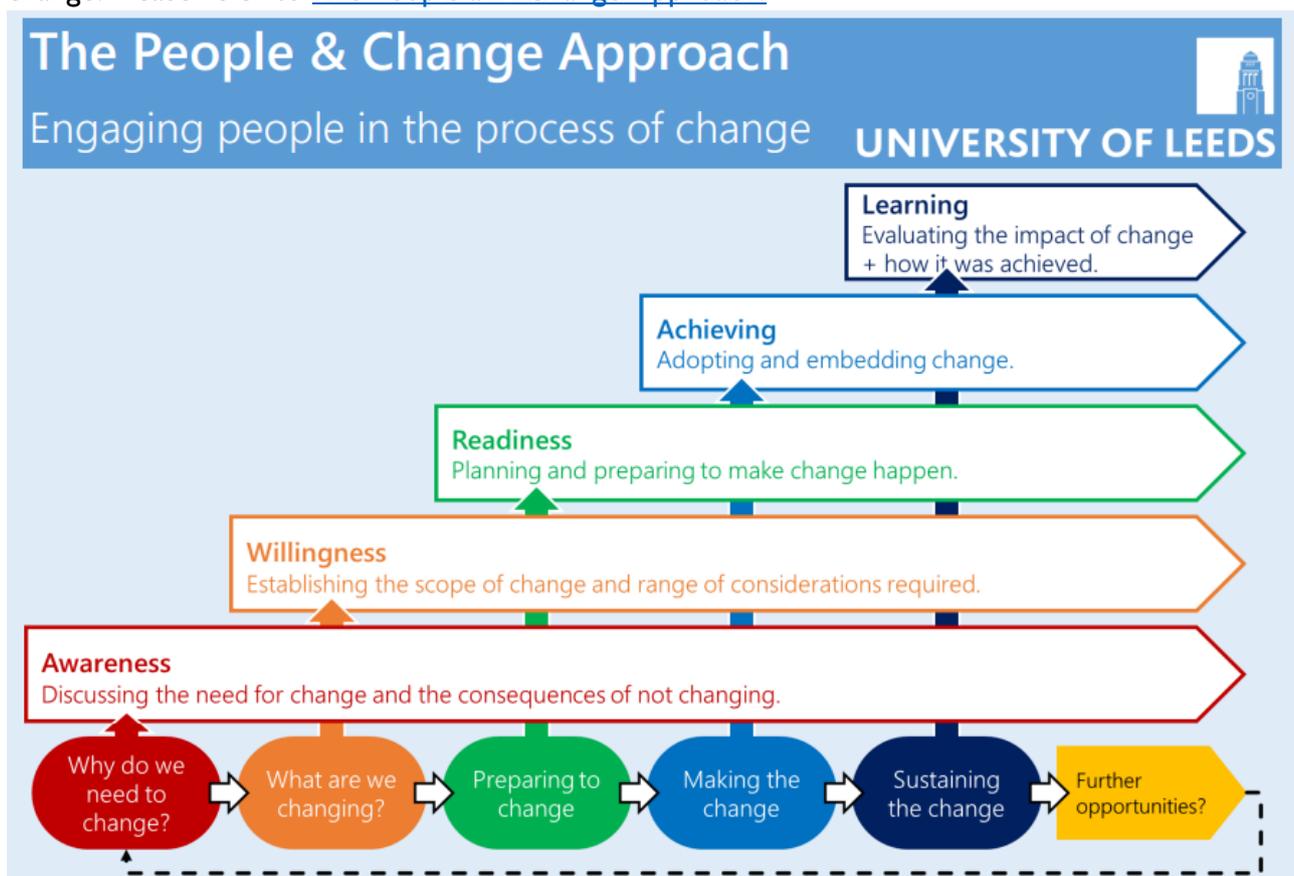
Once you are clear on the forces for and against, you will then be ready to embark on the change process itself. A useful model for this might be Kotter's Eight Step Model.



**Kotter's Eight-Step Change Model** can be summarised as:

1. Increase urgency - Inspire people to change, make objectives real and relevant.
2. Build the guiding team - Get the right people in place with the right emotional commitment, and the right mix of skills and levels.
3. Get the vision right - Get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.
4. Communicate for buy-in - Involve as many people as possible, communicate the essentials in a simple manner and appeal and respond to people's needs
5. Empower action - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognise progress and achievements.
6. Create short-term wins - Set aims that are easy to achieve - in bite-size chunks. Finish current stages before starting new ones.
7. Don't let up - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
8. Make change stick - Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into the culture.

Both the Force-field Analysis and Kotter's 8 Step Model underpin the Universities approach to change. Please refer to [The People and Change Approach](#).



It is important to remember throughout the process that there will be many different reactions and approaches, such as the victim, the critic, the neutral bystander and the advocate. Each of these will need to be addressed and supported.

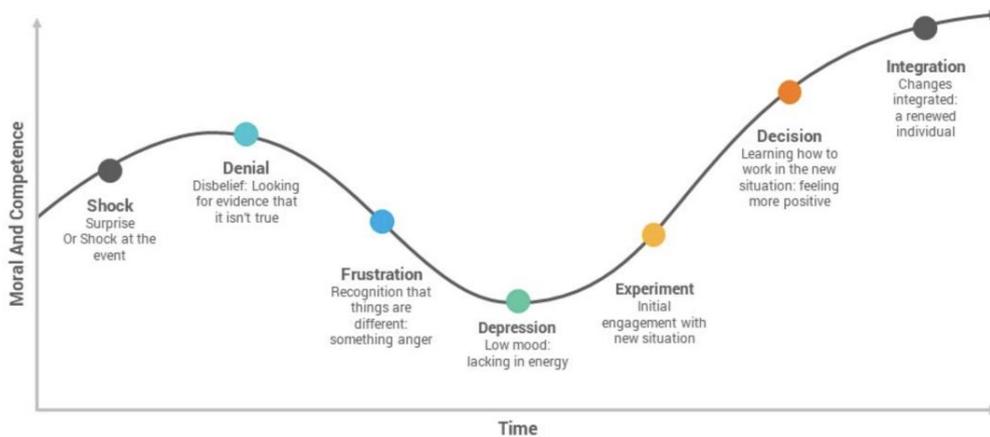
The people element of change



It is also worth bearing in mind that people will flux in their emotional responses to change and so you cannot assume they will stay fixed in any one position. Indeed, the **Kubler-Ross Change Model** might be good to refer to for identifying the various stages people might go through, back and forth, and at different speeds for all the individuals involved.

### Kübler-Ross Change Model Curve Template

Emotional Response to Change



At each stage of the curve on the Kubler-Ross Change Model a different conversation might be required, and so a useful model here might be the Crucial Conversations STATE Model (see [Hints and Tips](#) for Holding a Crucial Conversation).