Principles of Successful Change Management:

Lessons from the Covid-19 Crisis

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Key Areas of Focus

• ‘Change’ basics
• Learning for “Now”
• Learning for “post-Covid-19”
• Learning linked to the fundamentals of Change Management
Areas Affected by Change

- Relationships with stakeholders
- Work Patterns
- Culture
- Business Processes
- Roles and Responsibilities of individuals
- Organisational Structures
- IT Systems
- Supply Chain
- Vendor relationships

In the **current climate** which of these have been **most** affected in your organisation?
Change Managers like Plans…

“Change on a Page”

Project Management approach to change the organisation structure, job roles, processes and systems

Role of the PMO & Programme Definition including -
- Setting the Vision
- Defining the Benefits
- Developing the Blueprint
- Drafting the Business Case
- Agreeing the approach to Quality Assurance

Planning & Control (including Resource and Risk/Issues Management)
Leadership & Stakeholder Management

Current state → Transition → Target state → BAU

Change Management approach to help individuals impacted by the business and technical changes in their company to adapt and be successful
Where we are now

It’s not Tyson, it’s Covid-19

Everyone has a plan, until they get punched in the mouth
Normal Change versus Current Change

Planning and Strategy development

Current state

Transition

Target state

BAU

Business As Usual (BC)

Crisis/Critical Zone (CZ)

New Normal (AC)

New BAU
Learning for Now – Working from Home

As a result of the “Stay at Home, Protect the NHS, Save Lives” Policy we are all now working from home.

This means:

• Tools to make it work
  • To keep connected
  • To communicate and engage
  • To maintain/enhance productive collaboration

• Training and technical support to facilitate use of the new tools

• Support to ensure wellbeing
Reflections Exercise

Words to describe current thoughts and feelings as a result of new ways of working in response to Covid-19!
Reflections from some HE Change Leads

‘We’ve had months’ worth of change within a few weeks.’

‘No protocols in place at the moment for new ways of working – we are still experimenting to find out what works.’

‘We’ve learnt that you can’t just keep to old WoW using new technology.’

‘What happens when the novelty wears off?’
Learning for Now – Crisis Mode

- Government
- Industry
- Higher Education
- Individuals

Making a difference

Using skills differently to achieve a common goal
Learning for Now - Leadership

Everyone is looking for:

• Strong leadership
• Clear guidance
• Regular communication
• Consistent messaging
• Simple and timely messaging
• Not to be “over promised”

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams / www.geckoandfly.com
Learning for Post Covid-19

Even though we’ve gone through “months of change within weeks” these last two steps will still need to happen!

Culture Change and Re-skilling
Identifying areas of best practice, sharing success and knowledge to facilitate standardisation of business processes and effective use of new capabilities across the organisation

Embedding
Refining business processes based on new capabilities, and embedding these processes into ways of working

Full Adoption
All relevant activities carried out in accordance with the Change

Laying the foundation
Familiarisation with the Change

When Change is introduced, all organisations go through several stages of development before full benefits are realised!
Reflections from some HE Change Leads

‘We don’t know when or how the ‘AC’ Phase will work.’

‘As Change Leads we need to set the basis for sustainable change on the back of the current crisis.’

‘Virtual meetings/events will never replace physical meetings but will make us challenge things on a case-by-case basis.’

‘Has increased the options that we can pull from’
Key Points to Note for the future beyond C-19

We need to go back to basics:

- Build on opportunities arising from new WoW
- Return to a sense of normalcy while retaining newly adopted ‘good’ behaviours
- Plan for a new normal – establishing and embedding robust principles and practice
- Maintain some sense of urgency
Change Fundamentals
Relevant for Crisis and Non-Crisis Change

The fundamentals

- Clear Vision
  - Why is it important?
- Simple messaging
- Clear ongoing communication
  - Acknowledging -ves and +ves
  - Right training
  - Right support
  - Right environment
- Creating a need
  - What happens if we don't?
- Ongoing engagement
- The right tools
Where are you on the Change Curve

- Denial
- Anger
- Confusion
- Depression
- Crisis
- Exploration
- Acceptance
- New Confidence

Confidence, Morale, Effectiveness

Time
Thank You and Questions